

**To: All Members of Cabinet:
R.J. Phillips (Leader)
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**

Chief Executive's Office
Chief Executive: N.M. Pringle
Your Ref:
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6th July, 2005

Dear Councillor,

**MEETING OF CABINET
THURSDAY, 14TH JULY, 2005 AT 2.15 P.M.
THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD**

AGENDA (05/12)

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

To receive any declarations of interest by members in respect of items on this agenda.

3. REVIEW OF DENOMINATIONAL TRANSPORT

To consider any reference from the Children's Services Scrutiny Committee following the call-in of Cabinet's decision on 23rd June, 2005 in relation to the Review of Denominational Transport. *(A report will be tabled at the meeting if necessary.)*

4. CORPORATE PERFORMANCE ASSESSMENT: SELF-ASSESSMENT

To approve the Council's self-assessment to be submitted to the Audit Commission for the forthcoming Corporate Performance Assessment. *(Pages 1 - 8)*



5. YOUTH JUSTICE PLAN

To endorse the Youth Justice Plan which is prepared on an annual basis on behalf of Herefordshire Council and Worcestershire County Council. *(Pages 9 - 10)*

Note: The Youth Justice Plan can be found on the Council's website www.herefordshire.gov.uk or is available on request.

6. COMMUNITY FORUMS

To receive a report on the June 2005 round of Community Forum meetings. *(Pages 11 - 22)*

7. STATEMENT OF INTERNAL CONTROL

To approve the Statement of Internal Control for 2004/05. *(Pages 23 - 30)*

8. GENERAL RESERVES, PROVISIONS AND BALANCES

To note the current level of reserves and review the Council's policy regarding the maintenance and application of such reserves. *(Pages 31 - 40)*

9. PROCUREMENT STRATEGY

To approve the Council's Procurement Strategy. *(Pages 41 - 50)*

10. IMPLEMENTING ELECTRONIC GOVERNMENT RETURN

To approve the Implementing Electronic Government Return 2005 Mid Term (IEG4.5). *(Pages 51 - 80)*

11. ENVIRONMENT STRATEGY AND REVISED ENVIRONMENTAL POLICY

To agree the Corporate Environment Strategy and the proposed revision of the Council's Environmental Policy. *(Pages 81 - 108)*

12. HEREFORDSHIRE PROVISIONAL LOCAL TRANSPORT PLAN 2006/07

To recommend to Council the submission of the Provisional Local Transport Plan (LTP) for the period 2006/07 to 2010/11 to Government. *(Pages 109 - 122)*

13. JOINT TEAM WITH THE PENSION SERVICE

To approve the setting up of a Joint Team, an integrated partnership between the Department of Work and Pensions and the Council, potentially incorporating the Welfare Rights, Housing Benefit and Fairer Charging Teams. *(Pages 123 - 126)*

14. GREEN PAPER ON ADULT SOCIAL CARE: "INDEPENDENCE, WELL-BEING AND CHOICE"

To receive a report on the content of the Green Paper and to consider a prepared draft response and to make comments and additions. *(Pages 127 - 132)*

15. STRATEGIC MONITORING COMMITTEE

To note the report of the Strategic Monitoring Committee to Council. *(Report to follow)*

16. GRAFTON TRAVELLERS' SITE

To consider the future of the Grafton Travellers' Site in Hereford. *(Pages 133 - 140)*

EXCLUSION OF THE PUBLIC AND PRESS

In the opinion of the Proper Officer, the next items will not be, or are likely not to be, open to the public and press at the time they are considered.

RECOMMENDATION:

That the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Schedule 12(A) of the Act as indicated below.

GRAFTON TRAVELLERS' SITE - APPENDIX 2

Appendix 2 to this report discloses information relating to the amount of any expenditure proposed or to be incurred by the authority under any particular contract for the acquisition of property or the supply of goods or services.

(Pages 141 - 142)

17. HEREFORDSHIRE JARVIS SERVICES

To receive the financial results of Herefordshire Jarvis Services (HJS) for the period to 31st March, 2005. *(Pages 143 - 144)*

This item discloses information relating to the financial or business affairs of any particular person (other than the authority).

18. THE HEREFORDSHIRE STRATEGIC SERVICE DELIVERY PARTNERSHIP ANNUAL REPORT 2005

To receive a report on the performance of the Partnership against the objectives set out in the Service Delivery Agreements. *(Pages 145 - 166)*

This item discloses any terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services.

19. DISHLEY STREET CAR PARK, LEOMINSTER

To consider a proposal to dispose of an area of Dishley Street Car Park, Leominster and to substitute additional replacement public car parking spaces at Etnam Street. *(Pages 167 - 170)*

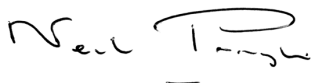
This item disclosed information relating to any terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services.

20. HOMELESSNESS IMPROVEMENT PLAN

To consider and agree a Homelessness Improvement Plan which sets out a range of objectives and actions for the purpose of tackling the current homelessness problem in Herefordshire. *(Pages 171 - 188)*

This item discloses information relating to any terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal or property or the supply of goods and services.

Yours sincerely,



**N.M. PRINGLE
CHIEF EXECUTIVE**

Copies to: Chairman of the Council
Chairman of Strategic Monitoring Committee
Vice-Chairman of Strategic Monitoring Committee
Chairmen of Scrutiny Committees
Group Leaders
Directors
County Secretary and Solicitor
County Treasurer

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- 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 the Cabinet, of all Committees and Sub-Committees.
- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Cabinet, Committees and Sub-Committees.
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
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Please Note:

Agenda and individual reports can be made available in large print or on tape. Please contact the officer named below in advance of the meeting who will be pleased to deal with your request.

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

If you have any questions about this Agenda, how the Council works or would like more information or wish to exercise your rights to access the information described above, you may do so either by telephoning 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.



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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

FIRE AND EMERGENCY EVACUATION PROCEDURE

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CORPORATE PERFORMANCE ASSESSMENT: SELF-ASSESSMENT

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

14TH JULY, 2005

Wards Affected

None.

Purpose

To approve the Council's self-assessment to be submitted to the Audit Commission for the forthcoming Corporate Performance Assessment.

Key Decision

This is not a Key Decision.

Recommendation

THAT the self-assessment for the Corporate Performance Assessment be approved, subject to any detailed changes being made before its submission.

Reasons

The Audit Commission is under a statutory duty to assess how well "best value authorities" (BVAs), of which the Council is one, are fulfilling their statutory duty to put in place arrangements to secure continuous improvement in their functions having regard to a combination of economy, efficiency and effectiveness. The Commission also has a duty to categorise BVAs according to their relative performance. To fulfil these duties the Commission carries out Comprehensive Performance Assessments (CPA) of BVAs. One element of the CPA is a three-yearly Corporate Performance Assessment, in advance of which the Council is required to submit a self-assessment. The next Corporate Performance Assessment of the Council takes place from early September and will be completed before Christmas. The Council is required to submit its self-assessment by 18 July.

Considerations

1. The proposed self-assessment will be forwarded to Cabinet Members in advance of the meeting and will also be tabled at the meeting.
2. It has been prepared in accordance with the prescribed format and having close regard to detailed Key Lines of Enquiry. A summary of the latter is at Appendix 1. The full details are available on request (see contact details below). Although these are still formally in draft, have been the subject of consultation and are due to be promulgated formally at an unspecified date in the summer, the Commission has confirmed that, for the purposes of our and other corporate assessments this year, they will work on the basis of the drafts.

3. The Corporate Assessment will take place at the same time as the Joint Area Review (JAR) of Services for Children and Young People. The JAR will provide the evidence for the Achievement section of the Corporate Assessment in respect of the Children and Young People shared priority. It may also provide evidence for the judgements in the Corporate Assessment regarding Ambition, Priorities, Capacity and Performance Management. In turn, the Corporate Assessment will be the primary source of evidence for these judgements in the JAR. There has, therefore, been a joint project team overseeing the preparation of the self-assessments in respect of the Corporate Assessment and the JAR to ensure that they are mutually compatible. Cabinet has already approved the JAR self-assessment, which had to be submitted in June.
4. As with the JAR, the Corporate Assessment relates to the work of the Council and its partners. This self-assessment has therefore been prepared with the assistance of partners. The Board of *The Herefordshire Partnership* will be invited to endorse it at its meeting on 15 July.

Financial Implications

None.

Alternative Options

The Council has to submit the self-assessment, and do so in accordance with the prescribed format and Key Lines of Enquiry.

Risk Management

The outcome of the Corporate Assessment is important for the Council's reputation. The self-assessment is a principal means of influencing the outcome.

Consultees

Principal partner organisations have been involved in the preparation of the self-assessment, as described above.

Background Papers

None identified.

CPA 2005 Key Lines of Enquiry for Corporate Assessment Summary Version

INTRODUCTION

Corporate assessment is a key part of the comprehensive performance assessment. It focuses on the importance of having a successful corporate 'engine' to drive good direct services. It is designed to measure the capacity of the council, working with its partners, to deliver improved outcomes for local people.

The corporate assessment methodology has been strengthened to measure how well local councils understand their local communities, how this understanding translates into ambitions and priorities for communities, the capacity of councils to deliver these and what is actually being achieved.

Through these key lines of enquiry the methodology for 2005 will assess how the ambitions, priorities, capacity and performance management of the council, with its partners, lead to the achievement of outcomes from the shared priorities. These shared priorities are based on the central/local partnership agreement of 2002 and are: sustainable communities and transport, safer and stronger communities, healthier communities, older people, children and young people.

Three imperatives of how councils work will be central to the corporate assessment:

- the attention given to diversity, human rights and user focus as part of the delivery of services
- effectiveness in managing cross cutting issues between shared priorities
- judging achievement through the investment a council and its partners make for the future, the focus they have on seeing these initiatives through to conclusion and the evidence of real impact locally at the time of the assessment

The executive summary of each report will provide clear statements, for every council, on community leadership, political and managerial leadership, diversity, human rights and user focus as well as value for money.

Judgements will be used to decide the scoring for each theme and shared priority from the definitions set out below:

- 1-below minimum requirements-inadequate performance
- 2-at only minimum requirements-adequate performance
- 3-consistently above minimum requirements-performing well
- 4-well above minimum requirements-performing strongly

Alongside the inspection focuses, in the key lines of enquiry, are criteria for judgement for a score of 2 and a score of 3, which are essential tools for inspection teams and for local authorities completing their self-assessment. We will be developing examples of good practice to illustrate performance at a level 4, which will be placed on our website. We would like to involve local authorities and other organisations who would like to contribute to this work and interested authorities are invited to indicate their interest as part of their response to the consultation.

What is the council, together with its partners, trying to achieve?

Themes and key questions

Ambition for the community

- 1.1 Are there clear and challenging ambitions for the area and its communities?
- 1.2 Are ambitions based on a shared understanding amongst the council and partner organisations of local needs?
- 1.3 Does the council with its partners provide leadership across the community and ensure effective partnership working?

Prioritisation

- 2.1 Are there clear and robust priorities within the ambitions?
- 2.2 Is there a robust strategy to deliver the priorities?
- 2.3 Is robust action taken to deliver the strategy?

What is the capacity of the council, including its work with partners, to deliver what it is trying to achieve?

Themes and key questions

Capacity

- 3.1 Is there clear accountability and decision-making to support service delivery and continuous improvement?
- 3.2 Is capacity used effectively and developed to deliver ambitions and priorities?

Performance management

- 4.1 Is there a consistent, rigorous and open approach to performance management?
- 4.2 Do the council and partner organisations know how well they and each other are performing against planned outcomes?
- 4.3 Is knowledge about performance used to drive continuous improvement in outcomes?

What has been achieved?

Themes and key questions

Sustainable communities and transport

- 5.1.1 What has the council, with its partners, achieved in its ambitions for the economy and labour market?
- 5.1.2 What has the council, with its partners, achieved in its ambitions and priorities for the local housing market?
- 5.1.3 What has the council, with its partners, achieved in its ambitions for the local environment?
- 5.1.4 What has the council, with its partners, achieved in its ambitions for and through transport?

Safer and stronger communities

- 5.2.1 What has the council, with its partners, achieved in its ambitions for reducing and preventing crime and the fear of crime?
- 5.2.2 What has the council, with its partners, achieved in its ambitions for reducing antisocial behaviour (ASB)?
- 5.2.3 What has the council, with its partners, achieved in its ambitions for reduction in the harm that drugs and alcohol cause to society??
- 5.2.4 What has the council, with its partners, achieved in its ambitions for reducing accidents and making people feel safer?
- 5.2.5 Is the council well prepared for internal or external emergency situations?
- 5.2.6 What has the council, with its partners, achieved in its ambitions for building stronger communities?

Healthier communities

- 5.3.1 What has the council, with its partners, achieved in its ambitions for the promotion of healthier communities and the narrowing of health inequalities and are these achievements recognised by the local population?

Older people

- 5.4.1** What has the council, with its partners and with older people, done to develop a strategic approach to older people as citizens that goes beyond health and social care and covers the areas that older people say are most important?
- 5.4.2** What has the council, both corporately and with its partners, done to undertake meaningful engagement with older people and their representative groups on all aspects of the strategic approach to older people and service provision?
- 5.4.4** What has the council, with its partners, achieved in its ambition to deliver a comprehensive, co-ordinated range of services to older people?

Children and young people

Normally (when the Joint Area Review (JAR) and corporate assessment are happening at the same time), the description and judgement of the council's and its partners' contributions to the quality of outcomes for children and young people will be summarised from the JAR report. In the exceptional circumstances where the two processes do not take place at the same time, the Ofsted/CSCI annual performance assessment for children and young people's services will form the basis of this section of the report.

YOUTH JUSTICE PLAN

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

14TH JULY, 2005

Wards Affected

County-wide

Purpose

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.

Key Decision

This is not a Key Decision.

Place within Policy Framework

The Youth Justice Plan which is attached as Appendix 1 is statutorily included as part of the Policy Framework and therefore despite its method of preparation has to be formally approved by the two Councils. Cabinet is asked to consider the Youth Justice Plan and make a recommendation to Council accordingly.

Recommendation

THAT the Youth Justice Plan as prepared be endorsed and that it be recommended within the Policy Framework that the Plan be approved by Council at its meeting on 29th July, 2005.

Financial Implications

These are covered by the existing budgetary contribution.

Alternative Options

None.

Risk Management

No major risks identified.

Consultees

As detailed in Youth Justice Plan.

Further information on the subject of this report is available from
N.M. Pringle, Chief Executive, on (01432) 260044

Background Papers

None identified.

COMMUNITY FORUMS

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

14TH JULY, 2005

Wards Affected

County-wide

Purpose

To receive a report on the June 2005 round of Community Forum meetings.

Key Decision

This is not a key decision.

Recommendation

That the report be noted.

Reasons

To comply with the agreement that issues raised and discussed at Community Forums should be presented to Cabinet after each round of meetings.

Considerations

1. A full report of the Forum meetings is set out at Appendix 1. The issues raised provide a useful indicator of local concerns for Cabinet to consider.
2. A campaign to promote the Forums was run in the local press but, as at previous meetings, public attendance varied widely. The numbers at East Herefordshire, Ross-on-Wye and Hereford City were 65, 70 and 50 respectively. However, many of these were the same people at all three Forums. These were mainly members of the Action Group "Free4All", who attended to protest against the review of denominational schools transport. The Ross-on-Wye Forum also attracted a number of people wishing to protest about changes to the Youth Centre in the town. Neither issue was of major concern at the Central Herefordshire, Golden Valley and North Herefordshire Forums, where attendance was 10, 14 and 10 respectively.
3. Police Officers attended three Forums to speak about Community Policing. Presentations on the pedestrianisation of Widemarsh Street, Emergency Planning and Youth Services were given at two Forums each, but not all at the same ones. The Denominational Schools Transport statement was read out at all Forums.
4. Local issues discussed were: Mechanically Propelled Vehicles in the Countryside at the Golden Valley Forum; the Tourist Information Centre and Polytunnels at East

Further information on the subject of this report is available from Hazel Lavelle,
Community Forum Co-ordinator on 01432 260167

Herefordshire; Kington Library at North Herefordshire; and the Museum Service and Children's Play Areas at Hereford City Forum.

Consultees

Community Forum Chairmen; Cabinet Members and the Leader of the Council.

Appendices

Appendix 1 contains detailed notes of each Community Forum

COMMUNITY FORUM MEETINGS: JUNE 2005

AGENDA ITEMS PRESENTED AT ALL FORUMS

Denominational Schools Transport

Because the formal consultation period had ended, a statement was read out outlining the current position. Members of the public had distributed leaflets in the Tupsley and Lugwardine areas suggesting, incorrectly, that transport was to be withdrawn from denominational schools as a result of the Council's review of provision. It had been thought that this would generate interest in the subject in the Central Herefordshire area, but little concern was shown. This was also the case at the North Herefordshire and Golden Valley Forums. However, members of the self-styled "Free4All" action group attended the three other Forums and raised the same arguments at each. Members of the public raised questions about the extent of consultation, the reason for the review, the impact on the environment of a change in policy and the impact of European legislation. Councillors responded to these points as follows:

- Many people felt there had been insufficient opportunity for public debate and that they had been excluded from the public consultation exercise. It was explained that the Council's consultation exercise had exceeded the DfES guidance on consultation and, since no new evidence had emerged since mid-May, Councillors were satisfied that all views had been taken into account, and that the Cabinet had acknowledged the strength of feeling.
- Complaints had been made by parents of pupils of other faiths and of no faith, about the current policy. The current review had arisen following expert legal advice that the Council could be open to a legal challenge. The options under consideration would enable the Council to continue to subsidise transport, but because parents would be paying the same as parents of pupils in non-denominational places using spare bus seats under the vacant seat scheme (£100 a term), the policy could no longer be seen as discriminatory.
- The issue of increased car use and the impact of that on the environment were raised, in the context of the "Action for a Better Herefordshire" leaflet. Evidence from Worcestershire suggested that the impact would be insignificant. The Council was currently working on a "Safer Routes to School" scheme to make it safer for pupils to walk or cycle to school, rather than be taken by car. This was being conducted on a school-by-school basis, but would take time as there were limited funds.
- Assurance was given that the Council had carefully considered the European dimension and, in particular, whether the options for change could breach any Human Rights legislation. They would remain aware of this issue.

Questions were also raised about the public about the detail of the options for change. Councillors made the following points:

- Herefordshire Council was far from unique in reviewing its policy. There was no free transport for denominational schools in Worcestershire, and Gloucestershire and other counties were also reviewing their policies. The review had to be undertaken because of challenges to the current policy and the final decision would be made in the light of legal advice and the representations made by all interested parties.
- Transport for nursery schools would not be affected.

- It was proposed that special provision would be made for parents on low incomes.
- Charges would be made only for the first two children in any family;
- Falling rolls at Herefordshire schools made it unlikely that any child would be unable to get a place at a school nearer home.
- The alternative to the chosen option was free school transport for all pupils, which would cost £8m a year, the equivalent of paying 300 teachers or raising Council Tax by 12%. The chosen option would cost £250K - £300K a year.
- The change was unlikely to impact on the popularity of the denominational schools. There was no evidence that the change had altered the character of the intake in Worcestershire denominational schools. The tendency to attract pupils on the basis of higher ability, rather than family income, continued.

Youth Service

The Youth Service presentation was given at North Herefordshire and Ross-on-Wye. Jon Ralph, the Community Youth Service Manager, explained that provision of the Youth Service was a statutory requirement. It was not a leisure or recreational service, and it was required to achieve educational outcomes. The DfES set targets and standards, and the Service would be subject to OFSTED inspections. The first inspection would be in September 2005, as part of the Joint Area Review, and would measure Herefordshire Youth Service against national standards for quality of programme, curriculum and resources. Changes to the structure of Herefordshire Council meant that there was a question about which Directorate the Youth Service would fall within. This was yet to be decided, and the decision would affect the way the Youth Service worked. The requirement on the Service to be inclusive and accessible to everyone proved challenging in rural areas, since most Youth Centres tended to be town based. The Service was currently training young people to work in the Service. The following points were raised:

- Not all Local Authorities elected members to the Youth Parliament, and Herefordshire wanted to be certain that, if a member was elected, it would be done properly and that the young person really did represent the whole county.
- There was a programme of activities built around serious issues such as drugs, and a library of resources at each Youth Centre.
- The Youth Service had been understaffed last year but this was improving. The Service was very selective in recruitment to ensure the quality of staff.
- Grant funding would be delivered to organisation through Service Level Agreements via the statutory Youth Service.
- Change was a necessary feature of the Youth Service. The Ross Youth Centre urgently needed refurbishing, particularly to comply with the requirements of the Disability Discrimination Act. Changing the Centre to a Creative Learning Centre would enable improvements to be made, and there was no reason why groups currently using the Centre should not continue to do so after the refurbishment. There would still be provision in the new Centre for ICT, music, and skating.
- Youth groups had been invited to look at the plans and become involved in the proposed improvement plans.

Emergency Planning

Philip Wilson, the Emergency Planning Manager, gave a presentation on the role of the Emergency Planning Unit. In response to questions from the public, the following points

were made:

- The Council would not normally inspect the emergency plans drawn up by businesses in the city, but if asked to help with assessing the effectiveness of such plans, they would run an exercise to test them. The Unit had discussed the Business Continuity Plan for the Maylord Centre with the Centre Manager. Businesses using dangerous substances could be required to test their plans.
- Large companies were legally required to have emergency plans (and it was in their own interest to do so).
- The LEA had plans for schools, developed with the Emergency Services (Fire, Police and Ambulance).
- It was acknowledged that the emergency planning process could not second guess every eventuality, but would at least provide a structure to work with.
- There were plans for dealing with rail disasters.
- The community depended heavily on volunteers, and the clergy group was particularly active.
- The formula spending grant figure of £116K was just the central government contribution, and more funding was available for the Emergency Planning Unit from the Council funds.
- The Emergency Planning Unit worked with RAYNET, the local radio network, and worked very closely with the Emergency Services.

Pedestrianisation of Widemarsh Street

Stephen Oates, the Head of Highways and Transportation, outlined the current trial pedestrianisation exercise, which was being monitored on a monthly basis looking at trade, tourism, parking and air pollution. Public surveys were planned for September and January, and there was currently a detailed debate underway with traders. Any assessment of the impact on trade would need to take account of national retail trends. Members of the public raised questions about the detail of the scheme, which were answered as follows:

- Bewell Street had been well signposted to show that it was “access only” during the traffic-free times. However, it was difficult to stop people driving through it. If necessary, traffic orders could be made, but there was some evidence to suggest that leaving traffic and pedestrians to work it out could be more successful.
- The Emergency Services had been issued with keys and combination numbers for the gates to access Widemarsh Street in an emergency. However, a janitor would normally be available to open the gates for emergency vehicles.
- There would be a taxi rank in Maylord Orchard Service Road, which would be closer to the shops than other taxi ranks. Although this may not be ideal for elderly and disabled people, a balance had to be struck, and Shopmobility was available.
- Part-time pedestrianisation was considered the best option for the trial period, taking account of the need for access for servicing for shops, buses and taxis and disabled people, funding issues and the impact on alternative routes.
- Bicycles were classed as traffic for the purposes of pedestrianisation. People using bikes would need to dismount and push them through the pedestrianised area.

- There had been a disappointing 20% response rate to a previous public survey. It was vital that the public feed back their views on the pedestrianisation scheme to the Council.
- The cost of the pedestrianisation trial would fall within the total cost of all work including the Eign Gate project.

