

A G E N D A

Strategic Monitoring Committee

Date: **Thursday, 28th April, 2005**

Time: **2.45 p.m. (or on the conclusion of
Cabinet if later)**

Place: **The Council Chamber,
Brockington, 35 Hafod Road,
Hereford**

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

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**County of Herefordshire
District Council**

AGENDA

for the Meeting of the Strategic Monitoring Committee

To: Councillor T.M. James (Chairman)
Councillor Mrs. P.A. Andrews (Vice-Chairman)

Councillors B.F. Ashton, W.L.S. Bowen, A.C.R. Chappell, J.H.R. Goodwin,
Mrs. M.D. Lloyd-Hayes, J. Stone, J.P. Thomas and W.J.S. Thomas

	Pages
1. APOLOGIES FOR ABSENCE To receive apologies for absence.	
2. DECLARATIONS OF INTEREST To receive any declarations of interest by Members in respect of items on this agenda.	
3. MINUTES To approve and sign the Minutes of the meeting held on 15th April, 2005.	1 - 8
4. THE ANNUAL OPERATING PLAN 2005-2006 To draw attention to the Council's draft Annual Operating Plan 2005-06, and to invite the Committee to have regard to it in determining the scrutiny programme.	9 - 78
5. REVIEW OF THE CONSTITUTION To consider updates to the Constitution to reflect legislative and Council requirements.	79 - 106

PUBLIC INFORMATION

HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES

The Council has established Scrutiny Committees for Education, Environment, Health, Social Care and Housing and Social and Economic Development. A Strategic Monitoring Committee scrutinises Policy and Finance matters and co-ordinates the work of these Committees.

The purpose of the Committees is to ensure the accountability and transparency of the Council's decision making process.

The principal roles of Scrutiny Committees are to

- Help in developing Council policy
- Probe, investigate, test the options and ask the difficult questions before and after decisions are taken
- Look in more detail at areas of concern which may have been raised by the Cabinet itself, by other Councillors or by members of the public
- "call in" decisions - this is a statutory power which gives Scrutiny Committees the right to place a decision on hold pending further scrutiny.
- Review performance of the Council
- Conduct Best Value reviews
- Undertake external scrutiny work engaging partners and the public

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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

MINUTES of the meeting of Strategic Monitoring Committee held at The Council Chamber, 35 Hafod Road, Hereford on Friday, 15th April, 2005 at 10.00 a.m.

Present: Councillor T.M. James (Chairman)

Councillors: B.F. Ashton, W.L.S. Bowen, J.H.R. Goodwin,
Mrs. M.D. Lloyd-Hayes, J. Stone and J.P. Thomas

In attendance: Councillors Mrs. J.P. French and D.W. Rule MBE.

61. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Mrs P.A. Andrews, A.C.R. Chappell, and W.J.S.Thomas and also from Councillor R.J. Phillips (Leader of the Council).

62. DECLARATIONS OF INTEREST

There were no declarations of interest.

63. MINUTES

RESOLVED: That the minutes of the meeting held on 8th February, 2005 be confirmed as a correct record and signed by the Chairman.

64. DEVELOPING THE CHILDREN'S AGENDA IN HEREFORDSHIRE CHANGE FOR CHILDREN

Further to the report to the Committee in January 2005 the Committee received an update on progress in implementing the national Change for Children Programme locally.

The report to Cabinet on 17th February, 2005 was appended to the report.

The Chief Executive reported that a change team to assist in implementing and embedding change for Children's Services had now been appointed. The provision of these additional resources should help to ensure that service delivery was not adversely affected during the change process.

He noted that recognition of the need for effective collation and co-ordination of information by the various agencies involved in dealing with Children, had been one of the key factors prompting legislative change to the framework for Children's Services. Whilst acknowledging the complexities involved he advised that it was therefore of concern that it would be some 2-3 years before the necessary NHS information systems were expected to be in place.

The Cabinet Member (Children's Services) reported that the Children's and Young People's Partnership Board (CYPPB) had held its first meeting. The meeting had been well supported with representation at a senior level from Partner agencies.