Central Herefordshire, Withington Village Hall	Tuesday 7 June 2005
Present: Cllr B Matthews (Chairman) Cllr B Wilcox (Cabinet representative) Cllr J Guthrie Cllr M Wilson Cllr S Robertson	PC Simon Dennis, West Mercia Constabulary Simon Withers, Central Team Leader, Development Control, Central, Environment Clive Hall, Area Manager Central, Highways Graham Dunhill, Director of Environment George Salmon, Head of Policy and Resources Andrew Blackman, Admissions and Transport Manager Hazel Lavelle, Community Forum Co-ordinator Sally Cole, Committee Manager (Corporate)
10 members of the public	

Agenda:

- Community Policing
- The status of Parish Councils in Planning Applications
- The pedestrianisation of Widemarsh Street
- Statement on the review of denominational schools transport

Community Policing

There were no crime trends identified in the Withington area. In response to questions from the public, PC Dennis explained that civilian staff who took calls might leave messages for officers which should be referred for immediate action by other officers. A number of Anti-Social Behaviour Orders (ASBOs), had been issued, which were proving effective. PC Neil James was the officer covering the Wellington area. For South Wye area, there were three other Police Officers (not Community Support Officers).

Councillors explained that speed limits on trunk roads, such as the A49, were a matter for the Highways Agency not the police. Herefordshire Council had written to the Department of Transport about problems with the A49, but had not yet received a response.

The status of Parish Councils in planning applications

Simon Withers outlined the role of Parish Councils in the planning process. In response to questions from the public, he explained that it was common practice for Herefordshire Council to consult Parish Councils on planning applications, and in the production and review of local plans and the Unitary Development Plan. Local knowledge was vital to the planning process but planning policies took priority and decisions might not always reflect the views of the Parish Councils. Parish Plans grew out of Village Plans and were locally led. Guidance and advice on producing Parish Plans were available from the Council. Parishes were not penalised for having no Parish Plan, but Plans were a requirement for any Parish wishing to apply for Quality Parish status. Areas of responsibility for Parish Councils included allotments, paths, village halls and public conveniences, and the County Planning Officer could help Parishes with advice on dealing with their statutory duties. The 2004 Act gave planners greater powers in respect of repeat planning applications.

Pedestrianisation of Widemarsh Street and Denominational schools transport

See main report.

East Herefordshire, St Katherine's Hall, Ledbury	Monday 13 June 2005
Present: Cllr T Hunt (Chairman) Cllr P Edwards (Cabinet representative) Cllr R Stockton Cllr D Rule	Marie Rosenthal, County Secretary & Solicitor Philip Wilson, Emergency Planning Manager Jane Lewis, Acting Cultural Services Manager Mark Tansley, Northern Team Leader, Development Control, North, Environment Hazel Lavelle, Community Forum Co-ordinator
65 members of the public	

Agenda

- Community Policing
- Emergency Planning
- Tourist Information Centre
- Polytunnels
- Denominational Schools Transport

Tourist Information Centre

Jane Lewis, the Acting Cultural Services Manager, explained that there was a need to reduce expenditure on rents and to realise the capital from buildings by rationalising the accommodation used by the Council. The use of rented premises meant the Council had no control over rent increases. Rationalising accommodation would provide better value for money for Council Tax payers. Having one site for all information services in towns would be beneficial for all users, and in Ledbury, there was an urgent need to rehouse the library to comply with the Disability Discrimination Act. Many people opposed any change. In response to questions from the public, it was acknowledged that the TIC was an important shop window for local businesses, but 50% of users were local people, and this was not the TIC's function. St Katherine's was an important Grade II listed building, which would become a tourist attraction in itself. The TIC would be in the centre, with its own access and shop window. Outline plans for the redevelopment of St Katherine's would be available around the end of June, prior to a consultation exercise.

Polytunnels

Mark Tansley, the Northern Team Leader in the Development Control, North, Environment Unit in Planning Services, explained the Council's policy on polytunnels. There was no central government guidance on this issue. The degree of permanence of a development determined the need for planning permission. In response to questions, it was stated that the current arrangements recognised the need to maintain a balance between the viability of agriculture in the County, and tourism issues. Herefordshire was still a farming County, and it was felt that the balance was right. Town and Parish Councillors, and the public, could bring any development to the Council's attention to ensure that it adhered to the voluntary Code of Practice. The use of polytunnels seemed to be reducing, perhaps because the market was saturated, and growers were looking at coloured polytunnels that would be more aesthetically acceptable. A landscape assessment was required for all polytunnel development. Growers were usually co-operative and maintained a good partnership with the Council, but where polytunnels were not within a legal development site, or where permission had been refused, the Council would take legal enforcement action.

Community Policing: The Police Officer scheduled to attend was unable to do so due to unforeseen commitments.

Denominational schools transport and Emergency Planning

See main report.

Golden Valley, Golden Valley Community Hall, Peterchurch	Thursday 9 June 2005
Present: Cllr D Taylor (Chairman) Cllr C Mayson (Cabinet representative) Cllr N Davis	Inspector Gebbie, West Mercia Constabulary Sgt Robin Davies, West Mercia Constabulary Rob Hemblade, Public Rights of Way Manager Stephen Oates, Head of Highways and Transportation Steve Charlton, Southern Area Manager, Highways Hazel Lavelle, Community Forum Co-ordinator Sally Cole, Committee Manager (Corporate)
14 members of the public	

Agenda

- Mechanically propelled vehicles in the countryside
- Community Policing
- The Highways Maintenance Plan
- Denominational Schools Transport

Community Policing

Anti social behaviour was a concern, but the crime rate was low. It was acknowledged that the response rate was sometimes slower than the police would wish. The key word for the police in the area was visibility and they recognised the importance of listening to the community. In response to questions, Inspector Gebbie said that Peterchurch Police Station was open five days a week, with a possibility of increased opening hours in the future. There was a proposal for substantial spending on Police buildings in recognition of the performance-driven culture, and the need for Police personnel to have a good working environment in order to meet their targets.

Mechanically propelled vehicles in the countryside

“Mechanically propelled vehicles” included *all* vehicles, except disabled buggies. Any vehicle would gradually caused damage to paths, and only 40% of traffic using countryside routes was recreational. In response to questions, it was stated that where it could be shown that vehicles had used a path in the past, a historical right could be claimed to use the track for modern vehicles. If routes were not opened up, the right to use them would be lost. A new Herefordshire Definitive Map was due to be produced in 5 – 10 years time. Copies were available for a £10 copyright charge. Councils could put temporary restrictions on the use of lanes during the wettest months of the year, to minimise damage from 4 x 4s, but this could impact on people using the path legitimately.

The Highways Maintenance Plan

The published Highways Maintenance Plan covered both urban and rural highways. Routine safety inspections of A roads were made 3 monthly, and C roads perhaps once a year. The Council was reactive as well as proactive and responded to public reports about roads. Action was taken before a road reached too poor a condition and became very expensive to repair – it was cheaper and easier to repair roads at “threshold” condition. This meant that the worst roads did not always get priority for repair, but prevented a backlog of work. Not all ditches were the Council’s responsibility. Trunk roads, such as the A49, were the responsibility of the Highways Agency. The Council was monitoring the problems at Bridge Sollers.

Denominational schools transport

See main report.

Hereford City, Committee Room 1, The Shire Hall, Hereford	Thursday 23 June 2005
Present: Cllr D Fleet (Chairman) Cllr M Wilson (Cabinet representative) Cllr P Edwards Cllr B Wilcox Cllr M Lloyd-Hayes Cllr P Andrews Cllr A Toon Cllr B Walling	George Salmon, Head of Policy and Resources Stephen Oates, Head of Highways and Transportation Tony Featherstone, Parks, Countryside and Leisure Development Manager Kate Andrew, Principal Heritage Officer for Cultural Services Hazel Lavelle, Community Forum Co-ordinator Sally Cole, Committee Manager (Corporate)
50 members of the public	

Agenda

- Denominational Schools Transport
- Pedestrianisation of Widemarsh Street
- Children's Play Areas
- The Museum Service

Children's Play Areas

Tony Featherstone, Parks, Countryside and Leisure Development Manager, outlined the current situation regarding play areas in the City. In response to questions, he said that there was a budget for maintaining existing equipment in play areas, but not for replacing worn out or damaged equipment. The Council would provide advice and guidance on purchasing new equipment where communities raised money to buy it. Funds were available to communities to help address local problems.

The Museum Service

Kate Andrew, the Principal Heritage Officer for Cultural Services, explained that the Museum Service had been in existence since 1998, and was restructured in 2002. It comprised three teams: Visitor Services, Collections and the Learning Team. The annual budget was £500K. Access to the Museum for disabled people was by means of a bell, which was signposted and had been in place since 2003. A 1 in 10 inventory had been taken which enabled the Service to estimate how long a full inventory would take. A full inventory could be started in 2008. There was no evidence that items had been removed and taken to Worcester.

Other items

In response to questions, Councillor Wilson said that the Edgar Street Grid was a long-term project over a 10 – 15 year period, and that the plans had not been finalised. A new library and information centre was planned, but it was likely that the museum would be staying in its present location. However, the plans might change over time. The Council was committed to supporting Fair Trade in the City. A Joint Venture Group was being set up, but this would not be during the next year. There were no proposals on the table and no timescale for this work. A detailed transport model was needed before any plans could begin to take shape and external advice had been sought. The Edgar Street project was too big for Owen Williams, the in-house developers who were involved in the Eign Gate project. Alterations to the Edgar Street Grid would be shown in the Transport Plan and would link with the Unitary Development Plan. It was important that the development proposals and the highways infrastructure should dovetail.

Denominational Schools Transport and Pedestrianisation of Widemarsh Street

See main report.

North Herefordshire, Lady Hawkins High School, Kington	Wednesday 15 June 2005
Present: Cllr J Stone (Chairman) Cllr R Stockton (Cabinet representative) Cllr J French Cllr Brig P Jones Cllr J Thomas Cllr S Bowen Cllr J Goodwin	Sgt M Steer, West Mercia Constabulary CSO Lorna Bishop, West Mercia Constabulary Phil Wilson, Emergency Planning Manager Jon Ralph, Community Youth Service Manager Colin Birks, Property Services Manager Hazel Lavelle, Community Forum Co-ordinator Sally Cole, Committee Manager (Corporate)
10 members of the public	

Agenda

- Community Policing
- Kington Library
- Emergency Planning
- Youth Services
- Denominational Schools Transport

Community Policing

Sgt Steer, West Mercia Constabulary, outlined the structure of the police force in the area. Although this was a large area, the staffing was usually sufficient, but could be stretched at particular times. In response to questions, he acknowledged that response times were sometimes unsatisfactory. He said that a review of the service later this year would look at the best way to use the available personnel. Foreign students working in the area often went into town in groups on the advice of the police, as they had been the target of local gangs in the past. Student workers could be encouraged to use the footpath network, rather than the main roads. CSO Lorna Bishop, West Mercia Police, explained her role, which involved mainly "quality of life" issues.

Kington Library

Colin Birks, the Property Services Manager, outlined the problems with the present library building. The proposals for the refurbishment provided for disabled access and toilets, interview rooms, staff rooms and an ICT area. Once the plans were completed, tenders would be invited for the work. This was planned for October 2005. The cost would be in excess of £500,000, and the new library should open in October/November 2006. In response to questions, it was stated that there would be provision for the History Society within the new building and the current library space would be almost doubled when the work was completed. The plans would be put on display in the library following consultation with the Town Council. A question about the concrete bollard at the museum would be referred to the Highways department;

Denominational School Transport

The statement was read out, and there were no comments or questions raised.

Youth Services and Emergency Planning

See main report.

Ross-on-Wye, John Kyrle High School, Ross-on-Wye	Tuesday 21 June 2005
Present: Cllr G Davis (Chairman) Cllr D Rule (Cabinet representative) Cllr Mrs A Gray Cllr R Lincoln Cllr G Lucas Cllr M Cunningham Cllr J Davies Cllr J Hyde	Inspector J Thomas, West Mercia Constabulary Sgt Neil Wilding, West Mercia Constabulary Jon Ralph, Community Youth Service Manager Hazel Lavelle, Community Forum Co-ordinator Sally Cole, Committee Manager (Corporate)
70 members of the public	

Agenda

- Community Policing
- Youth Services
- Denominational Schools Transport

Community Policing

Inspector Thomas, West Mercia Constabulary, outlined the structure of policing in this area. There were 20 – 25 calls to the Ross and rural police each day, and the force was adequately staffed to deal with this level of activity. There had been a number of successful ASBOs issued. The Police force was performance driven, and it could be frustrating for police officers when their targets did not match public expectations and needs. Herefordshire had a very good record of crime detection and reduction and compared well with similar areas, such as the Cotswolds, and Cornwall. In response to questions, it was stated that new legislation was needed to help deal with reports of loud music and noisy cars at night. The influx of casual workers in the area had not put a strain on police resources and there was no evidence that these workers committed crimes;

Youth Service and Denominational Schools Transport

See main report.

STATEMENT OF INTERNAL CONTROL

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

14TH JULY 2005

Wards Affected

County-wide.

Purpose

To approve the Statement of Internal Control for 2004/05.

Key Decision

This is not a Key Decision.

Recommendation

That the Statement of Internal Control for 2004/05 be approved.

Reasons

Formal consideration and adoption of the Statement of Internal Control by Cabinet is best practice.

Considerations

1. The requirement for local authorities is established within the Accounts and Audit Regulations 2003 as well as being considered good practice in terms of corporate governance. In practice, it requires the Council to continuously review the adequacy of its governance arrangements and to be clear about where it needs to improve these arrangements.
2. Previously the statement has been signed by the Leader of the Council, Chief Executive and County Treasurer following consideration by the Statutory Accounts Committee as part of the review and approval of the Council's Statement of Accounts. Whilst the Statutory Accounts Committee will again consider the statement at its meeting on 11th July 2005, it is appropriate for the formal approval to be given by Cabinet. Any issues emerging from that meeting will be reported to Cabinet orally.
3. The Statement of Internal Control is attached at Appendix 1 with the following elements specifically drawn to Cabinet's attention:
 - The improvements made to, and continuing development of, the Council's arrangements for effective risk management reporting.

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

- Introduction of integrated performance reporting.
 - Continued development of the performance management framework.
 - Improved anti-fraud awareness activity.
 - Continued timely closure of accounts.
4. A key feature of the process behind putting the Statement together are signed assurances by the top tiers of management that all risks have been considered within their areas of responsibility. This is important not only in ensuring that a full picture of internal control and risk assessment has been achieved, but also there is full recognition that risk management is embedded throughout the organisation and is not just a corporate concern.
 5. The two significant internal control issues highlighted in the Statement of Internal Control, namely the overspend in Social Care and overall disaster recovery arrangements, have been the subject of earlier reports to Cabinet.
 6. Cabinet is invited to consider and formally approve the Statement as set out in Appendix 1.

Risk Management

The Statement of Internal Control is an integral part of risk management.

Consultees

Not applicable.

Background Papers

Report to Statutory Accounts Committee on 11th July 2005.

**HEREFORDSHIRE COUNCIL
STATEMENT OF INTERNAL CONTROL 2004/5**

1. Scope of Responsibility

Herefordshire Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised.

In discharging this overall responsibility, the Council is also responsible for ensuring that there is a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk.

2. The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on *an ongoing process* designed to *support the Council's operation and* manage risk in a balanced and effective manner, acknowledging that an element of risk is inevitable if policies, aims and objectives are to be achieved.

3. The system of internal control has been in place at the Council for the year ended 31 March 2005 and up to the date of approval of the annual report and accounts.

4. The Internal Control Environment

The key elements of control are described below:

- (a) The Council sets out its objectives through a series of Plans; the Corporate Plan, the Best Value Performance Plan, the Herefordshire Plan and Service Plans, together with Action Plans arising from Best Value Reviews and External Inspection reports, and Revenue and Capital Budgets.
- (b) The Council's policy and decision-making process is set out in the Council's Constitution which explains and regulates how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people.

The Constitution is supplemented by a range of policies and processes to support the operation of the Council, including schemes of delegation to officers, standing orders relating to the business of the Council, and codes of conduct for members and officers.

- (c) The financial management of the Council is integrated with and influenced by many of the above processes. It includes processes for forward planning of expenditure and resources, budget consultation, setting and monitoring, and completion of final accounts, all aimed to be accurate, informative and timely. The Council also has in place financial regulations designed to support sound financial management policies and procedures, and adherence thereto, and also to reflect the Council's current political and management structure and business activities.

Herefordshire Council
Statement of Internal Control 2004/05

- (d) In order to ensure compliance with policies, procedures and statutory requirements, the Council has a range of controls and processes in place, as set out below. These processes also assist the authority in ensuring the economical, effective and efficient use of resources, in securing continuous improvement in exercising its functions, and provide for an effective performance management and reporting process.

5. Review of Effectiveness of Internal Controls

- 5.1 The Council has a responsibility for conducting, at least annually, a review of the effectiveness of the system of internal control. The review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the senior managers within the authority who have responsibility for the development and maintenance of the internal control environment, and also by comments made by the external auditors and other review agencies and inspectorates.
- 5.2 To ensure that internal control procedures are efficient and effective and are complied with on a routine basis, Council, Cabinet, Committees, Directors and Heads of Service have a full range of professional officer advice to enable them to carry out their functions effectively and in compliance with statutory requirements. The External Auditor is satisfied with the Council's arrangements.
- 5.3 All Directors and Heads of Service gave written assurance through a signed statement as to the operation of internal control and risk management within their own Directorate/Service during the year. (Annex I)
- 5.4 Internal Audit provides an independent and objective assurance across the whole range Council activity and report to both Cabinet and Strategic Monitoring Committee on an interim and outturn basis during the year. The External Auditor is able to place reliance on the work of the section.
- 5.5 External Audit provide a further source of assurance by reviewing and reporting upon the Council's internal control processes and any other matters relevant to its statutory functions and codes of practice. The Council's External Auditor is satisfied with the Council's arrangements.
- 5.6 Risk Management policies and procedures are in place with the objective of ensuring that the risks facing the authority in achieving its objectives are evaluated, reviewed and mitigation strategies developed, and these arrangements are approved and reviewed by Cabinet. However, risk management was not fully developed for the whole year, particularly at operational level, although the arrangements for considering the key strategic risks have been developed well.
- 5.7 Effective, efficient and responsive systems of financial management were in place throughout the year, which worked satisfactorily except for the Social Care overspend.
- 5.8 The Council has complied with the 2003 CIPFA Code relating to Capital Finance & Treasury Management and the Council's accounts have been prepared in line with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom.
- 5.9 The Council continues to ensure the economical, effective and efficient use of resources.

Herefordshire Council
Statement of Internal Control 2004/05

- 5.10 The Council's overview and Scrutiny Arrangements are satisfactory.
- 5.11 Performance monitoring procedures are in place, and fully operational across the Council.
- 5.12 Reports received from external agencies and inspectorates continue to show how well services to the public are delivered.
- 5.13 Services continue to be developed by properly trained, skilled, experienced and dedicated staff.
- 5.14 The Leader of the Council and the Chief Executive have been advised on the implication of the results of the review of the effectiveness of the system of internal control by the Cabinet, and plans to address weaknesses and ensure the continuous improvement of systems are in place.

6. Significant Internal Control Issues

The Council is required to report upon any significant internal controls issues. These include issues which:-

- Have seriously prejudiced or prevented achievement of an objective.
- Resulted in the need to seek significant additional funding.
- Had a material impact in the accounts,
- Resulted in formal action by the Monitoring Officer, Chief Finance Officer or have been reported as significant by the Head of internal Audit.
- Attracted significant public interest.

The items identified in the 2003/4 Statement on Internal Control have been addressed. The Council, during the year under review, identified two significant internal control issues. One in relation to the overspend in Social Care. The County Treasurer and the Director of Social Care have reported on the matter to Cabinet on 19th May 2005 and a further report considered by Cabinet on 23rd June 2005. The agreed actions to address the situation are summarised as follows:

- All spending decisions on non-staffing budgets and care placements/service budgets must be on an emergency health and safety basis, and emergency risk basis for users and carers until further notice.
- The modernisation of the Learning Disability Service will include assessment practice improvements, accommodation and care review and the modernisation of day opportunities.
- Negotiations with the Primary Care Trust regarding risk sharing have now been agreed. The Primary Care Trust has confirmed that it would move to a full transfer of risk in 2006/7 if agreed criteria are met and in any event by 2007/8.

**Herefordshire Council
Statement of Internal Control 2004/05**

The other issue related to the Council's overall disaster recovery arrangements. The Council has now invested funds in the technical platform in an effort to improve the situation. In addition, an action plan is in place to help reduce the level of risk exposure.

The Council continues to seek to improve performance and takes action on recommendations made by both internal and external agencies.

Signed _____ Signed _____

N. M Pringle
Chief Executive

Councillor R.J Phillips
Leader of The Council

Signed _____

I. Hyson
County Treasurer

**Herefordshire Council
Statement of Internal Control 2004/05**

ANNEX 1

The Statement on Internal Control 2004/05 within Herefordshire County Council

Statement of Assurance from _____

Directorate _____

1. I confirm that all recommendations arising from internal audit, external audit and other inspection reports have been actioned or are in the process of being actioned in line with the timetables agreed.

2. I am aware that the system of internal controls are designed to ensure:
 - (a) The establishing and monitoring of the achievement of the Authority's objectives.
 - (b) The facilitation of policy and sound decision-making.
 - (c) Compliance with established policies, procedures, laws and regulations.
 - (d) Effective risk management, including how risk management is embedded in the activity of the Authority, how leadership is given to risk management process, how staff are trained or equipped to manage risk in a way appropriate to their authority and duties.
 - (e) The economical, effective and efficient use of resources and for securing continuous improvements in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness as required by the Best Value duty.
 - (f) Good financial management and reporting arrangements.
 - (g) Good performance management and reporting arrangements.

3. I am also aware that the system of internal controls is designed to manage rather than eliminate risks, and hence can only provide reasonable and not absolute assurance of effectiveness.

In the context of the above, I am satisfied that (excluding matters detailed overleaf), in relation to the financial year 2004/05 a sound system of internal control has been in place in relation to the service areas for which I am responsible, and is ongoing.

Those high level controls that I do not consider to be adequate (exclude minor operational controls), together with the action I intend to take during 2005/06 to mitigate these risks, are detailed overleaf:-

Signed _____

* Director/ Head of Service

**Herefordshire Council
Statement of Internal Control 2004/05**

Date _____

* Please delete as appropriate.

GENERAL RESERVES, PROVISIONS AND BALANCES

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

14TH JULY 2005

Wards Affected

County-wide.

Purpose

To note the current level of reserves and review the Council's policy regarding the maintenance and application of such reserves.

Key Decision

This is not a Key Decision.

Recommendations

- THAT (a) the level of the Council's reserves, provisions and balances and the purposes for which they are held, be noted;
- (b) the Council's minimum prudent level of general reserves be re-affirmed at £3,000,000 and that the level continues to be reassessed annually as part of the budget process;
- (c) the application of reserves as set out in paragraph 7 be approved;
- (d) the Council's policy of balances as set out in paragraph 9 be endorsed; and
- (e) a new provision be established as set out at paragraph 11.

Reasons

Ongoing review of the Council's reserves is good practice and assists in meeting the requirements of Section 25 of the Local Government Act 2003.

Considerations

1. A full schedule of reserves and provisions and general balances is set out in Appendix 1.

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

2. Reserves and provisions are defined, for accounting purposes, in accordance with Financial Reporting Standard 12 as follows:

A provision should be established when:

- (a) The Council has a present obligation as a result of a past event; and
- (b) A reliable estimate can be made of the likely cost to the Council.

A reserve should be established when:

- (a) There is a possible obligation as a result of a past event; and
- (b) The likely cost to the Council cannot be measured with sufficient reliability.

3. Whilst these definitions are important in accounting terms, the key issue for Members is looking forward to determine whether reserves and provisions, taken with the Council's general balances, are sufficient to meet the cost of fulfilling the obligations for which reserves and provisions were established, paying due regard to potential financial risks.
4. In accordance with the provisions of the Local Government Act 2003, Section 25, the County Treasurer reports annually, as part of the budget framework, on the adequacy of financial reserves. These are influenced by both the corporate Risk Management process and an assessment of the impact external factors have on all Council expenditure.

General Balances

5. As at 31st March, 2005, the total level of general balances reflected in the Statement of Accounts amounted to £14,491,000. After taking account of carry forwards, waste management earmarked reserves, transfers from capital to revenue to be utilised in 2005/06 and known commitments in 2005/06, e.g. Children's Services Change Management, a sum of £6,992,000 remains. The minimum prudent reserve is incorporated within this sum. A summary of commitments against carry-forwards is given at Appendix 2.
6. The increase from the figure last reported to Cabinet, i.e. some £5,000,000, is accounted for as follows:
 - Subsequent decision not to write off Social Care overspend in full.
 - Subsequent decision not to write off Property overspend.
 - Further additional interest from improved cash flow and reduced borrowing costs.
 - Rebuttal of claim for previous years grant clawback (European funding to former districts).
7. In reporting the final outturn to Cabinet on 23rd June 2005, the recommended application of reserves, amounting to £175,000, to meet exceptional property related expenditure, primarily as a consequence of dilapidation works and other costs associated with rationalising the Council's office accommodation, was deferred to this meeting. Cabinet is requested to approve the application.

8. In addition, Council has agreed to retain any underspendings from Waste Disposal (PFI Contract) to meet any fluctuations arising from in year volume changes and to smooth out inevitable increases in costs arising from the development of new waste minimisation initiatives. Members will recall from earlier monitoring reports that planning and other issues had resulted in an underspending during 2004/05. The total held as earmarked balances as at 31st March 2005 is £1,386,000.
9. Clearly the Council's general balances must be considered to be in a healthy position and in excess of the level required from a contingency and risk management perspective. With that in mind, Cabinet is asked to endorse the following policy:
 - That the current level of minimum prudent reserves be maintained at £3,000,000 and continue to be reviewed annually as part of the budget process. The level of balances will be continued to be assessed and influenced by the formal risk management process, which includes the corporate and service risk logs and the nature of council expenditure.
 - That general balances be maintained at a level between 1½% and 3% of net revenue budget.
 - That, in line with current practice, general balances be utilised in support of one-off, non-recurring items of expenditure rather than for recurring expenditure.
 - That notwithstanding the above, that reserves be only utilised in exceptional circumstances to mitigate increases in Council Tax.
10. In addition, school balances have increased from £6,845,000 to £8,919,000, primarily as a consequence of Standards Fund spending rolling over into 2005/06 as spending is managed on an academic year rather than financial year basis. Whilst the position will vary from school to school, in overall terms the level of balances held is in excess of the national average. Schools Forum considered the position on 9th June, 2005 in the context of DfES concern at the level of balances nationally and has recommended that the DfES scheme for control of school balances, linked to the introduction of three-year budgets, be adopted, following consultation locally, with effect from April 2007. In essence the scheme will claw back excess balances and allocate the funds to capital improvements in schools. The matter will need further consideration as part of the budget process.

Reserves and Provisions

11. The Council's Reserves and Provisions are set out in the Annual Statement of Accounts. Appendix 1 details these and provides a brief narrative of specific purpose. Cabinet is asked to endorse the establishment of a new provision in 2004/05, amounting to £108,000, in respect of the likely repayment of European Social Fund Grant to the Learning and Skills Council in respect of project work for disaffected pupils.

Risk Management

Review of the Council's reserves is consistent with good practice and helps ensure that potential financial risks can be covered without recourse to in-year budget adjustments and consequent disruption of service provision.

Consultees

Not applicable.

Background Papers

None.

Provisions as at 31st March 2005

	£000
Village Focus Grants	22
Amount earmarked for grants to village halls but not yet allocated	
Former Hereford and Worcester Liabilities	73
Provision for amounts payable in respect of insurance claims relating to the period of the former Hereford and Worcester County Council (up until 31st March 1998)	
Insurance	885
Amount provided to meet the costs including policy excesses for insurance claims in respect of the life of the Council up until 31st March 2005.	
Legal Claim	47
Amount set aside to meet legal costs associated with a claim against the Council involving alleged formaldehyde poisoning	
New Provision set up in 2004/05 Learning and Skills Council	108
Amount set aside to provide for likely repayment of European Social Fund Grant to the Learning and Skills Council in respect of project work for disaffected secondary pupils.	
Total	<u>1,135</u>

Reserves as at 31st March 2005

£000

Earmarked Reserves**Community Buildings****64**

Grants offered in respect of Community Buildings but not yet paid out

Commuted Sums**87**

Amount received from developers in respect of the maintenance of open spaces

Schools Balances in hand**8919**

Schools delegated budget carry forwards including standards fund and devolved capital allocations. Schools have a statutory right to carry these balances forward.

Industrial Estates – Maintenance**123**

An element of the rents charged for the units at Rotherwas Industrial Estate is retained in order to fund building maintenance as required.

Initiatives Fund**372**

An Initiatives Fund of £500,000 was set up in 2000 to allow services to fund developments including spend to save initiatives over a period of years.

Support Services**358**

This sum includes the trading surpluses (underspendings) for Support Services (Human Resources, Secretary and Solicitors and County Treasurer) and provisions for systems replacement. The full amount is committed and expected to be spent in 2005/06.

ICT Services**758**

The Trading Surplus held by ICT Services. This money has been committed for spend and is awaiting fruition of contracts to be signed and invoices to be presented, the majority being against the new back office project and the remainder against a variety of corporate initiatives.

School Balance of Risk**335**

Amount held in respect of the Balance of Risk policies arranged on behalf of schools.

Winter Maintenance **108**

This reserve was set up to help provide for severe and therefore costly winters.

Planning **24**

Historic Buildings Grants approved but not yet paid out

SRB schemes **96**

Amount set aside to manage the final stages of South Wye SRB

Total **11,244**

General Balances **14,491**

Appendix 2

Commitments against 2004/5 Programme Area carry forwards into 2005/6

	Firm Commitments £000	Earmarked Sums £000	Uncommitted £000	Total carryforward £000
Economic Development	182	297		479
Children's Services	1,787		211	1,998
Environment	491			491
Social Development	90			90
Policy and Finance				
Corporate and Finance	163			163
Policy and Community	1,310	157		1,467
Human Resources	49			49
Treasurers	55			55
Secretaries and Solicitors	92			92
Central Services to the Public	191			191
Sub Total	4410	454	211	5075
Less overspendings				
Strategic Housing				27
Social Care				714
Property				594
Total 2004/5 Programme Area carry forwards into 2005/6				3740

Note If the recommendation to Cabinet relating to the application of reserves to meet £175,000 of exceptional property related expenditure is approved, the overspending carried forward for Property falls to £419,000 and the total Programme Area carry forward rises to £3,915,000.

PROCUREMENT STRATEGY

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE, AND RESOURCES

CABINET

14TH JULY, 2005

Wards Affected

County-wide

Purpose

To approve a Procurement Strategy for the Council .

Key Decision

This is not a Key Decision.

Recommendation

THAT the Procurement Strategy be approved.

Reasons

It is a requirement of the National Procurement Strategy for Local Government that Councils adopt a formal procurement strategy. This Council is unusual in (a) having outsourced a significant amount of its activities, or in other ways developed strong working partnerships, and (b) part-owning West Mercia Supplies, a purchasing organisation. The Council's significant procurement activity takes place by either of these means. The suggested Strategy for the Council is therefore to continue with this pragmatic and successful approach.

Considerations

Successful procurement can contribute significantly to efficiency savings generally. It is an important aspect of the Council's general management. Procurement will form part of the Resources portfolio, as the previously approved restructuring of senior management comes into play. It is probable that the new Director of Resources will wish to reconsider how the activity is carried out. For the moment, however, it is recommended that the existing strategy be pursued.

Alternative Options

Although there are other possible means of Procurement, this document is primarily concerned in the short term with the approval and publication of the strategy. Given the requirements of the National Strategy, and the imminence of the Comprehensive Performance Assessment and Joint Area Review, there is no practical immediate alternative option for consideration.

Risk Management

Poor procurement may result in lack of effective use of resources, carrying reputational and financial implications, and also running the risk of poor services being delivered to the general public. Good procurement can result in significant financial savings, and can also allow the Council to concentrate on its core functions.

Consultees

Relevant internal officers have been consulted. No external consultation has been felt necessary.

Background Papers

None identified.

Herefordshire Council
Procurement Strategy (Draft)

July 2005

Introduction

1. The Council shares a vision for a better Herefordshire with a wide range of partner organisations in the private, public and voluntary sectors, and with those representing communities. The vision is set out in *The Herefordshire Plan*, and the Council's own Corporate Plan says what the Council will do over the next three years to play its full part in turning that vision into reality.
2. The Corporate Plan identifies the main challenges facing the county and the Council, makes clear the Council's priorities for the future and sets out the improvements which are planned in services, and in efficiency and effectiveness. It identifies the main risks to the achievement of the Plan, but shows how the Council's resources – human, financial, organisational and physical – will be deployed to bring about the planned improvements and manage those risks.
3. Among other things, the Council will look for
 - a balanced budget each year;
 - a comprehensive Service Improvement Programme that will raise service standards and produce significant efficiency savings;
 - the achievement of real cash savings from more effective procurement of the goods and services the Council buys; and
 - a further £3 million of recurrent annual savings, beginning in 2005-06, by re-prioritising services.
4. Better procurement, therefore, is an important part of the Council's current overall strategy.

What is Procurement?

5. Procurement is the process of acquiring goods, works and services, covering acquisitions from third parties and in-house providers. The process spans the "whole life cycle" from identification of needs, through to the end of service contract or the end of the useful life of an asset. It involves options appraisals, and the critical "make or buy" decisions. It involves an assessment of the possible risks if something goes wrong.
6. In the context of a procurement process, obtaining the best value for money means choosing the bid that offers the best combination of whole life costs and benefits to meet the Council's requirements. This is not necessarily the lowest initial price option and requires an assessment of the ongoing revenue and resource costs, as well as the capital investment. The Council's requirements will include social,

environmental, sustainability and other strategic objectives defined at the earliest stages of the procurement cycle.

7. Procurement is therefore about choices, some of which will be difficult. The choice that the Council makes about a particular contract or form of partnering is a clear signal of what type of authority the Council wants to be, and how it wants to be seen now and in the future.

Strategic Management

8. The Council has considered the best way it should handle procurement as just one among a range of important strategic services. In future, procurement will be handled within a new Directorate to cover resources and property, not least to give effect to the Gershon efficiency agenda. The principles of the Council's approach to procurement, however, will largely remain unchanged in that the Council will pragmatically seek the best solution to the acquisition of goods and the provision of services, looking for value for money at all times. The Director of Resources will assume overall responsibility for the Council's procurement function, coordinating and controlling appropriate Directorate activity (see paragraphs 11 & 12, below).
9. The Council fully supports and is actively engaged with the West Midlands Centre of Procurement Excellence (WMCoE), now based at Bromsgrove.
10. The Council already has a very successful track record in securing major improvements in services, and in the way the Council operates, by acting in partnership with other agencies, or by outsourcing functions where it is advantageous to do so. These achievements include:
 - Leominster Access Road –the access road connecting the A49 to Leominster's new £20 million business park, a joint project between the Council and Advantage West Midlands, which is expected to create 600 jobs.
 - Herefordshire Transport – the Government rated Herefordshire as a top performing authority in the delivery of local transport improvements, attracting an extra £1.2 million for the service in 2004/05 and £1.3 million for highway maintenance improvements for 2005/06.
 - Rural Transport Partnership – nearly £400,000 has been attracted into the county to develop transport services through a number of projects, including new community car schemes and a project to improve access to mental health services.
 - Supporting People – the £7.5 million programme, a working partnership between the Council's former Social Care and

Strategic Housing Directorate, the West Mercia Probation Service and the Herefordshire Primary Care Trust, aimed at providing housing related support for vulnerable people - was rated as “Good” by the Audit Commission.

- the Hillside Centre has been opened in Hereford, providing intermediate care in partnership with the Primary Care Trust
- in partnership with West Mercia Constabulary, a new CCTV control room has been provided, monitoring Hereford, Leominster and Ross-on-Wye.
- a PFI scheme for the provision of the new Whitecross High School has been successfully agreed, and work has begun on site.

The Strategic Executive and Senior Management Roles

11. Within the Council, overall responsibility for procurement rests at Cabinet level. Under the Council’s Constitution, one of the Cabinet Members is responsible for Resources, including procurement.
12. The Director of Resources will be a member of the Corporate Management Board (CMB). The Council has therefore recognised the strategic importance of procurement, and taken steps to ensure that responsibility for it rests at the highest policy-making levels of the administration.

Corporate Procurement

13. The Council has a successful track record to date with its large-scale corporate procurement, with several services outsourced and PFI schemes introduced. Responsibility for continuing this where appropriate will rest with the Director of Resources.
14. In slightly more detail, the Director’s corporate role will probably be to:
 - direct and oversee strategic procurement
 - ensure compliance European procurement rules where necessary
 - ensure compliance with the Council’s Good Environmental Management performance system (GEM)

- ensure compliance with the Council's commitment to Fairtrade where appropriate, and similarly to the commitment to use local suppliers where they offer good value for money¹
 - ensure compliance with the Council's policies on equality and diversity
 - oversee devolved procurement, and continually seek to improve performance
 - support and assist the development of West Mercia Supplies
 - provide specialist procurement advice to non-specialist Members and officers
 - with the Council's Head of ICT, promote eProcurement
 - co-ordinate any necessary procurement training
 - provide access to procurement information to Members and officers as and when appropriate
15. Notwithstanding the above, responsibility for ICT procurement rests with the Head of ICT, as does responsibility for all ICT-related training.

Departmental Procurement

16. Again subject to the emerging responsibilities of the Director of Resources, responsibility for non-ICT procurement below the corporate level will generally remain with individual Directors and their Directorates, involving the Cabinet Member and CMB as appropriate. The Director of Resources will, however, exercise overall control and direction to ensure tight corporate cohesion.
17. The Directorate procurement role will:
- identify opportunities for alternative provision through strategic procurement
 - develop partnerships or consortia as appropriate, particularly with an eye to achieving best value by achieving economies of scale
 - similarly, recognise the benefits of leveraging existing contracts and relationships to deliver best value

¹ On 28 April 2005, the Council's Cabinet agreed among other things that the Council's Procurement Strategy and Code of Practice for the regulation of contracts for works, services and suppliers should be revised to reflect a commitment to Fair-trade and that local Herefordshire producers and their products are used where they offer good value for money and their selection is in accordance with the council's legal obligations, for example, in relation to European procurement rules. (Ref 2005.CAB.040)

- manage and procure Contracts in accordance with agreed performance and other criteria, including GEM and diversity
- where possible, select tenders and manage contracts through eProcurement channels
- make the fullest possible use of West Mercia Supplies
- where appropriate, follow the Council's Code of Practice for Office Administration, to achieve resource efficiency

Other considerations

18. Different considerations will obviously apply in different circumstances. Generally speaking, however, the Council will expect all managers facing a possible procurement decision to ask themselves the following questions, and to be able demonstrate the most advantageous answer objectively. If there is any doubt, the matter should be referred to the Director of Resources or, as appropriate, the Head of ICT.

- am I following the guidelines set out in the National Procurement Strategy?
- could the service be delivered in-house better, perhaps by improving internal management and efficiency?
- can the market deliver this service?
- is there scope to use a good local supplier or producer, and still get good value for money?
- is there anything I am proposing to do which would unfairly disadvantage minority groups of suppliers or producers and is there anything I could do, in contrast, to make it easier for them to bid for the work envisaged?
- what are the risks to the Council if an externally procured provider cannot deliver the service, but looks to void any contract before its agreed termination date?
- is there scope for procurement through a consortium with another local authority, or group of authorities, or other public sector bodies, to deliver better economies of scale?
- is there scope for procurement through some other form of partnership, even if it might involve breaking new ground?
- can the service under consideration be joined to another, to make it more economic to deliver services, either in-house or through outsourcing?
- can we obtain the benefits of another authority's contract with the same terms and conditions, perhaps by amalgamation, to

continue to achieve best value but without the cost of fresh procurement?

- can West Mercia Supplies provide the goods being sought and, if so, why should an alternative supplier be sought?

eProcurement

19. The Council is committed to reducing cost and improving efficiency through eProcurement where possible, and is developing an eProcurement strategy to supplement the main approach set out in this statement.

20. It will include:

- integration with such other corporate systems as front and back office activity;
- any further recommendations for the Council's ICT infrastructure;
- lessons learnt from experience elsewhere, including WMCoE, to ensure optimum benefit;
- the procurement of eTendering solutions to encourage businesses to transact electronically with the Council;

and will ensure compliance with, as appropriate:

- the Corporate Information Security Policy

21. In conjunction with the Director of Resources, the Head of ICT will help staff procuring at the Directorate level in particular to identify opportunities for eProcurement. The Head of ICT will be responsible for any necessary ICT-related training in this context (see paragraph 15, above).

22. The Council will develop eTendering solutions and encourage businesses to transact electronically with the Council. The Council will enhance its website to inform businesses about the Council, its buying ethos and supplier opportunities.

Short Term Action Plan

23. The Council's overall procurement strategy (paragraph 8, above) is that it will pragmatically seek the best solution to the acquisition of goods and the provision of services, looking for value for money at all times.

24. Its short-term aim within that is to meet the requirements of the National Procurement Strategy for Local Government (paragraph 18, above).
25. In the remainder of 2005/06, the Council's objectives are to:
- complete a price comparison, as set out in the Annual Operating Plan 2005/06, of 10 commodities in regular use, to confirm or otherwise that best value is being obtained by the Council (by July 2005)
 - complete a 5-year "forward look" of upcoming contracts, with scope for advantageous improvements in efficiency as the contracts are renewed (by August 2005)
 - formally commit itself to the National Procurement Concordat for Small and Medium-sized Enterprises (in or just after September 2005, to coincide with the Shropshire, Herefordshire & Worcestershire Small Business Event in that month, details of which are not yet finalised)
 - publish, on paper and on the Council's website, a guide to local businesses about how to do business with the Council (by December 2005)

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN

PROGRAMME AREA RESPONSIBILITY: CUSTOMER AND CORPORATE SERVICES AND HUMAN RESOURCES

CABINET

14TH JULY, 2005

Wards Affected

County-wide

Purpose

To approve the Implementing Electronic Government Return 2005 Mid Term (IEG4.5)

Key Decision

This is not a key decision.

Recommendation

THAT the IEG4.5 return be approved.

Reasons

This IEG return is an essential part of the national monitoring process for assessing electronic local service delivery capability against central government's 2005 target and supports the delivery of priority outcomes for local e-government. It is an important feedback mechanism for assessing progress towards realising the benefits from the investment in e-government and the use of IEG funding in individual local authorities

Considerations

1. This is the fifth time the Council has been required to submit an IEG return to central government to set out how it has or plans to achieve improvements in customer focused services underpinned by information technology. The ODPM has provided a prescriptive format that cannot be changed and this is essentially a technical document. The ODPM has mandated that the IEG4.5 return is submitted through the use of an electronic toolkit (ESD-toolkit); this toolkit will be used to regularly monitor local progress in the delivery of e-government through to March 2006 and is also used to submit the Council's Annual Efficiency Statement.
2. Self-assessment against priority outcomes again appears in this IEG return. These priority outcomes provide a focus for reaching 100% e-enablement of services by December 2005 and shift the onus onto the service areas. Priority Outcomes are defined in a detailed and specific way to overcome some of the interpretations possible under BVPI 157. During October 2004 an exercise was carried out to allocate responsibility for each priority outcome to the appropriate Director and Department head.
3. Building on the work undertaken by Sir Peter Gershon, the ODPM has set a target on

Further information on the subject of this report is available from
Julie Holmes, Head of Department on 260413

local government to improve its effectiveness and efficiency in delivering services by 2.5% per annum up to 2007/08. E-government is expected to make a substantial contribution towards the achievement of this target. The IEG4.5 return has changed the way efficiency gains are reported to make it consistent with the Annual Efficiency Statement.

Risk Management

1. Failure to complete any elements of the IEG4.5 return may impact the further capital funding of £150,000 in 2005/06, therefore ownership of the forecast and actual deliverables has been identified to monitor progress and issues regularly.
2. Two key areas for IEG are those of customer service and e-procurement. Progress in these service areas is behind the targets set by central government. The customer service targets are being addressed through the commitment to the Service Improvement Programme. In a similar fashion the e-procurement challenges are being addressed through a greater emphasis on service efficiencies across the authority.

Consultees

The IEG4.5 return has been produced as a consequence of a Council wide collaboration to collate and validate the information provided within the report.

Background Papers

None identified



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 MID TERM (IEG4.5)

*"Realising the benefits from our
investment in e-government"*

Name of Authority: Herefordshire Council

IEG Contact Name: Julie Holmes

Email: jholmes@herefordshire.gov.uk

Telephone No: 01432 260225

Local Context

Local Context

Herefordshire is predominately a rural county, covering an area of some 840 square miles on the English side of the Welsh Marches. With a population of approximately 180,000, life in the county revolves around the key market towns of Hereford, Leominster, Ross on Wye, Ledbury, and Kington; the geographic diversity of our county poses a number of challenges with regard to service provision, and we continue to see areas of economic and social deprivation.

Hereford is a Cathedral City with a strong and vibrant tradition in the Arts, particularly music, and is surrounded by a number of small market towns containing historic buildings and with many local traditional crafts.

Herefordshire Council itself enjoys a good reputation. Rated good at the last CPA, our education services rate amongst the highest in the country enjoying good state education at junior and senior level, including a Sixth Form College. There are a variety of good independent schools as well as Technical and Art Colleges, all based within the City.

Herefordshire Council's e-government vision has always been innovative and highly ambitious. Together with the Herefordshire Partnership, a group of organisations and service providers with a shared vision for Herefordshire, the council has always envisaged ICT as a "golden thread" for:

- The creation of fair and thriving communities
- The proper protection of the environment
- The construction of a strong, competitive and innovative economy

Our vision is one where everyone who has the skills and desire to do so can access our services and information online and the county will soon benefit from its own electronic gateway, the Herefordshire Hub. This highly innovative project will allow

residents, businesses, voluntary sector organisations and indeed council employees themselves easy electronic access to a wide range of information and services.

Indeed the council's intention through IEG1, IEG2 and IEG3 has been to commit demonstrable deliverables on its journey towards achieving the benefits the e-government initiative has to offer. For example,

Customer Services

A Service Improvement Project was established under IEG3 with the aim to simplify and improve service delivery to residents, voluntary organisations and businesses. This programme has been further expanded for IEG4. We are doing this by improving access to services face-to-face, by phone and electronically through our INFO shops. The rollout programme here has been highly successful with

- Ross-on-Wye – opened in September 1999
- Leominster – opened in May 2001
- Bromyard – opened in January 2004
- Hereford City – opened August 2004
- Kington – planned November 2005

We successfully rolled out the first phase of a Customer Relationship Management system to all front line staff in December 2003 and this has continued to be expanded.

In addition, a major reengineering of our Revenues and Benefits processes has been completed seeing major improvements in lead times for citizens and processing time for the council.