In the course of discussion the following principal points were made:

- It was stated that Herefordshire Hospitals NHS Trust was mindful of the action which needed to be taken to improve sharing of information and action was being taken.
- It was confirmed that efforts were being made to recruit Head Teacher representation from both the primary and secondary sector to the CYPPB.
- A note of caution was sounded that whilst the CYPPB structure might be in place it was important to ensure that it operated effectively in practice and that its deliberations were translated into action on the ground.
- The Chief Executive responded to a point that not all the key groups involved in Children's Services, for example Schools and GPs, were statutorily required to engage with the Council in delivering the requirements of the Children Act 2004. He advised that this was not thought likely to create a difficulty locally. The Schools were willing to participate and so, broadly speaking, were GPs although there were some complexities in their case which would need to be addressed.
- Clarification was sought on the reference in the report to Cabinet to special educational needs statements not being prepared within the required timescales. The Chief Executive commented that this shortcoming had been recognised for some time, but devising a solution had not been given the attention it merited. Improving performance had now been confirmed as a priority, as reflected in paragraph 4 of the report.

RESOLVED: That the report be noted.

65. TRANSPORT CROSS SERVICE REVIEW IMPLEMENTATION PROJECT PROGRESS REPORT

Further to the report to the Committee in October 2004 the Committee was informed of progress made on implementing the recommendations of the Transport Cross-Service Review.

The Director of Environment presented the report, highlighting progress on work to co-ordinate arrangements for letting contracts for transport services across the Council, ongoing work on further aspects of integration, and the position on the pilot project for staggered opening times for education and social care establishments.

He also noted the delay in the delivery by the supplier of the scheduling software elements for planning mainstream education transport.

In response to questions the Transportation Manager said that the pilot project on staggered opening hours, which was to be carried out at Blackmarston Special School and St Owen's Centre, Hereford, should be completed in December 2005. The findings would then be reported to the Committee.

He also confirmed to the Committee that the suppliers of the scheduling software had given an assurance that they would supply and install the awaited part of the system by mid-April and training had been scheduled for the end of April. Herefordshire Council was a pilot project for the Company concerned. Other Councils had already expressed interest in the system and it was therefore in the Company's interest to provide a good service.

RESOLVED: That progress on the implementation of the Transport Cross-Service Review be noted.

66. ANNUAL EFFICIENCY STATEMENT

The Committee was informed of the Council's forward looking Annual Efficiency Statement (AEF).

The report to Cabinet on 14th April, 2005 was appended to the report. This noted that the AEF, setting out the approach to making efficiency savings, was required to be prepared for submission to the Audit Commission.

The County Treasurer commented that the Government guidance on how efficiency savings were to be calculated for the purpose of the formal submission to the Audit Commission was not clear and the Statement had had to be produced to a tight timescale. He emphasised that identifying efficiency savings was part of the Council's ongoing work and not simply a paper exercise to comply with the Government's requirements. He advised that the final Statement would be circulated to all Councillors.

The Chief Executive commented that he did have a concern in general terms that the auditing arrangements for the AEF had the potential to become overly bureaucratic and complex if the intention was to seek to track individual efficiencies over the medium term. However, he emphasised that this concern should not obscure how important it was for the Council both to secure efficiency gains and then to ensure that the resources released were directed to the Council's agreed priorities. Whilst efficiencies had been made since the Council's formation, the tendency had been for resources released as a result to be used simply to augment expenditure on the service area which had generated the saving, rather than being reallocated to the Council's overall priorities.

In the ensuing discussion the following principal points were made:

- The County Treasurer confirmed that the efficiency savings required for 2005/2006 had been identified as part of the budget process. Progress would need to be carefully monitored to ensure the savings were achieved.
- That it would be timely for the Committee to receive a full report on the operation of the contract with Herefordshire Jarvis Services. In requesting the report it was noted that successes of the contract were not publicised to the extent that some of the difficulties had been. It was suggested consideration might be given to remedying this by highlighting successes in the Council's newsletter: Herefordshire Matters.
- In response to a question the Chief Executive stated that it was expected that the new Corporate Planning arrangements would help strengthen the process for allocating resources released from efficiency gains and re-directing them to the Council's agreed priorities, although he acknowledged that further work on the process was needed.