The library service in Herefordshire has been undergoing major change and we have received our Position Statement assessment score, which is part of our CPA score. We are pleased to report that we have improved our score from a 3 and 1 in 2003 to a **3** and **3** for 2004 reflecting the authority's performance towards meeting the Public Library Standards (as of 31.3.04) and the quality of our evidence of providing excellent policies and practice to implement *Framework for the Future*, the national library strategy. Overhauls of the Libraries in Leominster and Kington are ongoing and plans are being developed for a possible new library in Hereford city.

Web Services

We have implemented a new Council website, intranet, Herefordshire Partnership website and countywide directory of legal services website, *heretofore advice* through the eGateway platform and are continuing development to deliver a countywide legal services extranet.

Significant work has already been done in conjunction with the GIS project, to develop online planning services through the Council website by the end of 2005.

We are also examining the options provided by the Government Connects service and the potential for engagement at Regional level.

ICT Back Office System

Herefordshire Council Authority came into existence in April 1998, taking over the responsibilities of a number of previous authorities - Leominster District Council, South Herefordshire District Council, Hereford City Council and Hereford-Worcester County Council. It also incorporated parts of Malvern Hills District Council. The Council's ICT Services division has recognised the need to improve back office systems to run the service more efficiently and effectively. A pilot project is underway to deliver back office integration for ICT services addressing functions such as:

- IT Finance,
- Procurement;
- Asset Management;
- Quotations & Billing;
- Project Management and Control;
- Asset Registration and Tracking;
- Job Time Recording.

This pilot project is due for implementation August 2005. It will greatly improve customer service, improve accuracy, reduce cost and make better use of staff time.

Schools Broadband

The Schools Broadband Service, initiated in 2001, provides high capacity links to Herefordshire schools and libraries. The DfES under the National Grid For Learning (NGfL) and Advantage West Midlands (AWM) have provided funding for this project.

All High Schools now have a 4Mbps symmetrical connection. This is to be increased to a minimum capacity of 8Mbps by March 2006. In addition 85 out of 86 Primary and

Special Schools now have a 2Mbps symmetrical connection. The network provides a filtered Internet feed and Anti-virus software. Herefordshire is a leading LEA for the use of interactive whiteboard technologies. All schools have at least one board and an increasing number have one board in each classroom. Herefordshire is a leading LEA for the use of interactive whiteboard technologies. Teachers from Herefordshire schools create and share interactive teaching resources via the Council's Education Services website.

The network allows every school access to a wide range of resources available from across the Herefordshire education network and from the Internet. In addition there is a high capacity 100Mbps link to the West Midland Regional network providing access to a vast array of resources from schools, colleges and universities as well as access to the JANET and UKERNA

Each school has been provided with the necessary infrastructure to connect all classroom PC's to the Broadband network allowing them to maximise the benefits of these resources. It will facilitate the development of distance learning concepts so pupils can access work and resources from a wide variety of locations and promote the sharing of knowledge and experience.

Future initiatives include the provision of a specialised content feed for Primary schools a huge library of documents, tools, images, video and audio streams. The network will also facilitate the development of High Quality Broadcast Video Conferencing allowing schools to not only communicate in real time but to broadcast lessons live across the network.

E-Gateway Project

This strategic project has delivered foundation architecture to support the development of knowledge and content as an enabler of transformational change. It is a key platform for the Council's Service Improvement Programme and the Council's vision for partnership working and community leadership. It has already improved accessibility to information and services for individuals and organisations in Herefordshire with 100% single-A compliance and 78% double-A compliance as of June 2005. Our aim is to reach 100% double-A compliance by the end of this year. Triple-A compliance for all content published through the eGateway is our ultimate goal as we move forward.

The eGateway includes a Content Management System, enterprise-wide search capability and monitoring and evaluation tools. We will be implementing metadata and taxonomy management tools this year through the enterprise search technology and are committed to benefiting from the debates at Regional and National level in relation to the eGMS to optimise this next phase of development. Currently we have

reached 95% compliance with the mandatory metadata elements and 99% compliance with the recommended metadata elements. Our aim is to begin implementation of the IPSV controlled vocabulary for the end of this year.

Youth Times Project

Part of the Partnership's Herefordshire in Touch programme, this ambitious youth work, training and journalism programme is run by the Rural Media Company in partnership with the Council Youth Service. With the support of the company's media professionals, groups of young people take part in journalism workshops and media training sessions to learn the skills needed to publish their own e-magazine (InSITE).

InSITE is run entirely by a committed editorial team made up of young people from across the county. The magazine includes articles, stories, photographs, artwork and reviews, from a humorous piece on "Pet Laundries" to a gripping real-life story on the struggle of domestic violence. The magazine has its own Press Office, where young editors, designers, reporters and photographers produce InSITE and take part in workshops. Work is in progress to migrate InSITE onto the eGateway platform by August 2005 so that the project can benefit from the content management system and search technology.

The scheme has been nominated for a number of awards and young people benefit in many ways. Youth Times offers them the chance to take part in their very own publication and play a role in the life and future of their community. It also offers opportunities to build on communication skills, social awareness and self-confidence. Youth Times runs a Media Youth Worker Trainee Placement Scheme, which is an opportunity for young people in Herefordshire to gain a footing in journalism.

Single Assessment Process (SAP)

Herefordshire Council's Social Care & Strategic Housing department working in partnership with the NHS/PCT employs approximately 300 Social and Care Workers. From their base in Hereford personnel cover the second most rural community in the UK, attending to a geographically disparate population's needs for citizens over the age of 65.

The single assessment process, introduced in the National Service Framework for older people, aims to make sure older people's care needs are assessed thoroughly and accurately, but without procedures being needlessly duplicated by different agencies.

Building on the improved communications links between the Hospitals and the Council networks and the introduction of robust security surrounding the access to

the data, an in-house (Herefordshire Council ICT Services) solution has been developed. The application is currently being piloted in North Herefordshire with 20/30 Herefordshire Health Trust, Primary Care Trust and Social Care staff.

Care workers are able to electronically complete assessments for older people on location. Using either PC or Tablet PC's the application transfers the information across to a secure server/database via a secure log in from their home or office. Once the Care worker completes the assessment selected content is available to the multiple agencies from the same database via secure log in. The system is NpflT compliant which is future proofing the application to permit communication the NHS Care Records Service (also know as the spine) to the degree required to support phase 1 release of the spine software.

Electronic Social Care Record (ESCR)

Herefordshire Council has made significant progress in addressing the requirement from Department of Health (DoH) for Electronic Social Care Records. In a predominately rural county with Social Care and Strategic Housing Services located in over 23 locations throughout the county, the development of electronic records will provide a wide range of improved services for citizens, making them available whenever and wherever they are needed. The ESCR applies to all client age groups and can be seen as the Social Care version of the NHS Electronic Patient Record. The DoH has detailed plans to integrate both record systems via a single spine to serve the whole of England. Out ESCR will enable our partner organisations to work together more easily to provide responsive services.

A model blueprint of how our ESCR will look and work has been produced. The concept is currently being converted into reality in the form of a Specification of Requirements. Securing resource in terms of Social Care and Management is being addressed as part of the review of Senior Management Structure. Work is underway to standardise and rationalise the forms we and our partners use and the information we share with them.

Investigating future technology is in progress, to utilise encryption technologies and tablet PC's, and how this will enable service providers and support remote working. Digital authentication of our partners and electronic signatures will be influenced by the esd-toolkit and it's Government Connect Authentication Project through a Community of trust. Confidentiality has to be safeguarded with access only allowed to those who have a need to know. This can be achieved by applying nationally defined standards for records management to both documents and views of databases. These standards provide a flexible, secure and relatively easy to use approach to managing records, and provide better access for managers to ensure good quality work. The ESCR project has been the focus for creating a corporate standard for use of metadata and Document Management System (DMS).

Corporate GIS

Geographic Information Systems (GIS) have been present within Herefordshire Council since its inception in 1998. There are now over 350 GIS users across the Authority; over 70% of these are within the Environment Directorate.

The Council has now procured and will start to roll out in November 2005 a GIS solution that enables spatial information to be managed as a corporate resource and shared with Partners and the Public.

This solution meets the requirements of eGIF, the OGC, the Data Protection Act and Freedom of Information Act where applicable and it supports a robust security model. This solution will improve management and control of geographic data throughout the Council by centralising GIS data and reducing duplication and redundancy. It will assist Herefordshire Council in meeting e-Government requirements and increase the role that GI plays in the planning and monitoring of service delivery within the Council and in conjunction with other Herefordshire partners such as the Health Service, emergency services, business and commercial services and environment groups.

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005 and will inform the release of IEG capital funding in 2005/06

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Amber 01/11/2004	Green 31/08/2005	Green 31/08/2005	Green 31/08/2005
	Comment: A new Software solution is planned for installation this year. The software is compliant to the Admissions Code of Practice and will provide a secure route to information together with automatic generation of correspondence.			
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: Online contact details include generic email address and contact details to enable request for further information on services available.			
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Amber 01/11/2004	Green 31/08/2005	Green 31/08/2005	Green 31/08/2005
	Comment: A new Software solution will enable access to online content which includes an "Information for Parents" document which details the application procedure. Further information is also provided, including a complete list of schools and contact information together with performance statistics, Ofsted reports and admission criteria.			
If already 'green' on R1, R2 & G1 above please comment on E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	Comment:			
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Green 28/02/2005	Green 28/02/2005	Green 28/02/2005	Green 28/02/2005
	Comment:			
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Red 12/05/2005	Red 12/05/2005	Amber 31/12/2005	Green 30/03/2006
	Comment: Discussions are ongoing with a neighbouring West Mercia Authority and Justice Agency to facilitate secure messaging service			
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Amber 01/03/2005	Amber 01/03/2005	Amber 01/03/2005	Green 31/03/2006
	Comment: Technical capabilities in place. External funding bids submitted to facilitate external updating.			
If already 'green' on R3, R4 & G2 above please comment on E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.	Comment:			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
Comment: Info available on www.herefordshire.gov.uk/councillors				
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Green 01/01/2005	Green 01/01/2005	Green 01/01/2005	Green 01/01/2005
Comment: Additional facilities planned to be introduced.				
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Amber 01/03/2005	Amber 01/03/2005	Green 31/12/2005	Green 31/12/2005
Comment: All future consultations to be performed using corporate standard software allowing both the Council and Herefordshire Partnership to engage with the citizen.				
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red 31/03/2005	Red 31/03/2005	Amber 31/12/2005	Green 31/03/2006
Comment: Video streaming will be enabled to support communications strategy relating to policies .				
If already 'green' on R5, R6, G3 & G4 above please comment on	Comment:			
E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.				
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Amber 01/01/2004	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
Comment: Future work to be included as part of current IT Strategy for Environment directorate				
R8 Online receipt and processing of planning and building control applications.	Amber 01/09/2004	Green 31/08/2005	Green 31/08/2005	Green 31/08/2005
Comment: On-line planning applications in test environment. With ODPM Planning Portal for Advances level. Business case to be presented for live implementation scheduled for 31.08.2005 to receive applications and payments on-line				
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 31/03/2005	Amber 31/03/2005	Green 30/11/2005	Green 30/11/2005
Comment: BS7666 quality check completed, postal addresses loaded by March 2005. On going maintenance continuing. Delivery of GIS project due November 2005				
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber 01/02/2005	Amber 01/02/2005	Amber 01/02/2005	Green 31/03/2006
Comment: Herefordshire Trading Standards Service has provisionally agreed to sign up as an early participant to the e-Trading Standards National project that is currently being run by Warwickshire County Council as part of the ODPM's e-modernaistion programme				
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber 01/11/2004	Amber 01/11/2004	Green 30/11/2005	Green 30/11/2005
Comment: On-line forms and e-consultation available for electronic submission. Scanned copies of submitted plans to be available as part of GIS project.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
If already 'green' on R7, R8, G5, G6 & G7 above please comment on E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:			
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber 01/02/2005	Amber 01/02/2005	Amber 01/02/2005	Amber 01/02/2005
	Comment: A pilot e-procurement solution is currently being deployed for ICT procurement across the Authority with the potential for a wider roll-out under review.			
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Amber 01/04/2004	Amber 01/04/2004	Amber 01/04/2004	Green 31/03/2006
	Comment: Partially implemented through contact centres (INFO shops). Will be reviewed as part of the Customer Service Strategy work.			
G9 Regional co-operation on e-procurement between local councils.	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
	Comment: The Authority and our partners in West Mercia Supplies [Worcestershire, Shropshire & Telford & Wrekin] are working closely with WMCoE, but have no firm projects in place at this point in time.			
If already 'green' on R9, G8 & G9 above please comment on E5 Access to virtual e-procurement 'marketplace';	Comment:			
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;	Comment:			
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	Comment:			
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green 30/04/2005	Green 30/04/2005	Green 30/04/2005	Green 30/04/2005
	Comment: Improved e-Payment solution implemented on the Council's Internet site.			
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Red 01/02/2005	Amber 01/08/2005	Green 31/12/2005	Green 31/12/2005
	Comment: Project initiated to enable citizens to check Council Tax & Business Rates balances on line.			
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 01/01/2003	Green 01/01/2003	Green 01/01/2003	Green 01/01/2003
	Comment: The council has provided on-line payment facilities for the last 2 years via the internet. However the most efficient and cost effective e-method of payment is Direct Debit. This Council has increased direct debit payments for the past 4 years and collection figures have also improved consistently over the same period.			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red 01/04/2005	Amber 01/08/2005	Green 31/12/2005	Green 31/12/2005
Comment: Project initiated to implement e-billing with target completion by end December 05.				
If already 'green' on R10, R11, G10 & G11 above please comment on	Comment:			
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	Comment:			
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment:			
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment:			
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 26/04/2005	Green 26/04/2005	Green 26/04/2005	Green 26/04/2005
Comment: Online reservations of library books available with effect from April 2005.				
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 01/07/2005	Green 31/08/2005	Green 31/08/2005	Green 31/08/2005
Comment: Project being undertaken by halo Leisure to introduce on-line bookings of sports and leisure facilities. Initially for membership base then to be rolled out to general clientele.				
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
Comment: Current systems support the booking of library, sports and leisure services via membership cards using a swipe facility. A policy for the Council's adoption of smartcards is not yet in place though we are in consultation with regional bodies (Black Country Consortia) as to how this may be achieved.				
If already 'green' on R12, R13 & G12 above please comment on	Comment:			
E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:			
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
Comment: A web-based timetable information and journey planner is available through deep links from Council Website.				
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Amber 02/07/2005	Amber 02/07/2005	Amber 02/07/2005	Green 31/03/2006
Comment:				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005	Green 31/03/2006
	Comment: Downloadable "Challenge" form available from October 2004. Interactive e-form software purchased, penalty charge notice challenge interactive enablement by 31st March 2005.			
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber 01/04/2005	Amber 01/04/2005	Green 30/11/2005	Green 30/11/2005
	Comment: This is included in Phase I of GIS project due for delivery November 2005			
If already 'green' on R14, R15, G13 & G14 above please comment on	Comment:			
E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.				
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Red 01/06/2005	Red 01/06/2005	Amber 31/12/2005	Amber 31/12/2005
	Comment: The Hereford INFO shop offers e-enabled facilities to resolve council tax benefit enquires in an integrated fashion, but this service is not available in all locations.			
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Red 01/10/2004	Amber 01/08/2005	Green 31/12/2005	Green 31/12/2005
	Comment: Currently customers can download a claim form from the web, where there is also a benefit calculator. The web pages are updated regularly. Started implementation of online form 1st August 2005, completion anticipated 31st December 2005.			
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 01/06/2005	Green 31/08/2005	Green 31/08/2005	Green 31/08/2005
	Comment: A new benefits system with improved technology, enabling the use of hand-held devices is being implemented (commenced June 2005), completion anticipated August 2005.			
If already 'green' on R16, R17 & G15 above please comment on	Comment:			
E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.				
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. Otherwise you may leave these rows blank.	Comment:			
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Amber 04/07/2005	Amber 04/07/2005	Green 31/12/2005	Green 31/12/2005
	Comment: A Public contact Officer has been recruited and part of the remit of the post will be to cover this element.			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Red 01/11/2004	Amber 19/09/2005	Green 18/12/2005	Green 18/12/2005
Comment: A project is currently underway to provide a replacement to our Client index system. This will also form the foundation to the Electronic Social Care Record.				
G16 Systems to support joined-up working on children at risk across multiple agencies.	Red 01/11/2004	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
Comment: Children Services Directorate in place from January 2005. Currently awaiting guidance from DFES expected September 2005, regarding software package and additional funding to support multi-agency working across a National framework.				
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Green 27/06/2005	Green 27/06/2005	Green 27/06/2005	Green 27/06/2005
Comment: The Single Assessment Project will provide the ability for both LA and NHS staff to complete assessments with Older People – this will be extended to all adult client groups.				
If already 'green' on R18, R19, G16 & G17 above please comment on E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	Comment:			
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
Comment:				
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
Comment: Policy and guidance has been developed. Flexible Working Guidance for Employees (Council internal document), plus presentation overheads. Flexible Working Policy and Guidance (Council internal document). Member Development programme in place (internal Council document).				
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Amber 01/07/2004	Amber 01/07/2004	Green 31/12/2005	Green 31/12/2005
Comment: Flexible Working policy and guidance in place, includes supporting home working. Detailed employee guidance also in place re terms and conditions. Pilot in progress in Member Services, Revenues and Benefits, to act as a pathfinder for other groups/employees working remotely/at home. Project dependent on the Accommodation Strategy and Community Network Upgrade project outcomes.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: The Council has formally adopted ECDL as the standard to drive employee competence in IT skills. To date 68 employees have gained or part gained the qualification, and 65 school-based employees are registered and working towards it. A further 14 are taking part in the ITQ pilot. Following agreement of the approach and in partnership with the local FE training/test provider, wider roll-out of ECDL to all employees will take place in Autumn 2004. 133 registrations identified via a training needs analysis will be fully funded by the Council and further funding to help Social Care employees gain the ECDL qualification. IT skills programme to support development against ECDL modules is in place.			
If already 'green' on R20, R21, R22 & G18 above please comment on E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank.	Comment:			
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Red 01/05/2005	Amber 01/09/2005	Amber 01/09/2005	Green 31/03/2006
	Comment: The next few months will see the delivery of a Customer Services Strategy of which this will form part.			
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 01/03/2004	Green 01/03/2004	Green 01/03/2004	Green 01/03/2004
	Comment: Signed contracts are in place with partnerships for website content which underpins council website.			
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber 01/01/2005	Amber 01/01/2005	Green 31/12/2005	Green 31/12/2005
	Comment: The adoption of ISO 15489 methodology is captured within the Policy document for Records Management, and systems will be in place to achieve compliance by December 2005. Work will then be ongoing to manage all records within a corporate record system, including within an electronic record management system.			
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: Software is in place to monitor compliance of published web/intranet content with AA standard at 78%, with 100% to be achieved by December 2005. Actively working towards AAA standard and RNIB "See It Right" accreditation			
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment:			
If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	Comment:			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Amber 01/11/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
Comment:				
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
Comment:				
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 01/02/2005	Amber 01/02/2005	Green 31/12/2005	Green 31/12/2005
Comment: These are under development as part of the Corporate Customer Services policy.				
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment:				
If already 'green' on R25, R26, G22 & G23 above please comment on	Comment:			
E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings. Otherwise you may leave this row blank.				
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Red 01/05/2005	Amber 01/09/2005	Amber 01/09/2005	Green 31/03/2006
Comment: A Service Improvement Programme has been launched by the Authority to see how this can be addressed as part of a broader customer service initiative.				
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Red 01/05/2005	Amber 01/09/2005	Amber 01/09/2005	Green 31/03/2006
Comment: A Service Improvement Programme has been launched by the Authority to see how this can be addressed as part of a broader customer service initiative.				
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Amber 01/01/2004	Amber 01/01/2004	Amber 01/01/2004	Amber 01/01/2004
Comment: The Authority does have documented corporate performance standards for customer services, which include both email acknowledgements and service replies.				
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Amber 01/01/2004	Amber 01/01/2004	Amber 01/01/2004	Amber 01/01/2004
Comment: We have integrated our CRM solution to a limited number of back-office systems. Broader plans for complete automation of business process management are under consideration as part of the new Customer Service Strategy.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.</p>	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<p>If already 'green' on R27, R28, R29, G24 & G25 above please comment on</p> <p>E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: The Authority has a CRM solution, deployed in Info Shops, that allows citizens to notify a change of address - as part of this process the citizen is asked to specify which other departments in the Authority this information can be shared with to fulfil the requirements of the Data Protection Act.</p> <p>Comment:</p>			

Section 2 - Change Management (self-assessment)

Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 				
i) Member & officer e-champions	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: Member e-champion is Councillor Mrs. June French Officer e-champion is Julie Holmes - Head of ICT			
ii) e-government programme manager	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004
	Comment: 2 new posts recruited to carry out project and programme management for e-government related projects			
iii) customer services management	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: Head of Customer Services post created and appointment made..			
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning 	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: New staff recruited with relevant areas of expertise.			
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/11/2002	Green 01/11/2002	Green 01/11/2002	Green 01/11/2002
	Comment: IPG (Information Policy Group) has responsibility for e-programme delivery. This group has representatives from all Directorates and reviews and approves all ICT projects			
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme 	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: Prince2 is used for project and programme management across the Council			
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	Comment: Corporate Risk Management strategy documented and agreed with Chief Executive.			
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: Herefordshire in Touch (HIT) programme.			
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: Herefordshire in Touch (HIT) programme.			






Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act) 	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
Comment: County Secretary and Solicitor, appointed as Officer in overall control of FoIA in December 2002. Compliance officer appointed for FoIA - each Directorate also has a Data Protection Liason officer.				
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Red 01/05/2005	Amber 01/09/2005	Amber 01/09/2005	Green 31/03/2006
Comment: This will form part of the the delivery of a new Customer Services Strategy.				
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 01/05/2000	Green 01/05/2000	Green 01/05/2000	Green 01/05/2000
Comment: LSP Partnership in place since May 2000				
<ul style="list-style-type: none"> Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
Comment: e-enabled service provided via INFO shops – age concern, CAB, Leominster Credit Union. Portals developed for partners including here4yourcommunity and here4advicelinks				
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Red 01/10/2004	Red 01/10/2004	Amber 01/11/2005	Green 31/03/2006
Comment: We have engaged with an external specialist consultancy company to advise on the implementation of BS7799. An additional post has been approved to support this initiative.				
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Amber 01/02/2005	Amber 01/02/2005	Amber 01/02/2005	Amber 01/02/2005
Comment: Currently under review as part of the Authority-wide consultation on efficiency savings.				
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Amber 01/04/2005	Amber 01/04/2005	Green 31/12/2005	Green 31/12/2005
Comment: We plan to adopt the recommendations of the esd toolkit working party looking at this issue.				
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal) 	Red 01/11/2004	Red 01/11/2004	Red 01/11/2004	Red 01/11/2004
Comment: Currently under review as part of the Council's technical integration strategy.				
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
Comment: Currently under review as part of the Council's technical integration strategy and customer service strategy.				
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account 	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
Comment: Currently under review as part of the Council's technical integration strategy.				

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
Comment: Currently under review as part of the Council's technical integration strategy.				
iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
Comment: Currently under review as part of the Council's technical integration strategy.				
iv) citizen & business authentication for services for services categorised at security levels 0-3	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
Comment: Currently under review as part of the Council's technical integration strategy.				
v) registration & authentication of employees for internal and cross-agency services	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
Comment: Currently under review as part of the Council's technical integration strategy.				
vi) corporate approach to collection of e-payments	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
Comment: Currently under review as part of the Council's technical integration strategy.				
vii) cross agency secure transactions (Government to Government)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
Comment: Currently under review as part of the Council's technical integration strategy.				
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
Comment: Currently under review as part of the Council's technical integration strategy.				
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
Comment: Currently under review as part of the Council's technical integration strategy.				
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
Comment: Currently under review as part of the Council's technical integration strategy.				
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
Comment: Currently under review as part of the Council's technical integration strategy.				
● Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
Comment: Currently under review as part of the Council's technical integration strategy.				
● Connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 01/02/2005	Green 01/02/2005	Green 01/02/2005	Green 01/02/2005
Comment:				

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) 	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
Comment: County Secretary and Solicitor, appointed as Officer in overall control of FoIA in December 2002.				
<ul style="list-style-type: none"> Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) 	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
Comment:				
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
Comment:				
<ul style="list-style-type: none"> Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	Green 01/11/2004	Green 01/11/2004	Green 01/11/2004	Green 01/11/2004
Comment: New children' services directory launched during October 2004.				

Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual				Forecast
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: ● Total types of interaction e-enabled ● % e-enabled	94 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 416 ● 86.13 %	● 433 ● 89.65 %	● 461 ● 95.45 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	87 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 4 ● 57.14 %	● 5 ● 71.43 %	● 7 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	78 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 5 ● 100.00 %	● 5 ● 100.00 %	● 5 ● 100.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 17 ● 56.67 %	● 17 ● 56.67 %	● 28 ● 93.33 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	76 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 48 ● 75.00 %	● 48 ● 75.00 %	● 55 ● 85.94 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	83 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 251 ● 83.67 %	● 265 ● 88.33 %	● 287 ● 95.67 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	78 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 20 ● 95.24 %	● 20 ● 95.24 %	● 21 ● 100.00 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	80 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 13 ● 37.14 %	● 14 ● 40.00 %	● 29 ● 82.86 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	82 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 67 ● 91.78 %	● 73 ● 100.00 %	● 73 ● 100.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	73 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 3 ● 75.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 841 ● 82.29 %	● 880 ● 86.11 %	● 969 ● 94.81 %

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Click on the light bulb icons for industry definitions of page impressions and unique users.

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	1,875,000	3,640,000	3,840,000	4,040,000	4,240,000
• Unique users, i.e. separate individuals visiting website (annual)	68,000	200,000	213,000	235,000	260,000
• Number of e-enabled payment transactions accepted via website	2,000	3,361	4,835	5,055	5,855
• Number of change of address notifications accepted via website	0	0	0	0	0
	Comment: Re- launch of new internet site has significantly increased the number of page impressions for 04/05. Forecast is based on a steady rise of around 200,000 per annum. Following the re-launch of the new Intranet site an improved unique user ID count based on IP address calculation is available. Unique users have increased by 279% in the first three months of re-launch of the new Intranet. Broadband rollout will increase web usage across the County and so forecasts are based around steady take-up of this service. Move towards transaction based site next year will also increase unique users.				
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	9,000	14,000	16,000	20,000	25,000
• Number of change of address notifications accepted via telephone	2,000	11,000	12,000	12,500	13,000
	Comment:				
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	1,000	3,700	5,500	6,000	6,000
• Number of change of address notifications accepted via personal contact	4,000	3,396	3,000	3,000	3,000
	Comment:				
Other Electronic Media					

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
<i>(e.g. BACS, text messaging)</i>					
• Number of e-enabled payment transactions accepted via BACS	489,000	468,000	483,000	486,000	488,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	0	1,000	1,000
• Number of change of address notifications accepted via other electronic media	0	0	1,000	1,000	1,000
	Comment:				
Non Electronic <i>(e.g. cash office, post)</i>					
• Number of payments accepted by cheque or other non-electronic form	470,000	340,000	335,000	330,000	325,000
• Number of change of address notifications accepted via non-electronic form	9,000	8,600	8,000	8,000	8,000
	Comment:				

Section 5 - Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resource	Backward Look (£)		Forward Look (£)		
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment:				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	23,000	177,000	0	0	0
	Comment: IEG Partnership Monies				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	327,000	412,000	830,000	308,000	107,000
	Comment: Flexible Working - subject to approval Disaster Recovery IEG Revenue / Capital budget match fund subject to match funding approval				
• other resources (e.g. training) (please specify)	43,000	0	0	0	0
	Comment: NOF Smart Card Pilot				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	2,450,000	2,048,000	896,000	643,000	145,000
	Comment: SRB Funds subject to approval ERDF Monies subject to approval RRZ Lord Chancellors LPSA -PUMP Priming Grant LPSA - Unsupported Credit Approval				
TOTAL	3,243,000	2,987,000	1,876,000	951,000	252,000

Section 6 - Local e-Government Programme Efficiency Gains

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)		Forward Look (£)			
	04/05	05/06	06/07	07/08	Expected annual gain	Expected annual gain
Efficiency Gains	Annual gain	Expected annual gain	Expected annual gain	Expected annual gain	Expected annual gain	Expected annual gain
	...of which cashable	...of which cashable	...of which cashable	...of which cashable	...of which cashable	...of which cashable
Corporate services, of which:						
● e-recruitment	7,600	8,500	8,500	9,500	11,000	11,000
Comment:						
● e-payments	25,900	26,700	26,700	27,500	28,200	28,200
Comment:						
● corporate services efficiencies not covered above	0	10,000	10,000	10,000	10,000	10,000
Comment:						
e-Procurement, of which:						
● Service specific	0	45,000	15,000	44,000	43,000	13,000
Comment:						
● Cross-cutting e-procurement efficiencies not covered above	0	0	0	0	0	0
Comment:						
Productive time, of which:						
● Service specific	0	546,000	481,000	546,000	546,000	481,000
Comment:	Social Care - Managing demand for services across all use groups while still giving choice Social Care - Improved Transport route scheduling County Treasurer - Introduction of Academy Benefits System EH & TS - further Service Improvement Work to introduce a mini call centre Education - Improved Transport route scheduling					

	Backward Look (£)			Forward Look (£)				
	04/05			05/06		06/07		07/08
	Annual gain	...of which cashable	Expected annual gain	Expected annual gain	...of which cashable	Expected annual gain	Expected annual gain	...of which cashable
Efficiency Gains								
• Cross-cutting productive time efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
Transactions	0	0	0	0	0	0	0	0
	Comment:							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
TOTAL EFFICIENCY GAINS - GROSS	33,500	33,500	636,200	541,200	542,000	637,000	638,200	543,200
LESS e-government implementation expenditure	2,987,000		1,876,000			951,000	252,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-2,953,500		-1,239,800			-314,000	386,200	

ENVIRONMENT STRATEGY and REVISED ENVIRONMENTAL POLICY

PROGRAMME AREA RESPONSIBILITY: ENVIRONMENT

CABINET

14TH JULY, 2005

Wards Affected

County-wide

Purpose

To agree the Corporate Environment Strategy, summarising the policy aims, objectives and action plans that the Council has adopted.

To agree the proposed revision of the Council's Environmental Policy, to be signed (as previously) by the Cabinet Member and the Chief Executive.

Key Decision

This is not a key decision.

Recommendations

- That (a) **the Corporate Environment Strategy be approved; and**
- (b) **the proposed revision of the Council's Environmental Policy be agreed and signed by the Cabinet Member and the Chief Executive.**

Reasons

There is no current document summarising the Council's main environmental commitments.

The current policy is outdated.

Considerations

- 1 The Corporate Environment Strategy provides partners and managers across the Council with an overview of major environmental commitments that have already been made by the authority. Some are mandatory while others are led by the need to control costs. All are linked through the agreed ambitions of the Herefordshire Plan and the Corporate Plan (2005/08), which states that that one of the Council's top eight priorities for the period of the Plan is "to protect the environment, including recycling much more waste and significantly reducing carbon emissions."
- 2 Internally the Council is committed to tackling its own environmental impacts, such as waste, energy and transport, right across Council services through its certification to ISO 14001 the international environmental management standard. Externally the authority makes a major contribution to Herefordshire's environment through working

Further information on the subject of this report is available from Trish Marsh, Environmental Sustainability Officer on 1930.

in partnership with other organisations and the wider community.

- 3 The strategy is backed by an integrated action plan that aligns the aims and objectives described in the strategy with the timed targets adopted for each action.
- 4 The proposed revision of the Council's environmental policy takes account of :-
 - ◆ The certification to ISO 14001 of numerous Council services and functions since the policy was passed in 2002
 - ◆ The change from the initial focus on the Council's direct environmental impacts out to include public facing services such as Waste Management and Transportation
 - ◆ Revisions to the ISO 14001 standard in 2004

Risk Management

The strategy will make more managers aware of the Council's commitments, which should assist in achieving them.

Consultees

Herefordshire Partnership Environment Ambition Group

Environment Scrutiny

Lead Officers for the issues covered

Background Papers

None identified.



Herefordshire Council Corporate Environment Strategy

2005 to 2011

June 2005

Environment Directorate
P.O. Box 167
Plough Lane
Hereford
HR4 0WY

Telephone:
Hereford (01432) 260000
<http://www.herefordshire.gov.uk>



FORWARD

This Environment Strategy seeks to place environmental issues on an equal footing with economic and social concerns within the context of sustainable development, to which the Council is committed through the Herefordshire Plan.

This is a tough challenge, as it requires us all to become more aware of the environmental issues that we face and the consequences of our actions. Everything we do has an environmental impact and the choices we make for our shared environment are becoming more obvious as we learn more about the world around us. The Environmental Strategy supports people - both members of the public, Council staff and partner organisations - in changing their behaviour to make better choices to help protect our local environment. We are motivated to move towards a clean, green and sustainable future, not just for today's generations but also for many more to come.

The Council is already applying decisive strategies, policies and actions across a wide range of areas that directly contribute to this challenge; some are derived from legislation and central government initiatives, while others are motivated by our own commitment. Taken together, these will help safeguard our environment. People will recognise that their waste is being managed effectively and that streets and public spaces are cleaner and more attractive. We aim to provide transport options that are also healthy options, becoming more accessible through an evolving network of cycleways and paths, and to cut pollution from transport through a steadily developing integrated transport network that is clean, safe, well maintained and well lit. And these changes also make a clear contribution to a continuous reduction in the number of people injured through transport related accidents.

These are high profile, defining elements of the Council's Environment Strategy, but over the next few years the Council also has to lead through example in addressing how global challenges like climate change and biodiversity impact locally, and how we can respond to protect our natural resources and enhance our environment. The adoption of the Unitary Development Plan is an essential component in ensuring that Herefordshire's land-use development is sustainable, which in turn will help to ensure that the diversity of Herefordshire's natural assets are safeguarded for the future.

I believe that this Environment Strategy reinforces the Council's commitment to the Environment and contributes substantially to the principles of sustainable development. It also recognises the role that the Authority must play - not only as a leader of the community, but also in moving forward itself and setting an example for others to follow.

Cllr Phil Edwards

Cabinet member for the Environment



ENVIRONMENT POLICY

Herefordshire Council provides and purchases a wide range of services for the county as the unitary local authority. The Council shares a vision for a better Herefordshire with a wide range of partner organisations in the private, public and voluntary sectors. This is set out in *The Herefordshire Plan*, within which sustainable development is a guiding principle.

As part of its commitment to sustainable development, Herefordshire Council recognises the need to protect the environment in which we live and work and use natural resources prudently to safeguard them for future generations. The Council is therefore committed to demonstrable and continuous improvement of its environmental performance and full compliance with all relevant legal and other requirements.

To meet this commitment Herefordshire Council will:

- Maintain certification of its environmental management system to ISO 14001, the recognised international standard, and extend this to cover all activities and services across all directorates
- Lead by example and use its influence to actively encourage responsible environmental practice and raise awareness and understanding of environmental issues among its staff, suppliers, contractors, partners and the public
- Set formal objectives across all directorates and provide the necessary resources, training and performance review to ensure continuous improvement of overall environmental performance across the Council
- Make efficient use of natural resources including water, heat and electricity and promote the use and development of appropriate sources of renewable energy and recycled products
- Take action to prevent pollution and minimise environmental risks
- Promote sustainable and integrated transport solutions that meet the needs of the county
- Implement a waste strategy to reduce the amount of waste entering the waste stream and increase recycling, while ensuring that all waste generated is dealt with in a way that reduces its impact on the environment
- Respond to the challenges posed by climate change by significantly reducing carbon emissions from its own activities and acting, where possible, to address and mitigate wider potential impacts
- Protect natural habitats and species to maintain and improve the wealth of biodiversity in the county
- Promote the benefits of a healthy and attractive environment to community well being
- Provide a planning system that ensures that development is sustainable
- Make this policy available to all staff, suppliers, contractors, partners, and the public, for example by training, notice boards, libraries, info-shops and websites.

Final version will be agreed by Chief Executive and Cabinet Member for Environment (Date of agreement, 2005)

INTRODUCTION

The aim of this summary is to provide partners and managers across the Council with an overview of major environmental commitments that have already been made by the authority. Some are mandatory while others are led by the need to control costs. All are linked through the agreed ambitions of the Herefordshire Plan and the Corporate Plan (2005/08), which states that that one of the Council's top eight priorities for the period of the Plan is [Link](#) "to protect the environment, including recycling much more waste and significantly reducing carbon emissions." [Corporate Plan](#)

The strategy summarises the policy aims, objectives and action plans that the Council has adopted. Internally the Council is committed to tackling its own environmental impacts, such as waste, energy and transport, right across Council services through its certification to ISO 14001 the international environmental management standard. Externally the authority makes a major contribution to Herefordshire's environment through working in partnership with other organisations and the wider community.

The strategy is backed by an integrated action plan that aligns the aims and objectives described in the strategy with the timed targets adopted for each action. [Link](#) [Action Plan](#)

ORGANISATION OF INFORMATION

The information is organised under the following headings:

- [Waste](#)
- [Transport](#)
- [Climate Change and Energy](#)
- [Water and Flooding](#)
- [Natural and Built Environment](#)
- [Planning and Development](#)
- [Environmental Risks and Pollution](#)
- [Community Involvement and Partnership](#)

The information is presented in the form shown below:

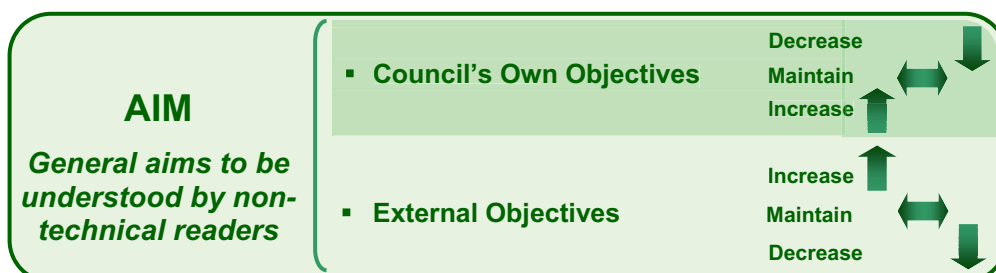
HEADING

Background information...

KEY DOCUMENT: [\(with hyperlink\)](#)

LEAD: (department or partner organisation)

(Arrows represent desired outcome and not necessarily the current trend)



WASTE



Herefordshire Council is committed to tackling the problems associated with the production and disposal of waste. The Council believes that the most efficient way to address this issue is to implement a waste strategy focussed on reducing the amount of waste that enters the waste stream while ensuring that all waste generated is dealt with in a way that reduces its impact on the environment. This means reducing waste production,

as well as encouraging reuse, recycling and composting of waste products. Linked to this is the need to decrease reliance on landfill for waste disposal and to ensure that the overall cost of waste management provides best value for local people. The overall aim is to ensure that Herefordshire has a sustainable waste management system that allows prosperity whilst reducing harm to the environment and preserving resources for future generations.

KEY DOCUMENT: [Joint Municipal Waste Strategy \(2004 – 2034\)](#)

LEAD: [Waste Management](#)

Decrease the amount of waste generated per person	• Decrease the amount of household waste collected per head	↓
	• Decrease the amount of Council generated trade waste per employee	↓
Decrease the proportion of waste going to landfill	• Decrease both the percentage and tonnage of household waste arisings sent to landfill	↓
	• Decrease the amount of Council generated trade waste sent to landfill by 1% a year	↓
Increase the proportion of waste recycled or composted	• Increase both the percentage and tonnage of household and schools waste arisings that are recycled	↑
	• Increase both the percentage and tonnage of household waste arisings that are composted	↑
	• Increase the amount of Council generated trade waste recycled through the office recycling scheme	↑
Increase the proportion of people with access to recycling	• Increase the percentage of household residents served by the collection of recyclables	↑
	• Increase the number of Council employees with access to recycling	↑
Decrease the cost of waste management	• Decrease the cost of waste collection per household	↓
	• Decrease the cost of waste disposal per tonne	↓

TRANSPORT



Herefordshire Council is committed to developing sustainable and integrated transport solutions that meet the needs of the County as well as addressing environmental issues such as congestion, pollution and climate change. Central to the overarching

Local Transport Plan are the key objectives of maintaining existing infrastructure, improving facilities for public transport, walking and cycling and managing the demand for car use.

KEY DOCUMENTS: [Local Transport Plan \(2001/02 – 2005/06\)](#)
[Highways Maintenance Plan 2004/05](#)
[Staff Travel Plan](#)

LEAD: [Highways and Transportation](#)

Promote walking and cycling	• Increase the percentage of children walking or cycling to school at schools participating in the Safer Routes to School scheme	↑
	• Increase the number of schools with Adopted School Travel Plans that encourage walking and cycling and reduce car dependency	↑
	• Encourage businesses within the county to address issues of transportation	↑
	• Improve the public right of way network and promote its use by the public	↑
	• Increase the number of cycle trips by the public	↑
	• Increase the number of Council staff cycling to work and meetings	↑
Increase the use of public transport	• Increase the number of passenger journeys per year on public transport	↑
	• Increase the accessibility of public transport services	↑
	• Increase the number of staff members travelling to work and meetings by public transport	↑
Reduce the dependence upon the car	• Restrict the growth of the annual average daily traffic volume in Herefordshire	↔
	• Decrease the number of children travelling to school by car at schools participating in the Safer Routes to School scheme	↓
	• Reduce car mileage claims from Council staff by 1% per year	↓
Improve the county's roads and footpaths	• Improve the condition of principal, non-principal and unclassified roads	↑
	• Improve the condition of surface footways	↑
	• Increase the number of pedestrian crossings with facilities for disabled people	↑
	• Rectify street lighting faults	↑
	• Decrease the number of temporary road closures	↑
Reduce accidents on the county's roads	• Decrease the number of road accident casualties	↓

CLIMATE CHANGE AND ENERGY



Scientific evidence showing that climate change is happening is more compelling than ever, and this points to the release of greenhouse gases into the atmosphere by human activity as the primary cause. We are seeing a significant change in weather patterns and sea levels, and the energy that we use everyday contributes to this change. Some degree of further climate change is inevitable, because of

emissions that have already taken place, and this will have an impact on our economy, society and environment. We must therefore also focus on adaptation to climate change. However, although adaptation measures may limit the impact of climate change to some extent, the most effective response, and the only sustainable long-term approach, is to significantly reduce the use of energy and the associated emissions of greenhouse gases.

KEY DOCUMENTS: [Herefordshire Partnership Climate Change Strategy \(2005/06–2011/12\)](#)
[Asset Management Plan \(2004\) \(internal\)](#)
[Carbon Management Action Plan \(2005/06– 2011/12\)](#)

LEAD: [Herefordshire Partnership – Environment Ambition Group](#)
[Environment Directorate](#)
[Property Services](#)

Reduce emissions of carbon dioxide and other greenhouse gases	• Decrease emissions of carbon dioxide equivalent emissions per head of population per year	↓
	• Reduce the fossil fuel and electricity consumption of operational council properties	↓
	• Reduce carbon dioxide equivalent emissions from activities directly controlled by the Council or upon which it has an influence by 1.25% per year to 2012.	↓
Support and promote energy efficiency measures	• Reduce the average street lamp circuit wattage	↓
	• Improve the energy efficiency of all housing sectors	↑
	• Reduce the energy consumption of operational Council properties	↓
Support and promote the use of renewable energy	• Support the use of renewable energy sources where they economically and environmentally sustainable through the Unitary Development Plan	↔
	• Continue to secure 100% renewable electricity for operational Council properties	↔

WATER AND FLOODING









The Environment Agency is charged with working to mitigate and prevent the incidence of flooding in the County. The Council, in conjunction with partner agencies, is responsible for responding to flooding when it occurs and has put in place emergency measures that ensure

an effective and comprehensive response. Major Council responsibilities include closing roads and diverting traffic, disseminating traffic information, assisting with provision of sandbags plus provision of rest centres, social workers, transport and co-ordination of the voluntary sector.

KEY DOCUMENTS: [Unitary Development Plan 1996 –2011](#)
 [Asset Management Plan \(2004\) \(Internal\)](#)
 [Herefordshire County Flood Plan](#)

LEAD: [Environment Directorate](#)
 [Emergency Planning Unit](#)

<p>Promote more efficient use of water resources</p>	<ul style="list-style-type: none"> • Where relevant all developments will be required to minimise resource use, including water and energy  • Reduce the cost of water in Council operational buildings per square metre gross internal area 
<p>Mitigate flood risk through the adoption of the Unitary Development Plan</p>	<ul style="list-style-type: none"> • Secure the County’s environmental resources by taking a precautionary approach to flood risk and the effect of flooding elsewhere, having regard to the major flood plains of the Rivers Wye and Lugg and their tributaries  • Ensure that where development is proposed in locations at risk of flooding, it should be demonstrated that there are no reasonable options available at a lower risk category, consistent with other objectives 
<p>Respond effectively to major flooding incidents</p>	<ul style="list-style-type: none"> • Effectively manage the emergency response to flooding events 
<p>Improve the quality of the County’s rivers</p>	<ul style="list-style-type: none"> • Contribute to improvement in the proportion of the County’s rivers in ‘very good’ or ‘good’ categories for both biological and chemical quality 

NATURAL AND BUILT ENVIRONMENT



Herefordshire’s environment is renowned for its quality and variety. The protection and enhancement of the county’s habitats, landscapes and historic buildings through an integrated approach to land management is essential to maintain the quality

of life in Herefordshire. Furthermore, the heritage and biodiversity of the county is crucial to the success of its tourism industry and therefore needs to be safeguarded to protect the income that it generates for the local economy.

KEY DOCUMENTS: Unitary Development Plan 1996 –2011
Herefordshire Biodiversity Action Plan

LEAD: Planning Services - Conservation
Parks and Countryside

<i>Protect and enhance the county’s biodiversity assets</i>	• Improve the condition of Council owned Sites of Special Scientific Interest (SSSI)	↑
	• Prepare and implement a Biodiversity Action Plan complete with an effective monitoring, reporting and review system	↑
	• Protect and enhance the biodiversity on Council owned land	↑
	• Develop and issue planning advice on landscape character, biodiversity conservation and trees	↔
<i>Preserve the built and historic heritage of the county</i>	• Promote good practice in relation to the conservation and issue planning guidance on the historic environment	↔
	• Increase the percentage of Conservation Areas with character appraisals and management proposals	↑
	• Expand the Buildings at Risk Survey	↑
	• Review Council owned historic environment assets, issue and enact guidance for their management	↔









PLANNING AND DEVELOPMENT



Herefordshire Council is committed to protecting and enhancing the natural and built environment whilst accepting planned development in sustainable and appropriate locations. This is demonstrated in the Unitary Development Plan, the principal land-use framework guiding development in the County, which contains commitments to promoting a sustainable pattern of development and protecting and enhancing the environment.