RESOLVED: That the report be noted.

67. RISK MANAGEMENT REPORT YEAR END 2004/05

The Committee received a report summarising the key risks faced by the Council and the mitigating actions being applied to control them.

The report to Cabinet on 14th April was appended to the report.

The Chief Executive commented that the report was designed to highlight the corporate risks which needed to be monitored at a strategic level. Each Directorate also held a service risk register. It was noted that Diversity had been added to the highlighted key risks by Cabinet on 14th April.

In the course of discussion the following principal points were made:

- A request was made for information on the numbers of staff employed on temporary contracts. It was agreed to circulate this information separately to Members of the Committee. It was confirmed that the employment of agency staff was being examined to determine whether that it was cost-effective.
- The Cabinet Member (Human Resources and Corporate Support Services) commented on the action being taken as part of the Job Evaluation process to identify training opportunities for staff. She noted that the way forward would be set out in the Pay and Workforce Development Strategy. She welcomed the evidence that, despite the difficulties the process had created in some parts of the organisation, staff commitment to delivering a good service appeared to have been unaffected.
- The County Secretary and Solicitor reported that the number of requests received under the Freedom of Information Act was in line with the New Unitary Authorities Benchmarking Group. No additional resources had been made available to deal with requests but, after an initial surge when the Act came into force in January 2005, the frequency of requests appeared to be declining. Experience in responding to requests had reinforced the need for the Authority to improve its record keeping. In the longer term it was hoped that ICT development could lead to efficiency savings in this area.

RESOLVED: That the report be noted.

68. STRATEGIC AUDIT PLAN 2005/06 - 2008/09

The Committee was informed of the process used to develop the Strategic Audit Plan for 2005/06 to 2008/09 and the Annual Audit Plan 2005/06.

The report to Cabinet on 14th April, 2005 was appended to the report.

The Principal Audit Manager reported that the Plan was risk-based and consistent with the Council's Risk Management Plan. Whilst some reductions to the risk-based Plan had been made in aligning the Plan to available resources he considered this did not have any significant bearing on the Plan. The Plan was flexible and included contingencies to enable issues which arose during the year to be addressed.

He noted the Council's Corporate Assessment under the Comprehensive Performance Assessment framework would examine the Council's vulnerability to fraud and corruption and he drew attention also to the Audit Commission's national Fraud Initiative. Whilst this had not been a problem for the Council to date the Plan accordingly included work on these aspects.

RESOLVED: That the report be noted.

69. PERFORMANCE MONITORING - CORPORATE HEALTH

The Committee considered reports to Cabinet on the Council's corporate performance in relation to the Council's Best Value Performance Indicators from 1st April 2004 to 31st January, 2005.

The reports to Cabinet on 27th January and 14th April, 2005 were appended to the report.

In the course of discussion the following principal points were made:

- The County Treasurer acknowledged that performance was below target in relation to staffing levels to provide housing benefit security and the report set out the planned measures to achieve improvement. He advised that benefit fraud was not a significant issue in the County although his Department remained alert to the potential for fraud. There had been a number of successful prosecutions and fraud prevention activity was publicised.
- In addition to the work to prevent fraud the County Treasurer confirmed that the Council had been successful in increasing the take-up of benefits by those entitled to them. Joint working with the Pensions Service was being developed to make it easier for people to submit claims.
- It was noted that as well as being important that individuals received the benefits to which they were entitled, establishing the correct level of need in the County was important for the County as a whole in securing appropriate recognition in the Government's financial settlement.
- The County Treasurer added that the new benefits processing system was in place and that, as expected, there were some teething problems. He remained confident, however, that the outcome would be a more effective service.
- Members acknowledged that, as they had been previously advised, there were benefits in encouraging people to complain about shortcomings in services because improvements could then be made. However, the way in which the setting of a target for complaints was presented in performance monitoring reports could easily be misinterpreted. There was concern that the public, who had not had the benefit of the explanation given to the Committee, would find the approach surprising and there was the potential for this to damage the Council's reputation. It was requested that consideration be given to the way in which the Council's approach to this issue was presented.