KEY DOCUMENT: Unitary Development Plan 1996-2011 – Revised Deposit Draft

LEAD: Forward Planning

<p>Implement a Unitary Development Plan which contains clear principles to protect the environment</p>	<ul style="list-style-type: none"> Promote forms of environmental management which minimise the depletion of scarce non-renewable resources, reduce energy consumption and waste, and encourage use of recycled and renewable resources (P5) 
	<ul style="list-style-type: none"> Favour those forms of land use and development which work within the environmental capacity (P6) 
	<ul style="list-style-type: none"> Protect, restore and enhance environmental assets giving special attention to irreplaceable resources and the distinctive character of local environments (P7) 
	<ul style="list-style-type: none"> Promote sustainable land use and management, especially through the restoration, re-use and enhancement of degraded environmental assets (P8) 
	<ul style="list-style-type: none"> Promote better accessibility to work, services and facilities in ways which reduce the overall need to travel and promote the use of non-car based transport (P9) 
	<ul style="list-style-type: none"> Promote high design standards in the location, setting, layout and construction of both new development and improvements to existing developments. High priority will be given to energy efficiency in terms of design, use location and transport (P10) 
<p>Improve the efficiency and effectiveness of the planning process</p>	<ul style="list-style-type: none"> Increase the amount of development that takes place on brownfield land 
	<ul style="list-style-type: none"> Reduce the time in which planning applications are determined and searches are completed 

ENVIRONMENTAL RISKS AND POLLUTION



Herefordshire Council is committed to taking action to prevent pollution and minimise environmental risks. As well as posing a potential threat to people’s health, environmental risks threaten the health of local ecosystems and Herefordshire’s distinctive biodiversity. To guard against these risks, the Council has

a comprehensive prevention, mitigation and monitoring procedure based upon ISO 14001.

KEY DOCUMENT: [Air Quality Management Areas \(AQMA\)](#)
[Council Risk Register \(internal\)](#)

LEAD: [Environmental Health \(AQMA\)](#)
[Environment Support Services \(ISO 14001\)](#)

Reduce levels of pollution	<ul style="list-style-type: none"> • Reduce the annual mean level of nitrogen dioxide at sites in Hereford and the market towns 	↓
	<ul style="list-style-type: none"> • Increase the percentage of pollution control improvements on existing permitted industrial installations completed on time 	↑
	<ul style="list-style-type: none"> • Increase the percentage of new reports on abandoned vehicles investigated 24 hrs and removed within 24 hrs of being confirmed as abandoned 	↑
Improve environmental health and trading standards	<ul style="list-style-type: none"> • Improve the score against a checklist of enforcement best practice for environmental health and trading standards 	↑
Investigate and take action to deal with contaminated land	<ul style="list-style-type: none"> • Identify sites of potential concern in terms of contamination and increase the percentage of those sites for which sufficient details are available to decide if remediation is necessary 	↑
	<ul style="list-style-type: none"> • Identify contaminated land under the control of the Council 	↔









COMMUNITY INVOLVEMENT AND PARTNERSHIP



Herefordshire Council recognises the need to provide information and education to help people live more sustainably and make positive environmental choices. The Council is consequently involved in a number of initiatives that seek to support communities, children, businesses and staff members to become involved with recycling, energy and water conservation, green travel plans and environmental initiatives.

KEY DOCUMENT: [GEM system \(internal\)](#)
[State of Herefordshire Report](#)

LEAD: [Environment Support Unit](#)

Promote the use of environmental management systems	<ul style="list-style-type: none"> Increase the number of local businesses with an accredited environmental management system (EMAS or ISO 14001) 
	<ul style="list-style-type: none"> Extend the Council's environmental management system certification to ISO 14001 to cover all activities and directorates 
Promote the awareness of environmental issues	<ul style="list-style-type: none"> Increase the number of schools registered on the Eco-Schools programme and increase the number that have achieved one of the award levels 
	<ul style="list-style-type: none"> Encourage householders to improve the energy efficiency of their homes 
	<ul style="list-style-type: none"> Increase staff awareness of GEM and environmental issues 
	<ul style="list-style-type: none"> Support and contribute to the work of the Herefordshire Partnership Ambition Groups covering environment and transport 
Improve the cleanliness of the local environment	<ul style="list-style-type: none"> Decrease the proportion of relevant land and highways with unacceptable levels of litter and detritus, graffiti and fly posting 
	<ul style="list-style-type: none"> Decrease the number of incidents and decrease the number of enforcement actions taken to deal with fly-tipping 

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WASTE

/AIM	EXTERNAL OBJECTIVE		Monitoring / Indicator	TARGET	DELIVERY MECHANISM	LEADS	PARTNERS
	INTERNAL OBJECTIVE						
Decrease the amount of waste generated per person	Decrease the amount of household waste collected per head	BV 84a & b	530kg by 2006/07	JMWS	EH&TS	Worcestershire County Council	
		JMWS Target 2	Reduce the kg per head collected/disposed to 2001/02 levels by March 2006	JMWS	EH&TS	Worcestershire County Council	
	Decrease the amount of Council generated trade waste per employee	GEM	Decrease by 1% per annum	GEM	EH&TS	Officers in Charge of Buildings	
Decrease the amount of waste sent to landfill	Decrease both the percentage and tonnage of household waste arisings sent to landfill	BV 82d (i) & (ii)	74% by 2006/07	JMWS	EH&TS	Worcestershire County Council	
	Decrease the amount of Council trade waste sent to landfill	GEM	Decrease by 1% per annum	GEM	EH&TS	ESU	

Increase the amount of waste recycled or composted	Increase both the percentage and tonnage of household waste arisings that are recycled	BV 82a (i) & (ii)	15.2% by 2006/07	JMWS	EH&TS	Worcestershire County Council
		JMWS Target 4	Achieve 75% active participation in household recycling by 2006	JMWS	EH&TS	Worcestershire County Council
	Increase both the percentage and tonnage of household waste arisings that are composted	BV 82b (i) & (ii)	7.4% by 2006/07	JMWS	EH&TS	Worcestershire County Council
		JMWS Target 5	Achieve minimum recycling & composting levels of: 50% by 2005/06 and 55% by 2010/11	JMWS	EH&TS	Worcestershire County Council
		JMWS Target 1	Achieve Government targets for recycling and composting of domestic waste by the end of 2003/4, 2005/6 and 2010/11 and 2015/16.	JMWS	EH&TS	Worcestershire County Council
		JMWS Target 6	By 2015 or earlier if practicable, a minimum of 33% of waste to be recycled and/or composted with a maximum of 22% to be landfilled as per the Best Practicable Environmental Option.	JMWS	EH&TS	Worcestershire County Council
Increase the number of people with access to recycling	Increase the amount of Council trade waste that is recycled through the Office Recycling scheme per employee	GEM	Cover all major offices & increase uptake	GEM	EH&TS	Officers in Charge of Buildings
	Increase the percentage of household residents served by the collection of recyclables	BV 91 (also JMWS Target 3)	59% by 2006/07	JMWS	EH&TS	Worcestershire County Council
	Increase the number of Council employees with access to recycling	GEM	Cover all major offices & increase uptake	GEM	EMSU	Property Services

Decrease the cost of waste management	Decrease the cost of waste collection per household	BV 86	£45.14 by 2006/07	JMWS	EH&TS	Worcestershire County Council
	Decrease the cost of waste disposal per tonne	BV 87	£68.57 by 2006/07	JMWS	EH&TS	Worcestershire County Council

TRANSPORT

AIM	EXTERNAL OBJECTIVE	Monitoring / Indicator	TARGET	DELIVERY MECHANISM	LEADS	PARTNERS
	INTERNAL OBJECTIVE					
Promote walking and cycling	Increase the percentage of children walking or cycling to school at schools participating in SRTS	SOH G8(ii) LTP T7	Increase cycling and walking to school by 5% over 5 years	LTP/ Safer Routes to School	H&T	Sustrans
	Increase the number of schools with Adopted School Travel Plans	SOH G8(i) LTP T5	Increase by 3 new projects per year till 2010	LTP	H&T	Sustrans
	Encourage businesses within the county to address issues of transportation	LTP T8	To advise 20 major employers per year on travel plans	LTP	H&T	
	Improve the public right of way network and promote its use by the public	BV 178a	Increase the public rights of way that are easy to use to 48% by 2006/07	LTP	H&T	
		PI	Construct at least 1km of rural footways per annum	LTP	H&T	
	Increase the number of cycling trips by the public	LTP T3	To increase cycle usage from 2002 baseline by 20% by 2010	LTP	H&T	
	Increase the number of Council staff cycling to work and meetings	GEM	Increase staff public transport & cycling claims by 5% per annum	Staff Travel Plan	Transport Planning	GEM group

Increase the use of public transport	Increase the number of passenger journeys per year on public transport	SOH G3(i) LTP T11	Increase the number of bus journeys by 2% per annum from 2001/02 baseline	LTP	H&T	Public Transport Operators
		LTP T13	Increase the number of rail passengers by 2% per annum from 1999 baseline	LTP	H&T	Public Transport Operators
		BV 102	Increase the number of passenger journeys on the local bus network to 3,498,000 by 2007/08	LTP	H&T	Public Transport Operators
	Increase the accessibility of public transport services	PI	Increase the proportion of subsidised bus services operated with disabled accessible vehicles to 85% by 2006/07	LTP	H&T	Public Transport Operators
Reduce the dependence upon the car	Increase the number of staff members travelling to work by public transport	GEM	Increase staff public transport & cycling claims by 5% per annum	Staff Travel Plan	H&T	GEM group
	Restrict the growth of the annual average daily traffic (AADT) volumes in Herefordshire	SOH G6 PSA 1 LTP 14 & 15	Restrict growth in AADT volumes to 1% per year to 2010 (from 2001/02 baseline)	LTP	H&T	
	Decrease the proportion of children travelling to school by car at schools participating in SRTS	LTP T6	Decrease journeys to school by car by 5% over 5 years	Safer Routes to School	H&T	
	Reduce car mileage claims from Council staff	GEM	1% reduction in business mileage claims per year	Staff Travel Plan	H&T	GEM group

Improve the County's roads and footpaths	Improve the condition of the County's roads: Principle roads Non-principle roads Unclassified roads	BV 223 224a 224b	Reduce % worse than thresholds to: 3% by 2007/08 30% by 2007/08 35% by 2006/07	LTP	H&T	HJS
	Improve the condition of surface footways	BV 187	33% or less falling below required standards by 2006/07	LTP	H&T	HJS
	Increase the number of pedestrian crossings with facilities for disabled people	BV165	99% by 2006/07	LTP	H&T	HJS
	Rectify street lighting faults	BV 215a & b	New Indicator	LTP	H&T	HJS
	Decrease the number of temporary road closures	BV 100	Reduce road works per km of traffic sensitive roads to 1.1 by 2005/06	LTP	H&T	HJS
	Decrease the number of road accident casualties	BV 99 (a, b, c, d & e) SOH G1 & G2	Decrease the number of people killed per 100,000 to: <178/year by 2007/08 & <138/year by 2010/11	LTP	H&T	Highways Agency, West Mercia Police, Safety Camera Partnership
Reduce accidents on the County's roads						

CLIMATE CHANGE AND ENERGY

AIM	EXTERNAL OBJECTIVE		Monitoring / Indicator	TARGET	DELIVERY MECHANISM	LEADS	PARTNERS
	EXTERNAL OBJECTIVE	INTERNAL OBJECTIVE					
Reduce emissions of carbon dioxide and other greenhouse gases	Decrease carbon dioxide emissions in tonnes of carbon dioxide equivalent per head of population/year	Reduce the fossil fuel and electricity consumption for operational Council property	Corp PI	11.5 tonnes of carbon dioxide equivalent per person/year by 2007/08	CMAP	Property Services	
	Reduce carbon dioxide equivalent emissions from activities directly controlled by the Council or upon which it has an influence.		BV 180a	????		Property Services	
			CMAP	Achieve a 12.5% reduction in the 2002 carbon dioxide equivalent emissions by 2012 and a reduction of 20% by 2020.	CMAP	Property Services	
Support and promote energy efficiency measures	Reduce the average street lamp circuit wattage		PPI 4d	<0.05000 tonnes carbon dioxide per m ² Gross Internal Area by 2007/08	AMP	Property Services	
	Improve energy efficiency for all housing sectors		BV 180b	????		H&T	
	Reduce the energy costs of operational Council property per square metre Gross Internal Area		SOH H7	30% reduction in domestic energy consumption (from 1996 amounts) by 2011 (HECA 1995)	HECA	Strategic Housing Services	
Support and promote renewable energy.	Support the use of renewable energy sources where they are economically and environmentally sustainable through the Unitary Development Plan		PPI 4b	£7.64/m ² by 2006/07	AMP	Property Services	
	Continue to purchase 100% renewable electricity for operational Council properties.		N/A	N/A – UDP Policy			
			GEM	N/A	GEM	Property Services	WMS

WATER & FLOODING

AIM	EXTERNAL OBJECTIVE		Monitoring Indicator	TARGET	DELIVERY MECHANISM	LEADS	PARTNERS
	INTERNAL OBJECTIVE						
Promote more efficient use of water resources	Where relevant, all new developments will be required to minimise resource use, including water and energy	N/A	N/A	N/A – UDP Policy	UDP	Planning	
	Reduce the Council's water costs per square metre Gross Internal Area (GIA)	PPI 4c	£2.84/m ² by 2006/07			Property Services	GEM
Mitigate flood risk through adoption of the Unitary Development Plan	Secure the County's environmental resources by taking a precautionary approach to flood risk, having regard to the flood plains of the Rivers Wye and Lugg and their tributaries	N/A	N/A	N/A – UDP Policy	UDP	Planning	
	Ensure that where development is proposed in locations at risk of flooding, it should be demonstrated that there are no reasonable options available in a lower risk category, consistent with other objectives.	N/A	N/A	N/A – UDP Policy	UDP	Planning	
Respond effectively to major flooding incidents	Effectively manage the emergency response to flooding events	N/A	N/A	N/A – Flood Plan	County Flood Plan Major Emergency Response Plan	Emergency Planning H&T	Environment Agency Emergency Services Highways Agency Various other parties
Improve the quality of the County's Rivers	Increase the % of the County's rivers in 'very good' or 'good' quality (for both Biological & Chemical General Quality Assessments)	SOH F6	???			Environment Agency	HPEAG

NATURAL AND BUILT ENVIRONMENT

AIM	EXTERNAL OBJECTIVE	Monitoring / Indicator	TARGET	DELIVERY MECHANISM	LEADS	PARTNERS
	INTERNAL OBJECTIVE					
Protect and enhance the County's biodiversity assets	Prepare and maintain a Biodiversity Action Plan with an effective monitoring and reporting system.	N/A	N/A	Biodiversity Action Plan	Planning Services	Parks & Countryside
	Develop and issue planning guidance on landscape character, biodiversity conservation and trees	N/A	N/A	UDP	Planning Services	Parks & Countryside
	Increase the proportion of Council owned land without a nature conservation designation but managed for Biodiversity purposes	Corp PI (& GEM?)	???	Biodiversity Action Plan	Planning Services	Service Managers managing land
	Improve the condition of Sites of Special Scientific Interest (SSSI) owned by the Council	PSA6	95% by 2010	Woodland & other Grant Schemes/ Management agreements	Land manager	English Nature, RDS, FC
Conserve the built and historic heritage of the County	Increase the percentage of Conservation Areas with: Character Appraisals Management Proposals	BV 219 219b 219c	New Targets – Baselines to be set		Planning Services	
	Develop and issue planning guidance on the historic environment	N/A	N/A			
	Review conservation areas and expand the Buildings at Risk Survey	N/A	N/A			
	Review Council owned historic environment assets and issue guidance for their management	N/A	N/A			

PLANNING AND DEVELOPMENT

AIM	EXTERNAL OBJECTIVE	Monitoring / Indicator	TARGET	DELIVERY MECHANISM	LEADS	PARTNERS
	INTERNAL OBJECTIVE					
Implement a Unitary Development Plan which contains clear principles to protect the environment	Promote forms of environmental management which minimise the depletion of scarce non-renewable resources, reduce energy consumption and waste, and encourage use of recycled and renewable resources (P5) The UDP will favour forms of land use and development which work within the environmental capacity (P6) Protect, restore and enhance environmental assets giving special attention to irreplaceable resources and the distinctive character of local environments (P7) Promote sustainable land use and management, especially through the restoration, re-use and enhancement of degraded environmental assets (P8) Promote better accessibility to work, services and facilities in ways which reduce the overall need to travel and promote the use of non-car based transport (P9) Promote high design standards in the location, setting, layout and construction of both new development and improvements to existing developments. High priority will be given to energy efficiency in terms of design, use location and transport (P10)	N/A	N/A – UDP Policy	UDP	Planning	
	N/A	N/A – UDP Policy	UDP	Planning		
	N/A	N/A – UDP Policy	UDP	Planning		
	N/A	N/A – UDP Policy	UDP	Planning		
	N/A	N/A – UDP Policy	UDP	Planning		
	N/A	N/A – UDP Policy	UDP	Planning		
	N/A	N/A – UDP Policy	UDP	Planning		

Promote those forms of development that have a positive impact upon the environment	SOH F1	60% by 2005/06	UDP	Planning
<p>Increase the percentage of development taking place on brownfield land</p>				
<p>Improve the efficiency of the planning process</p>	<p>BVPI 109a 109b 109c 179 109d</p>	<p>60% within 13 weeks 65% within 8 weeks 80% within 8 weeks</p>		

ENVIRONMENTAL RISKS AND POLLUTION

AIM	EXTERNAL OBJECTIVE		Monitoring / Indicator	TARGET	DELIVERY MECHANISM	LEADS	PARTNERS
	EXTERNAL OBJECTIVE	INTERNAL OBJECTIVE					
Reduce levels of pollution	Reduce the annual mean levels of nitrogen dioxide at sites in Hereford and the Market Towns		SOH G7	<21 parts per billion by 31 December 2005		EH & TS	
	Increase the percentage of pollution control improvements on existing permitted industrial installations completed on time		BVPI 217	90% of upgrading improvements to be made to industrial permitted installations by the time specified in statutory guidance		EH & TS	
	Increase the percentage of new reports of abandoned vehicles that are (a) investigated within 24hrs of notification and (b) removed within 24hrs of being entitled to.		BVPI 218a & b	218a - 85% by 2007/08		EH & TS	
Investigate and take action to deal with contaminated land	(a) Identify sites of potential concern in terms of contamination and (b) increase the percentage of those sites for which sufficient detail is available to decide whether remediation is necessary		BVPI 216a & b	New Indicators			
	Identify and address contamination of land controlled by the Council.		????	????		EH & TS	Environment Agency
	Improve the score against a checklist of enforcement best practice for environmental health		BVPI 166a	100% by 2007/08		EH & TS	
	Improve the core against a checklist of enforcement best practice for trading standards		BVPI 166b	100% by 2007/08		EH & TS	

COMMUNITY INVOLVEMENT AND PARTNERSHIP WORKING

AIM	EXTERNAL OBJECTIVE INTERNAL OBJECTIVE	Monitoring / Indicator	TARGET	DELIVERY MECHANISM	LEADS	PARTNERS
Promote environmental management systems	Increase the number of local businesses with an accredited environmental management system (either EMAS or ISO 14001).	SOH F7			Adult & Community	Bridge-it (Groundwork)
	Extend the Council's environmental management system throughout all services and directorates.	GEM	All Council services and directorates to be accredited to ISO 14001 by June 2006.	GEM	EMSU	
Promote awareness of environmental issues	Increase the (a) proportion of schools registered on the Eco-Schools programme and (b) the number that have achieved one of the award levels	SOH F8	75% of schools within the County to be registered Eco-Schools by 2007/08	EcoSchool Scheme	EMSU	Encams
	Encourage householders to improve the energy efficiency of their homes					
Improve the cleanliness of the local environment	Increase staff awareness of GEM and environmental issues	Staff Opinion Survey N/A	N/A	GEM	EMSU	
	Support and contribute to the work of the Herefordshire Partnership Ambition Groups covering environment and transport					
	Decrease the proportion of relevant land and highways with unacceptable levels of: Litter & detritus Graffiti Fly posting.	BV 199 199a 199b 199c	31% by 2006/07 New Indicator New Indicator	Street-scene Strategy	H&T	HJS
	Decrease the number of incidents and decrease the number of enforcement actions taken to deal with fly-tipping.	BV 199d	New Indicator	Street-scene Strategy	H&T	HJS

KEY TO ACTION PLAN

Monitoring

BV – Best Value Performance Indicator
 SOH – State of Herefordshire
 LTP – Local Transport Plan
 JMWS – Joint Municipal Waste Strategy
 PSA – Public Service Agreement
 PPI – Property Performance Indicator
 CMAP – Carbon Management Action Plan
 GEM – Good Environmental Management (the Council’s Environmental Management System)

Delivery Mechanism

JMWS – Joint Municipal Waste Strategy
 GEM – Good Environmental Management
 UDP – Unitary Development Plan
 LTP – Local Transport Plan
 Staff Travel Plan
 Street Scene
 CMAP – Carbon Management Action Plan (2002 – 2012)
 AMP – Asset Management Plan
 HECA – Home Energy Conservation Act
 BAP – Biodiversity Action Plan

Leads

EMSU – Environment Management Support Unit
 EH&TS – Environmental Health and Trading Standards
 H&T – Highways and Transportation

Partners

HJS – Herefordshire Jarvis Services
 HPEAG – Herefordshire Partnership Environment
 Ambition Group
 WMS – West Mercia Suppliers

HEREFORDSHIRE PROVISIONAL LOCAL TRANSPORT PLAN 2006/7

PROGRAMME AREA RESPONSIBILITY: HIGHWAYS AND TRANSPORTATION

CABINET

14TH JULY, 2005

Wards Affected

Countywide

Purpose

To recommend the submission of the Provisional Local Transport Plan (LTP) for the period 2006/7 to 2010/11 to Government, to Council for approval.

Key Decision

This is not a Key Decision.

Recommendation

THAT it be recommended to Council that the Provisional Local Transport Plan 2006/7 to 2010/11 be approved for submission to Government and that minor editorial changes to the draft be delegated to officers with any significant changes being subject to the approval of the Director following consultation with the Cabinet Member (Highways and Transportation).

Reasons

The Local Transport Plan forms part of the Council's Policy Framework and in order to meet Government deadlines it is necessary for the document to be completed and submitted by end of July.

Considerations

About the LTP

1. The second Local Transport Plan will constitute the Council's transportation policies and strategy for the five year period 2006/7 to 2010/11. It will include a costed programme of transport improvement schemes for the period which have been developed with the aim of delivering key outcomes including improved accessibility, safer roads, reduced congestion and better air quality. This is Herefordshire's second Local Transport Plan (LTP) and will follow on from the first LTP that covers the period 2000/1 – 2005/6. A Provisional Local Transport Plan must be submitted to Government by 29 July 2005 and the Council will have the opportunity to make further revisions and submit a finalised Local Transport Plan by 31 March 2006.

Further information on the subject of this report is available from
Richard Ball Transportation Manager on 01432 260965

2. A Summary of the Provisional Local Transport Plan 2006/7 to 2010/11 is provided at Appendix 1 to this report and a copy of the final draft of the full plan has been placed in the Members' Room and can also be viewed on the Council's website at www.herefordshire.gov.uk/ltp.
3. A quality document is essential to ensure a favourable financial settlement. It may be necessary to make minor editorial changes to the draft document to improve wording or to take account of late guidance issued by the Government. It is recommended that minor changes be delegated to officers and that any significant changes be subject to Director and Cabinet Member approval.

Achieving the core objectives of the first LTP

4. We have made good progress in working towards the core objectives of the first LTP and this has been recognised in the award of Centre of Excellence in Local Transport Delivery status. Our progress in working towards the objectives is summarised below:

- ***Support access to services in urban and rural areas***

5. We have invested in a number of important public transport initiatives which have improved both urban and rural access. Key schemes include
 - the introduction of 50 new low floor buses;
 - refurbished bus stations in Hereford and Leominster;
 - improvements at Leominster rail station; and
 - an ongoing programme of upgrading stops to enable full access.
6. Overall bus user satisfaction has increased from 47% to 61% although usage levels have fluctuated during the period. We have also seen a 30% increase in rail use at local stations (from a 1999 base).
7. We have also supported Community Transport provision throughout the County and have worked through the Herefordshire Rural Transport Partnership to develop projects which meet local needs and the needs of specific user groups such as the elderly, young people and people with physical and mental disabilities. Over 45,000 journeys using community transport are supported each year providing people with door to door access to key services such as shops, health facilities, leisure and employment.
8. Effective maintenance of the highway network has also been very important to maintaining access for County residents and longer distance travellers. The extent of the asset is significant – over 3000km of publicly maintained highway, nearly 700 bridges and 13,000 street lights. In 2003/4 we carried out 210km of highway maintenance schemes and 130 bridges received maintenance treatment.

- ***Create a safe environment and support healthy lifestyles***

9. Our targeted road safety improvements schemes, speed management programme and a comprehensive programme of road safety education, training and publicity working with schools and local communities have brought significant improvements in road safety across the County resulting in a 43% reduction in the most serious casualties (from 1994-98 average to 2004). Serious road traffic casualties amongst children have also been reduced from an annual average of 21 (1994-98) to below 10 for the past four years (2001-04).

10. In addition to tackling road safety accidents we have also continued to make improvements for pedestrians and cyclists, enabling the promotion of more active lifestyles and reducing reliance on the car. Pedestrian improvements include new controlled crossings, dropped kerbs and rural footway schemes. We have developed the cycle network with on and off-road routes, advanced stop lines at signalised junctions and a comprehensive programme of cycle parking provision at key destinations. We have also signed the long distance National Byway route through the County between Leominster and Ledbury. Cycling levels have increased by 13% (from 2001/2 to 2003/4) and monitoring of pedestrian movements accessing Hereford City Centre have increased by 48% from 1999/2000 to 2003/4.
 11. We have now assisted over 40 schools in developing School Travel Plans and have made good progress in halting the trend for more and more children to be driven to school and have seen a slight increase in walking and cycling. Key schemes which we have implemented to help support sustainable transport on school journeys include 20mph zones, new footway links, parents waiting areas, improved cycle parking and new signal controlled crossings.
- ***Support sustainable economic growth and support the vitality and viability of urban and rural centres***
12. Implementation of the Local Transport Plan strategy has played an important role in supporting sustainable economic growth within the County particularly through support for sustainable transport modes such as public transport, walking and cycling. We have provided direct assistance to local businesses and employees through a programme of behavioural change initiatives which help demonstrate how each business/employee can reduce their transport impacts.
 13. Key initiatives include:
 - establishment of the www.twoshare.co.uk car sharing database;
 - provision of promotional material including the Hereford mini map which identifies the City's sustainable transport infrastructure; and
 - establishment of the Business Travel Fund which provides small levels of funding to assist businesses implementing Travel Plans.

So far, over 30 businesses have been supported in their development of travel plans and over 14% (4,387) of employees in Hereford City are now covered by a travel plan.
 14. We have delivered several important infrastructure projects which have facilitated more efficient traffic movements around the County and help support the viability of urban and rural settlements:
 - Leominster Industrial Estate Access Road;
 - replacement of the bridge at Bridge Sollers;
 - reconstruction of the Bromyard Station Railway Bridge; and
 - the upgrading of 2.5km of the A4103 Roman Road.
- ***Protect and enhance the natural and built environment***
15. In addition to supporting sustainable transport modes, as summarised above, which has enabled us to protect the environment from un-restrained traffic growth we have also taken all opportunities to incorporate enhancement as part of schemes where possible. Examples include:
 - reconstruction of the bridge in Ewyas Harold which incorporated a bypass route

- for otters and the upgraded A4103 Roman Road which has incorporated badger underpasses;
- the highway verge maintenance regime has been modified to reduce the extent of the verge which is cut, ensuring safe visibility is maintained at junctions and protected verges are cut by hand;
- townscape enhancements have been achieved through the use of more attractive materials, improved signing and lining and the replacement of damaged materials as key elements of the refurbishment of Leominster Bus Station and Hereford Country Bus Station; and
- the Eign Gate refurbishment scheme in Hereford which will make a significant improvement to the city centre environment and improve the attractiveness of Eign Gate as a retailing location.

The Second LTP Strategy

16. The second LTP strategy marks a continuation of that developed and implemented for the first LTP that has resulted in the Council being awarded Centre of Excellence in Local Transport Delivery status. The development of the strategy has been informed by a number of studies which have been carried out to develop key areas of policy:
 - Hereford Transport Review – this enabled a complete review of the transport strategy for the City and recommended a long term strategy which looks as far forward as 2031
 - Hereford Park and Ride Study – the study assessed feasibility of developing two sites, one to the north and one to the south of the City.
 - North West Herefordshire HGV Study – this has identified the need for traffic management improvements in several rural communities in the north west of the County where HGV levels are having a detrimental impact on quality of life.
17. The provisional second LTP has also had to take into account developing areas of national transport policy. Policy statements are included for the following:
 - Public Rights of Way Improvement Plan;
 - Accessibility Planning;
 - Bus and Community Transport Strategy which includes an Information Strategy;
 - Transport Asset Management Plan; and
 - Network Management Duty
18. The priorities for investment are set out in four investment strategies:
 - Hereford Transport Strategy (which includes Hereford City and adjoining parishes);
 - Rural Herefordshire Transport Strategy;
 - Road Safety Strategy; and

- Maintaining the Transport Network.
19. The Major Scheme priorities are:
 1. Implement the Rotherwas Access Road scheme by 2008;
 2. To develop proposals and submit a major scheme bid for the A49 Ross Road to A465 Abergavenny Road link during the period 2008-11 for implementation during the third Local Transport Plan period. This scheme will incorporate further assessment of the Hereford Outer Relief Road and will need to be coordinated with a review of the County's land use planning policies for the period after the current Unitary Development Plan;
 3. Continue to monitor traffic levels and HGV movements through the North West Herefordshire communities (Eardisley, Pembridge, Lyonshall and Shobdon) to ascertain if a road scheme would be justified for the period beyond the second LTP; and
 4. To support an extension to the Ledbury Bypass to be funded through private developer contributions and linked to the Unitary Development Plan's proposals for employment land allocations.
 20. Government has indicated that authorities may also make separate Exceptional Scheme Bids for schemes which cost up to £5M if they can demonstrate that the scheme is innovative and could develop best practice for other authorities to follow. The LTP will include proposals for an Exceptional Scheme Bid for the Hereford Intelligent Transport System. More work will be needed to develop the bid which will consider the introduction of new IT systems for Hereford City which will provide us with better control of traffic signals, enable bus priority at signals, provide real time information for car drivers and bus users and real time information on car parking spaces and can assist in enabling the emergency services attending incidents. A package of applications of this type could enable more efficient use of the City's existing transport network and could help tackle air quality problems related to the A49 trunk road.
 21. The Summary at Appendix 1 provides additional details about the key proposals included in these four investment strategies.

Consultation and Involvement

22. A seminar for all Members to help with the review of the first LTP was held in February 2004 and a second seminar to outline the key elements of LTP2 to Members was held on 30 March, 2005. Members were able to comment on major scheme priorities. The Environment Scrutiny Committee at their meeting on 6th June 2005 also considered a draft of the Provisional LTP2. Members' views have been considered in preparing the Provisional LTP.
23. Comprehensive consultation has been conducted during the autumn of 2004 when all households received an informative leaflet explaining the need to review the LTP and a questionnaire was provided allowing residents to make comments on their priorities. Presentations were also given to all Local Area Forums and the feedback was also encouraged through the website. Extensive consultation and involvement has also been carried out with stakeholders through the Herefordshire Partnership Transport Ambition Group and sub groups including the Herefordshire Cycle Forum, Bus Operators Forum and Pedestrian Access Forum.

What happens next

24. The final draft Provisional Local Transport Plan will be amended to take into account any changes requested by Cabinet. The Plan will then be considered by Council as part of the Council's Policy Framework.
25. After submission of the Provisional LTP in July, Government will undertake a detailed assessment that will be published late in 2005 at which time the financial settlement will also be announced. The Council will then have the opportunity to revise its strategy and delivery programme in accordance with the confirmed funding guideline and this will be dealt with in the revised submission in March 2006.

Financial Implications

None as a result of this report. However, the LTP will be submitted to Government and the quality of the Plan will contribute to overall funding available for Highways and Transportation capital on future years spend. Current indications from Government are that this will be in the region of £11M per year and approximately £55M over the whole period (excluding major/exceptional scheme bids). LTP policy also has an influence on a range of revenue programmes including highway maintenance and supported bus services.

Risk Management

Not submitting a Provisional LTP by the end of July 2005 or submitting a plan that does not comply with Government guidance could adversely affect the future level of funding available to the Council for capital investment in Highways and Transportation. The draft Provisional LTP2 has been prepared in accordance with the guidance issued by Government and approval of the report will enable the final version to be completed in time for submission to Government to meet the deadline.

Consultees

Consultation with the public

Consultation with stakeholders and partner organisations through the Herefordshire Partnership and associated sub-groups

Background Papers

None identified

Appendix 1: Final draft Provisional Local Transport Plan 2006/7 – 2010/11

Summary

Herefordshire's second Local Transport Plan covers the period 2006/7 to 2010/11. It sets out the Council's strategy for developing an integrated transport system that supports the County's sustainable economic growth and provides for greater social inclusion. This Plan builds upon our successful first LTP, which covered the period 2001/2 to 2005/6, and marks an increased focus on delivery to achieve a range of outcomes that reflect local and national priorities.

The Plan is seeking to work towards the following vision:

“A sustainable and integrated transport system which recognises the distinctive characteristics of Herefordshire's rural and urban areas and provides for the transport needs of residents, visitors and the business community”

In working towards this vision it is focused on delivering important outcomes which will improve the quality of life for local people and help safeguard the local environment and support sustainable development. Priorities are summarised in the following table:

Key Priorities for the Local Transport Plan

Shared Priorities (Agreed between Government and the Local Government Association)	Key Outcomes (Developed in consultation with local stakeholders)
Delivering Accessibility	<ul style="list-style-type: none"> • Better access to jobs & services • Increased use of sustainable modes of travel • Assets maintained well
Tackling Congestion	<ul style="list-style-type: none"> • Reduced congestion • Assets maintained well • Supported and enabled economic development • Increased use of sustainable modes of travel
Safer Roads	<ul style="list-style-type: none"> • Improved safety • Assets maintained well • Increased use of sustainable modes of travel
Better Air Quality	<ul style="list-style-type: none"> • Safeguarded environment • Reduced congestion • Increased use of sustainable modes of travel

Building on Success – Centre of Excellence in Local Transport Delivery

We are proud of the progress we have made through the first Local Transport Plan that has resulted in us being awarded Centre of Excellence status for Local Transport Delivery. The award acknowledges particular expertise in terms of road safety and public transport in rural/urban areas.

Key successes during the first LTP period include:

- 50 new low floor buses which have helped achieve an 11% increase in patronage through increased quality and accessibility
- Bus station refurbishments in Leominster and Hereford providing full access for disabled people and personal security improvements
- Targeted road safety improvements and a comprehensive programme of road safety education, training and publicity working with schools and local communities resulting in a 43% reduction on the most serious casualties
- New rural footways and pedestrian access improvements in Hereford and the market towns
- More cycle routes throughout the County and cycle parking in Hereford and all market towns
- A successful Rural Transport Partnership that has helped support the work of the seven community transport projects throughout the County.
- A programme of behavioural change initiatives that has supported over xx businesses implementing their travel plans
- School travel initiatives which have supported over a third of schools with travel plans
- A replacement bridge at Bridge Sollers which has provided a vital link to help support the local agricultural economy and extend access between communities either side of the River Wye
- A4103 Roman Road improvement scheme which has included the rebuilding of over 2km of the road and the provision of a new pedestrian and cycle route improving access between the City and Credenhill.

Priorities for Investment – Delivering Outcomes

Government has indicated that we are likely to attract around £11M per year for capital investment for the County's transport network over the LTP2 period. Approximately three quarters of this amount will be allocated towards maintaining the transport network (the Maintenance Block) and the remainder will be allocated

towards new transport infrastructure and sustainable transport improvements (the Integrated Transport Block). This level of funding is broadly in line with that received for the first LTP.

Our key priorities for Investment are summarised in line with the LTP's 4 investment strategies:

Hereford Transport Strategy

The Hereford Transport Strategy, which has developed from the strategy in LTP1, has been informed by the Hereford Transport Review and has been subject to rigorous option testing to ensure that measures meet environmental, social and economic objectives and fit within a longer term strategy for the City. The main priorities in Hereford have been identified in consultation with local stakeholders and include tackling congestion, improving access and safety. Key investment proposals to help deliver these priorities include:

- **Behavioural change** – we acknowledge that we will not be able to build our way out of all of Hereford's transport problems and a key element of our strategy is to encourage behavioural change, reducing the need to travel where possible and encouraging the use of sustainable modes. We have stepped up our programmes for supporting school and workplace travel plans and will continue to promote the sustainable transport infrastructure which we are developing as part of our overall strategy. We have reviewed our approach to Safer Routes to School and now require schools to commit to developing and implementing their own travel plans before infrastructure improvements are implemented.
- **Ongoing public transport improvements** – including continued upgrading of bus stops and shelters to improve accessibility and quality for passengers, ongoing development of proposals for a single, centrally located interchange in coordination with proposals for Edgar Street Grid. We also will seek to work in partnership with the rail industry to provide step free access at Hereford Rail Station.
- **Improving and extending the cycle network** – we will continue to develop the City's cycle network and will seek to extend the Great Western Way route to the north of the City providing safe and direct access to large employment, retailing and leisure facilities adjacent to Holmer Road.
- **Permanent Park and Ride** – development of permanent sites to the north and south of the city centre to provide first class public transport access into the central area. This will reduce traffic congestion in the central area and will

improve access for residents from the rural areas travelling in to Hereford for work, retailing, health and leisure based trips.

- **City Centre Pedestrian and Townscape Improvements** – we have implemented a trial pedestrianisation scheme for Widemarsh Street and, subject to further assessment, intend to take forward this scheme and implement permanent proposals with significant townscape improvements for other parts of the central area. These proposals will bring real improvements for pedestrians and will incorporate better access for people with mobility difficulties. Enhancements to the central area will help sustain the viability and attractiveness of Hereford as an important retailing destination.
- **Hereford Intelligent Transport System (Exceptional Scheme Bid)** – development of an intelligent transport system to provide traffic control, bus priority, traffic and traveller information and car park guidance to enable more efficient use of our existing network and help reduce congestion. We intend to submit an Exceptional Scheme Bid to Government in 2007/8 to secure the funding required to develop this system.
- **Rotherwas Access Road and the A49 to A465 link (Major Scheme Proposals)** – we have re-submitted the major scheme bid for the Rotherwas Access Road and aim to complete this important scheme, which will bring both transport and regeneration benefits, by 2008. In working towards the longer term strategy for Hereford we will develop major scheme proposals for the A49 Ross Road to A465 Abergavenny Road link which would form the next stage of a possible outer relief road for the City. We aim to secure major scheme funding approval for this scheme towards the end of the LTP2 period.

Rural Herefordshire Transport Strategy

Our main priorities for the market towns and rural areas are to improve access, road safety and safeguard the environment. We have undertaken further work to help identify how best to address these priorities including a complete review of the Bus and Community Transport Strategy, the Rural Transport Partnership has prepared a new action plan covering the same period of LTP2 and we are using Accessibility Planning software (Accession) to provide better information about accessibility needs. In addition, the North West Herefordshire HGV Study has enabled us to prioritise investment proposals to reduce the impact of freight traffic and we have also incorporated elements of the emerging Rights of Way Improvement Plan into LTP particularly in respect of access improvements. The key investment proposals for Rural Herefordshire are:

- **Improving public and community transport** – we are committed to providing the best possible public transport service and will undertake a comprehensive review of the supported bus network, examining feasibility of replacing conventional bus services with demand responsive or Community Transport services. We will use Accessibility Planning software Accession to help carry out this review and identify areas of under-provision. We will also seek to develop a range of multi-operator tickets to make journeys easier to plan. Following the success of service frequency increases on the Hereford-Abergavenny service, we will seek to work in partnership with operators to develop high frequency routes and bid for funding through ‘Kick-Start’.
- **Better access to rail** – a study is being carried out during 2005/6 to assess feasibility for step free access at Leominster and Ledbury rail stations. We will seek to work in partnership with the rail industry to establish technical and funding support for these important schemes which we aim to take forward during LTP2 period.
- **Cycle network development** – we will continue to develop cycle networks in the market towns including providing more cycle parking and, in partnership with Sustrans, will develop longer distance rural routes (Routes 44&46) which will help us promote more cycling and encourage healthier lifestyles.
- **Pedestrian access improvements and rights of way** – we have an ongoing programme to provide new rural footways to ensure that residents in rural settlements can access local facilities, safely on foot. The emerging Rights of Way Improvement Plan is being incorporated into the LTP and will enable us to identify further opportunities for pedestrian access by upgrading the rights of way network to improve links to shops, schools and other facilities in rural areas.
- **North West Herefordshire HGV Traffic Management Improvements** – our study into HGV impacts on the communities of Eardisley, Pembridge, Lyonshall and Shobdon has highlighted the need for sensitive traffic management improvements which will reduce speeds through these historic villages. We have identified a number of local freight operators and will establish a Freight Quality Partnership with local representatives to help prioritise proposals to include speed reductions, gateway treatments and traffic calming features in keeping with high quality local environments over LTP2 period. We will be seeking to increase funding for these proposals through contributions resulting from local developments.

Road Safety Strategy

We wish to maintain the excellent progress made during LTP1 in reducing the most serious road safety casualties and stabilising slight casualties and will continue to implement a wide range of road safety improvement measures, supported by a vigorous education, training and publicity campaign. An important element of our progress to date has been the establishment of effective partnerships with other organisations including West Mercia Constabulary, the Safety Camera Partnership and the Herefordshire Community Safety and Drugs Partnership. We will seek to work closely with the Highways Agency to ensure that road traffic accidents on the trunk road network are properly addressed and help us meet our stretched targets. We have also achieved real improvements through closer coordination of road safety and highway maintenance projects and will continue to develop this approach during the LTP2 period. Road safety measures for LTP2 include:

- **Engineering schemes** – comprising mass actions sites combining safety and maintenance improvements, route improvements where several low cost engineering projects are combined to bring a greater overall benefit and minor highway improvements which treat specific problems such as substandard junctions.
- **Speed management** – we have updated our Speed Limit Policy since publication of LTP1 and currently await the outcome of Government consultation before conducting a further review. We will continue to work through the Safety Camera Partnership to identify sites where safety cameras will help reduce collisions and casualties.
- **Education, training and publicity** – continuing our well developed campaign which targets young road users through initiatives such as on and off road cycle training, junior road safety officers and working with pre-driver age groups in the form of attitude awareness training. Working with adult road users through the National Driver Improvement Scheme, Plus Pass aimed at novice drivers and promoting safer motorcycling through the Herefordshire Advanced Rider Training Scheme.

Maintaining the Transport Network and Transport Asset Management

The transport network is one of the County's most important assets and it is vital that it is properly maintained, ensuring that people can move around the County safely and enabling the efficient movement of goods and services to help sustain the local economy. With over 3000km of public highway, 688 bridges and 13000 streetlights this presents a considerable challenge. Whilst we managed to improve the condition

of the network during LTP1 we want to continue improving our performance and we are currently developing the Transport Asset Management for the County. This will be completed in time for the full LTP2 in March 2006 and will provide us with better information to improve decision making and achieve greater efficiencies.

Managing Performance and Value for Money

In seeking to deliver an ambitious programme of transport improvements which range from relatively small schemes such as installing new cycle parking to larger complex projects such as a new road it is important that we effectively manage our performance and ensure value for money.

Indicators

In focusing on delivering outcomes such as reducing congestion, improving access and safer roads we have adopted a range of indicators which will form the basis for performance management and will be reported through Annual Progress Reports (as has been the case with LTP1) so that overall progress is transparent and enables us to review our programmes if required.

A number of these indicators will follow on from LTP1 including:

- improving road condition;
- reducing the most serious road traffic casualties;
- bus patronage and bus satisfaction;
- reducing growth in road traffic volumes; and
- increasing the level of cycling.

We have also adopted new indicators for LTP2 including:

- improving bus punctuality;
- reducing congestion; and
- improving access via the public transport network.

Delivering Value for Money

We are committed to making best use of our limited resources for transport improvements and will continue to improve efficiency in the implementation of schemes. The Herefordshire Strategic Delivery Partnership which combines the

resources of Herefordshire Council, Owen Williams and Herefordshire Jarvis Services contains a suite of key performance indicators with the aim of securing continuous improvements in delivery from all partners. The contract also provides for annual efficiency reductions in works prices which should ensure continual improvements through the LTP2 programme.

In addition, we will ensure that as we develop our approach to emerging initiatives such as the Transport Asset Management Plan, Accessibility Planning and the new Network Management Duty we will take all opportunities to improve our services and where possible form effective partnerships with other service providers.

JOINT TEAM WITH THE PENSION SERVICE

PROGRAMME AREA RESPONSIBILITIES:

SOCIAL CARE ADULTS AND HOUSING CORPORATE AND CUSTOMER SERVICES

CABINET

14TH JULY, 2005

Wards Affected:

County-wide

Purpose:

To approve the setting up of a 'Joint Team', an integrated partnership between the Department of Work and Pensions and the Council, potentially incorporating the Welfare Rights, Housing Benefit and Fairer Charging Teams.

Key Decision:

This is a Key Decision because it is likely to be significant in terms of its effect on communities living or working in Herefordshire in an area comprising one or more wards. It was included in the Forward Plan.

Recommendations:

- That (a) it be agreed in principle that the Joint Team approach be adopted; and
- (b) a project team be created with representatives from Herefordshire Council (Revenue and Benefits, Social Care, and Economic Regeneration), the Department of Work and Pensions (DWP) and the Voluntary Sector.

Reasons

This will enable Joint Team to support the local community to access benefits and entitlements including Pension Credits, carry out assessments on an individuals ability to contribute to the cost of social care and provide information and advice to meet the needs of older people and their carers.

Joint Teams can deliver a number of benefits including:

- increase our ability to contact and support the most vulnerable members of society.
- increase net take-up of entitlements and services
- reduce duplication of effort

Further information on the subject of this report is available from
Geoff Cole, Head of Culture, Leisure and Education for Life
Tel: (01432) 260721 Email: gcole@herefordshire.gov.uk

- enable customers to provide details of their personal circumstances only once.
- Improve the quality of life and independence of older people, by intervening before the time of acute need.
- provide an integrated service to today's and future pensioners.

Considerations

1. Nationally, there is a demographic shift towards an ageing population – by 2021 there will be more people over 80 than there are children under 5. This situation is reflected locally with a significant and growing proportion of the county's population over 60 (currently 21%, but predicted to rise to more than 33% within ten years).
2. Research presented by the Audit Commission in the report "Older People Independence and Well Being", highlighted that income is a key factor in promoting independence. Additional income results in a greater level of physical independence, an enhanced sense of autonomy, greater social participation and engagement with their wider family and community, a strengthened sense of identity and enhanced dignity.
3. The Department of Health Green Paper, "Independence, Well-being and Choice", setting out the future of adult social care, recommends that a greater focus should be placed on preventative services, to allow for early targeted interventions, with an emphasis on preventing problems. It identifies the importance of economic well-being, with the ability to meet costs arising from specific individual needs. Having an adequate income depends on individuals being well informed as to the support they can access. This will be achieved through partnership working with the Council and Department of Work and Pensions, to develop new models of service delivery and the streamlining of assessments.
4. The Department of Health has launched the "Partnership for Older People Project" initiative, to invest in innovative projects that promote and sustain preventative work, in order to improve the physical and mental health, well-being and independence of older people. In partnership with the PCT and Voluntary Sector a bid has been submitted to create a 'prevention matrix'. This will involve the development of a range of prevention services, which will increase the number of people who are helped to live at home and reduce the number of emergency admissions to hospital care. The work of the Joint Team, will be an essential component of this prevention matrix.
5. "Link-Age", a strategy produced by the Department for Work & Pensions in association with the Local Government Association, recognises that for too many older people services are difficult to access. They have to contact different organisations and provide the same information and documents again and again, often at times of illness or crisis.
6. Link-Age promotes the development of a holistic, integrated service for older people, initially through the bringing together of the Pension Service, Local Authority and Voluntary Sector to form Joint Teams. These Joint Teams will provide a "one stop service" for customers and stop the duplication of activity across the different agencies.

7. The aim of the Government is to achieve 100% of all local services to work in Joint Team by March 2006. Currently 36 local authorities are working as Joint Teams
8. LPSA 2 has targets that relate to the uptake of some benefits by people over 60 years old and relate to the development of the Joint Team. These benefits are Pension Credits, Attendance Allowance and Council Tax Benefit.
9. Other relevant service developments and initiatives to be taken into consideration such as The Partners of Older People Project, Herefordshire Council Older People Strategy.
10. A Joint Team is an integrated partnership between The Local Pension Service and the local authority. It is dedicated to developing processes that reduce duplication and focus on improving the service to the customer. Members of the Joint Team are authorised via a Memorandum of Understanding to carry out administrative functions, such as information gathering and verification, on behalf of each of the partners and the Department of Work and Pensions. Joint teams can also seek to identify other needs the older person (or their carer) may have e.g. visiting officers could look to see whether an older person needed help with minor home repairs and signpost to an appropriate service.
11. Joint Teams include, as a minimum, all pensions Local Service Staff within the geographical area of the local authority as well as an appropriate staffing commitment from the local authority, namely Housing Benefits, Fairer Charging and Welfare Rights. It is also advisable to include representatives from the Voluntary Sector and other stakeholders such as the PCT. Management responsibilities come under a single board.
12. There is considerable flexibility to develop the Joint Teams in a manner which reflects local needs, and within Herefordshire it will be possible to draw on the good practice developed through the LPSA1 Signposting scheme, connecting older people to a variety of low prevention services.
13. The Project Team, in accordance with Prince 2 project management principles, will explore models for joint working, which will forge closing links between the agencies, allow for information sharing at a local level and the development of a single point of access to the service. The project team will draw up plans to manage, monitor and evaluate the change process. It is envisaged that the Joint Team is developed in stages, which will provide an opportunity for regular reviews and reports back to Cabinet, as and when appropriate.

Alternative Options

To maintain existing working structures and practices. This would not result in service improvements or efficiency savings.

Risk Management

To avoid adverse impact and disruption on other associated council services the process of developing a joint team must be managed incrementally and evaluation carried out throughout.

Consultees

Department of Work Pension, ABLE, Age Concern, Citizens Advice Bureau.

Background papers

None identified.

GREEN PAPER ON ADULT SOCIAL CARE: “INDEPENDENCE, WELL-BEING AND CHOICE”

PROGRAMME AREA RESPONSIBILITY: SOCIAL CARE ADULTS AND HEALTH

CABINET

14TH JULY, 2005

Wards Affected

County-wide

Purpose

To receive a report on the content of the green paper, to consider a prepared draft response.

Key Decision

This is not a Key Decision

Recommendation

THAT

- (a) **content of this report be noted; and**
- (b) **Cabinet confirms and comments on Herefordshire’s response to the consultation, contained in the draft letter attached.**

Reasons

To understand the changes in approach to adult social care that the Government is proposing and recognise how they will affect the current practice in Herefordshire, and to seek to influence the formation of Government policy on this issue to the benefit of the County.

Considerations

The Green Paper on Adult Social Care : A Summary

- 1.0** "Independence, Well-being and Choice" is the Government's consultation paper setting out its proposals for the future direction of social care for all adults of all age groups in England. It is itself the outcome of consultation of a range of stakeholders inside and outside Government, including service users.

The Green Paper explains that the need for a new vision arises from the following:

- 1.1** The massive, and continuing, increase in the number of people aged 65 and over, compared with the diminishing number of those of working age;

Further information on this report can be obtained from Stephanie Canham, Head of Social Care – Adults – Tel. 01432 260320

- 1.2 Numbers of people with learning disabilities expected to rise by 14% over the next 15 years, the number of over-65s with mental health problems by 10% over the next 10 years, and numbers of dementia sufferers by over 70% by 2040;
 - 1.3 Evidence that urban dwellers migrate to rural areas on retirement;
 - 1.4 Greatly increased mobility resulting in family members living far apart;
 - 1.5 Development of out-of-town shopping centres and supermarkets, contrasting with more limited public transport, and loss of village facilities such as shops, pubs and banks;
 - 1.6 Higher expectations of prosperity, quality of life and standards of service.
- 2.0** The Government's new vision for adult social care is based on the principle that everyone in society has a positive contribution to make and that they should have a right to control their own lives. The vision has the following features:
- 2.1 Services help maintain independence by giving individuals greater choice and control over the meeting of their needs; individuals being able to manage their own care budgets.
 - 2.2 The Council and Director of Adult and Community Services have key strategic and leadership roles and work with a range of partners, including PCTs and the independent and voluntary sectors, to provide well-planned and integrated services that make the most effective use of resources and meet the needs of a diverse community. The new Directorate senior management arrangements will support this.
 - 2.3 Local Authorities give high priority to inclusion of all sections of the community, and the NHS and other agencies recognise their own contribution to this agenda;
 - 2.4 Services are of high quality and delivered by a well-trained workforce or by informal and family carers who are themselves supported;
 - 2.5 Better use of technology is used to support people, and to provide a wide range of supported housing options;
 - 2.6 Services are provided with an emphasis on preventing problems and social care and the NHS work on a shared agenda to help maintain the independence of individuals:
 - 2.7 People with the highest needs receive the support and protection needed to ensure their own well-being and the safety of society;
 - 2.8 The risks of independence for individuals are shared with them and balanced openly against benefits.
- 3.0** The Green Paper sets out the following as the Government's intended outcomes for social care, to be used to test how far social care is moving towards delivering the vision:
- 3.1 Improved health;

- 3.2 Improved quality of life;
- 3.3 Making a positive contribution;
- 3.4 Exercise of choice and control;
- 3.5 Freedom from discrimination or harassment;
- 3.6 Economic well-being.

The Government proposes to achieve these outcomes through both strategic and operational approaches, but does not expect its proposals to cause any additional costs for local authorities.

4.0 *The Strategic and Leadership Role of Local Government and Community Capacity*

- 4.1 The Government proposes that the Director of Adult and Community Services and the Council should undertake regular strategic needs assessments, looking forward to the next 10 to 15 years, and take account of the care needs of the whole population. Strong emphasis is placed on the use of preventative services to allow for early, targeted interventions, and the use of the Council's well-being agenda to ensure greater social inclusion and improved quality of life.
- 4.2 A strategic commissioning framework would be developed between all partners, to ensure the right balance between prevention, meeting low-level needs and providing for high level needs.
- 4.3 Local health and social care communities would be expected to work together with other voluntary and statutory agencies to take a community-wide approach to commissioning. The Voluntary and Community Sector will play a very important part in the new vision, and the Government will wish to support its expansion.

5.0 *Finance*

- 5.1 In order to support the objectives of greater independence and choice, the Government wishes to expand the use of direct payments. It proposes to pilot the establishment of individual client budgets by local authorities, that will enable service users to select and control services within their own budget. These may require the help of another person to support and guide the client; a number of suggestions are made.

6.0 *Service Improvement and Delivery, Workforce Modernisation*

- 6.1 Radically different ways of working would be required, along with redesign of job roles and reconfiguration of services. Mention is made of supportive facilities such as extra care housing, homeshare, adult placement schemes, telecare and connected care centres. A streamlined assessment of individuals across a range of agencies is also suggested to avoid the duplication that sometimes occurs, and the introduction of self-assessment where feasible, but skilled social work will still be required.
- 6.2 These developments will require strengths in leadership, communications and the management of change of the highest order. Staff will need strong leadership and training to move to a model of practice that supports and

promotes the independence of service users and carers.

7.0 *Regulation and Performance Management*

- 7.1 Regulation will need to be modernised to reflect the changes in approach and practice. CSCI and the Healthcare Commission will be merged into a single body by 2008. Approaches to establishing well-being targets to underpin the policy of supporting people to maintain their independence will be developed.

Risk Management

The consultation response letter attached seeks to identify potential risks in areas that need further development.

Consultees

PCT
Staff and Service Users

Background Papers

None identified.

Dear,

Re: Independence, Well-being and Choice – Response from Herefordshire Council

We are pleased to have this opportunity to respond to the Green Paper on the Government's Vision for the Future of Social Care for Adults in England.

We welcome and support the vision in general and specifically:

- The emphasis on user choice and control
- Prevention and partnerships
- Strategic leadership role for local government
- Focus on outcomes
- Individual budgets with Direct Payments as one option for delivery

Issues we believe need greater emphasis are:

- The role of housing in supporting independence and well-being
- Changing demography and links to "Opportunity Age"
- Exploration of what "independence" really means for service users
- The key role of informal carers

Issues we believe need further exploration and development:

- The relationships between this vision and other initiatives, e.g. Mental Health Act, Choosing Health Opportunity Age
- The legal framework governing social care needs to be reviewed, creating a framework of rights and entitlement. Safeguarding should sit within this framework, including the findings of "Hidden Voices" (AEA/Help the Aged), which highlighted successful interventions and best practice
- The balance between the welcome development of personalised care and the care efficiency programme needs to be recognised and resourced
- Recognition that, in order to shift the balance of services to prevention, initial investment is required to maintain stability for current, high dependency service users
- A skilled workforce will be a prerequisite for the vision in the assessment of need and direct provision. The current care sector based, as it is, on the minimum wage, will not be adequate
- The additional factors facing rural populations needs further exploration
- Consideration of a "Joint Area Review" approach to inspection for adults is needed, using the model adopted for services to children.

In conclusion, Herefordshire welcomes this initiative and is looking forward to further engagement by Central Government with local authorities.

GRAFTON TRAVELLERS' SITE

PROGRAMME AREARESPONSIBILITY: ENVIRONMENT

CABINET

14TH JULY, 2005

Wards Affected

County-wide

Purpose

To consider the future of the Grafton Travellers' Site in Hereford.

Key Decision

This is a key decision because it is likely to be significant in terms of its effect on communities living or working in Herefordshire in an area comprising one or more wards. It was included on the Forward Plan.

Recommendations

THAT Cabinet determines whether to

(a) refurbish the Grafton Travellers' site and sell the remainder

or

(b) provide an alternative site in Watery Lane and sell the whole of the site at Grafton.

Reasons

In accordance with the current Travellers' Policy to consider whether or not the Council should refurbish the existing Grafton Travellers' Site or find an alternative site.

Background

The Council's current Travellers' Policy is to refurbish or replace sites through exploring the sale of land to facilitate the refurbishment or redevelopment of Travellers' sites in Herefordshire. The Grafton site was identified as a site that could possibly be disposed of, allowing the Capital receipt to be used to provide a new site. At the time the Policy was drawn up no grants for site refurbishment were available and the entire refurbishment would have needed to be undertaken using the Council's own resources. The Grafton site has been closed since 2001 following a series of serious vandalism incidents.

In 2003/04 the Office of the Deputy Prime Minister (ODPM) made grants for refurbishment available. Despite searching for replacement sites for Grafton it became clear that finding a suitable replacement site would be difficult, therefore a grant application for refurbishing the Grafton Site was made as an alternative option. Although the grant application was initially unsuccessful the ODPM eventually announced in December 2004 that Herefordshire had been

Further information on the subject of this report is available from
Andy Tector, Head of Environmental Health and Trading Standards on 01432 261989

successful in its bid for a grant, which amounted to 75% of the £400,000 necessary to refurbish the Grafton Site. Capital support will be needed to meet the Council's contribution.

The Council currently has three other grant applications outstanding with the ODPM: for two new Transit sites and to refurbish and improve the existing Watery Lane Travellers' site.

Considerations

Alternative Sites

1. Since the award of a Grant for refurbishing Grafton, other sites instead of Grafton have been considered for a new permanent site because of the risk that a refurbished site could again be vandalised given its high visibility to travellers passing through the County and the difficulty of managing this short term need. This could jeopardise both the County's £100,000 contribution and the Government's own funding of £300,000.
2. There is considerable evidence from existing sites to show that sites with fewer pitches (e.g. 8-10 pitches) tend to be easier to manage. If the existing site is refurbished it would be reduced to a 10 pitch site from the existing 20 pitches.
3. A detailed investigation was undertaken into the possibility of moving the Grafton Site to the former Depot Site at Burcott Road. This investigation revealed that the site was not particularly suitable for a residential site, it was surrounded by industrial units, was exposed to high noise levels from the railway and the site was deemed to require refurbishment works because of land contamination. In addition, without ODPM grant aid the site was more expensive to redevelop than the costs of refurbishing Grafton (taking into account land values). Consultations with the Travellers' who had been the former residents of Grafton indicated they would not wish to move to Burcott Road.
4. In discussion with the former residents of Grafton, further sites have been identified and investigated. All of these sites are either on or close to the Rotherwas Industrial Estate. However the Travellers, supported by the Travellers' Support Group, would prefer to return to Grafton as a preference followed by another equally acceptable site in the vicinity.

Consultation

5. Two sites have been identified near the existing site on Watery Lane. The former residents of Grafton have indicated they feel the site may be suitable. However following a meeting with their representatives the Herefordshire Travellers' Support Group they now feel the site is not suitable and have raised the following issues:
 - a. Could the ground be contaminated - this was the site of the Rotherwas armaments factory we think?
 - b. Are there likely to be complaints from the Rotherwas estate businesses?
 - c. The cost of bringing services to the site might be excessive. Electricity is some way off and we wondered where the main sewer was. As the land is low lying - if foul water has to be disposed of on site this might be a problem. Since this is Watery lane - presumably called this for a reason - is there a danger of flooding?
 - d. The roadway is very narrow (only 2.4 metres of tarmac) with no pavement, The amount of heavy traffic is already too much for the highway - a new site is likely to attract a younger group of travellers with heavy lorries etc. There are no passing places and these would need to be added to the cost.

- e. It is a long way to access services and there is no public transport. The road would also be difficult for children walking to school especially in the dark.
 - f. The proximity of the existing site is also a worry. Our feeling is that the new site would not be popular with either existing or new site residents.
6. A plan indicating the alternative sites is attached as Appendix 1.

Financial Appraisal

7. An analysis of the financial issues is set out in a confidential Appendix 2. The potential financial benefits are likely to be greatest for a new site on Council owned land at Watery Lane. Should a bid for grant to build a new site succeed then again a new site at Watery Lane would be financially beneficial. However it is unlikely the Council would be successful in gaining grant for Watery Lane if the Council were to abandon the refurbishment of Grafton and currently grants are not available for the development of sites that involve the sale of exiting sites.
8. Officers have undertaken discussions with the ODPM on the use of the Grant for the refurbishment of the Grafton Site. The grant was awarded for the refurbishment of the Grafton site and was given in a competitive bidding process because the ODPM and its consultants felt it was better than other schemes that were not approved. The ODPM have confirmed verbally that they would expect it to be spent on the site for which the bid was made. In addition the existing site was also constructed with Government grant and this may need to be paid back in part. A letter was sent on 6th May, 2005 to the ODPM asking for their position to be confirmed but despite further contact a response has not yet been received.
9. The consequences of not spending the grant money on Grafton are difficult to assess. Travellers' issues are currently high on the political agenda and indications are that the use of the grant for purposes other than the refurbishment of Grafton could result in the ODPM finding means of recouping the grant.

Timescales

10. Completion time to undertake the refurbishment of the Grafton Site is likely to be a fairly quick process as Planning Permission is not required.
11. The development of any new site will require Planning Permission to be sought and this could take upwards of a year.
12. This timescale does not include application for grant. At this stage the ODPM are advising that the round that has just finished is the last one and the future of grants is uncertain. It is difficult to assess the timescale for funding applications as each round in the past has followed a 6 to 9 monthly cycle. Additionally the early rounds of the grant were not heavily oversubscribed – it is understood that the most recent rounds have been heavily oversubscribed. In addition the ODPM have indicated they will not fund proposals that involve the closure of a site (i.e. they will support proposals that increase the stock available or that improve existing sites). It is difficult to be certain about the criteria for grant applications as they have changed every time there has been a new round. (For example the first round was solely for refurbishment/improvement of existing sites. This has changed through subsequent rounds and now includes the provision of new sites). In view of the political pressure on this matter the emphasis is likely to move towards extra provision and the Council would probably not receive a grant to resite the Grafton site.

The Future

13. The current political position and the high profile of Travellers' issues does mean that the future government policy is difficult to assess. Currently the Council is evaluating how best to establish Travellers' housing need across the County. The exercise is particularly difficult as Travellers are not an ethnic group identified by the Census and all other information is largely based on fairly unreliable evidence. Data used by Supporting People estimates there may be 750 Traveller families in Herefordshire. Most of these families will be in fixed housing and it is extremely difficult to assess how many of these families actually wish to stay in fixed housing and how many will move back to caravans. It is clear however that there are a number of families who have found the transition to fixed housing difficult and would prefer to be in caravans or who will end up going back to caravans because of the difficulties of living in fixed housing. Whilst it is still too early to provide evidence to support the assertion; there is probably quite a large unmet need for Travellers' sites in the County. This means the Housing Strategy may well need to identify more Travellers' sites than are currently available in Herefordshire.
14. A report commissioned by the ODPM and published in 2003 identifies that Travellers' sites are normally poorly sited. Using national data the report highlighted that:

“Around half of all sites suffer from problems from adjoining land or activities to some extent. The more common source of problems are motorways or major roads (26% of sites), followed by railways (13%); rubbish tips (12%); industrial or commercial activity (8%) and sewage works (3%). This offers some support for the view that Gypsy/Traveller sites are more likely than permanent housing to be located near to unpleasant land uses or activities.”

There is a strong indication in the report that residential Travellers' sites need to be located on sites that could be used for permanent housing.
15. In addition the ODPM identifies an estimated need of 1000 to 2000 extra pitches in England. Clearly it is likely that a number of these pitches will be needed in Herefordshire. The Council's current policy of reducing the size of some of our sites means that we will need to identify further sites in the future to meet the need in Herefordshire.
16. The Report on “Minority Ethnic People's Experiences in Herefordshire” by Chris Gaine of University College Chichester paints a fairly poor picture of Traveller site management in Herefordshire particularly in the area of refurbishment and improvement. Much of the current problems arise from the activities of some groups of Travellers in recent years. Nevertheless the Council remains committed to providing suitable facilities for those who become resident in the County and those passing through.

Risk Management

17. A decision to sell the Grafton Site poses a number of risks. The Council could provide the new site using the ODPM grant for Grafton. Such an approach is likely to cause considerable concern to the ODPM. The ODPM have not been forthcoming about their reaction to the Council not using the grant. It is clear, however that there is a very high risk of the Authority's reputation being damaged with the Office of the Deputy Prime Minister.
18. Moving from Grafton also poses reputational legal risks amongst the Traveller Community in Herefordshire. Consultation with the Herefordshire Travellers' Support Group has indicated their desire for the Grafton site to be refurbished rather than for a replacement site to be provided at Watery Lane. There is of course a possibility that the

Travellers' Support Group may try and challenge a move from Grafton to Watery Lane. This legal risk is difficult to quantify but would be minimal if a suitable alternative site is provided.

19. The risks associated with the provision of a new site at Watery Lane fall into two categories. Firstly, the failure to secure Planning Permission for a new site on Watery Lane would have a severe impact on the Council's ability to meet Travellers' Housing Need, if the Grafton Site was sold. Secondly the development of either of the two possible sites on Watery Lane could have a detrimental effect on the Rotherwas Access Road. The one site adjoining Watery Lane is currently the subject of an application for a licence to Defra to enable the bunker 7 (which is under the route of the road) to be demolished in respect of the planning application for the Access Road and this site provides for ecological mitigation works to enable this to take place. The other proposed site lies directly on the route of the service road to open up the South Magazine for development. Without the service road connection to Twyford Road there can be no development in the south magazine. Without the South Magazine as one of the main reasons for providing the Access Road Herefordshire Council cannot deliver in our bid for the road.
20. The financial risks are estimated as set out in confidential Appendix 2 and are based on maximum and minimum scheme costs and take into account development costs, capital receipts and a land value for Watery Lane. If Grafton realises its maximum estimated capital receipt and a new site is provided at Watery Lane then the Council could realise net capital income. However if the capital receipt is at a minimum estimated level then the scheme would cost the Council. If the Council decides to refurbish the Grafton Site and sell the remainder of the site in its ownership and achieves the maximum estimated capital receipt the Council could realise net capital income. However if the capital receipt is at a minimum estimated level then the scheme would cost the Council.
21. There is a risk of further vandalism to the Grafton Site. The history of Travellers' sites across the country has shown that from time to time Travellers' sites are sometimes vandalised. The Grafton site operated without problem for nine years, from 1992 until 2001 without difficulty. The site is close to the A49 and may be more at risk to opportunist problems because of its proximity to the Trunk Road.

Conclusion

22. The financial considerations indicate that a new site at Watery Lane on Council land could be the most beneficial option although any surplus is dependant on the capital receipt ultimately generated for the disposal of the Grafton site including the existing Travellers' site area. It would be even more beneficial in the unlikely event of Government grant becoming available. There are a number of unknown issues to take into account in assessing the financial implications should the Council not use the refurbishment grant.
23. There are other considerations to take into account such as the ODPMs position on grant repayment and the Council's reputation with the ODPM in respect of Government support for providing sufficient facilities to meet need and the suitability of the existing site location given it has been vandalised by Travellers entering the County in recent years.
24. Locally based Travellers and Herefordshire Travellers Support Group prefer the Grafton site to be redeveloped rather than move to Watery Lane.
25. Finally consideration needs to be given to the Council's ability to deliver a site on Watery Lane with the potential planning difficulties of the site.

Consultees

Herefordshire Travellers' Support Group.

Representative of former tenants of Grafton Site.

Background Papers

None identified.

Do not scale from this drawing.
All dimensions are to be checked on site.



THE BUILDING
PLAN FOR THIS SITE

TITLE:
WATERY LANE,
ROTHERWAS, HEREFORD
GYPSY SITE

Drawing:
LOCATION PLAN

Property No:

Drawing No:

Scale	Date
1:2500	MAY 2005
Checked	Revision



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