RESOLVED: That the Council's corporate performance from 1st April, 2004 to 31st January, 2005 be noted.

70. CAPITAL PROGRAMME MONITORING 2004/05

The Committee was informed of the Capital Programme forecast for 2004/05 including Prudential Borrowing and the current position regarding Prudential Indicators.

The report to Cabinet on 17th March, 2005 was appended to the report.

The County Treasurer updated the report advising that it was expected that the position at the year-end would show that no resources conditional upon expenditure being incurred in the year had been lost. Further improvement needed to be made to the timescale for the planning of individual projects. However, there were no matters of major concern.

He responded to questions about particular schemes, noting that a report would be made to Cabinet proposing how the increased costs of the Leominster Industrial Estate Access Road capital scheme be met.

The Committee also noted consideration was being given to changing the policy on retention of capital receipts. The policy currently provided for 50% of a receipt to be retained by the relevant Programme Area, with the other 50% being pooled corporately. The County Treasurer said that he was exploring whether 100% of capital receipts should be retained corporately in future for redirection to corporate priorities. The Chief Executive emphasised the need to provide an incentive to dispose of surplus assets.

RESOLVED: That the report be noted.

71. BUDGET MONITORING 2004/05

The Committee was informed of the position with regard to revenue budget monitoring as at 28th February, 2005 for Programme Areas in 2004/05.

The County Treasurer drew attention to the overspend on the Social Care budget and the intention that the findings of a review (external to the Directorate) of financial arrangements and spending decisions would be submitted to Cabinet in May.

The Chief Executive explained that he was concerned that the predicted outturn for the Council as a whole had been inaccurate in the last two financial years after a period of sound forecasting. There had been an underspending in 2003/04 and in 2004/2005 the outturn for social care had been double the predicted figure.

The Chairman of the Social Care and Housing Scrutiny Committee commented that it was unacceptable that negotiations with the Primary Care Trust on their contribution to pooled budgets had not been concluded. This was causing significant problems. The matter needed to be resolved and future budgets agreed before the start of each financial year.

The Chairman of the Education Scrutiny Committee expressed surprise at the overspend on Special Educational Needs Banding delegated to schools and centrally funded SEN staffing costs. He had understood that the banding arrangements were expected to deliver savings. It was suggested clarification could be provided in a future report.

RESOLVED: That the report be noted.

72. WORK PROGRAMME

The Committee considered its Work Programme and the Work Programmes of the other Scrutiny Committees.

It was noted that the Education and Social Care and Housing Scrutiny Committees had not approved work programmes pending the outcome of a review of the Scrutiny Committee structure as part of a review of the Constitution.

The County Secretary and Solicitor announced that it was intended to hold a scrutiny event in June for Scrutiny Committee Members. This would enable Members to shape their work programmes taking account amongst other things of priorities in the Council's Annual Operating Plan. She also noted the need to build in arrangements for considering items of concern raised at Local Area Forums.

It was noted that the Committee had already identified the need for a report on Herefordshire Jarvis Services to be added to its Work Programme. It was also proposed that a report should be submitted on the Council's recruitment process and its cost.

RESOLVED:

- That (a) **the Committee's work programme be confirmed as amended, pending review.**
- (b) **the work programmes of the other Scrutiny Committees be noted pending review**
- (c) **a workshop be held in June to give further consideration to the development of Work Programmes.**

73. SCRUTINY ACTIVITY REPORT

The Committee noted the work being undertaken by the Scrutiny Committees.

The meeting ended at 12.00 p.m.

CHAIRMAN

THE ANNUAL OPERATING PLAN 2005-06**Report By: Director of Policy and Community****Wards Affected**

County-wide

Purpose

1. To draw attention to the Council's draft Annual Operating Plan 2005-06, which is being considered by Cabinet earlier on the same day as this Committee meeting, and to invite the Committee to have regard to it in determining the scrutiny work programme.

Financial Implications

2. Printing this Plan, the Corporate Plan and a summary leaflet for all staff should cost not more than £16,000. This will be met from existing corporate budgets.

Background

3. The report being considered by Cabinet is appended. The draft Plan itself is being circulated separately to Members of the Committee and is available on the Council's website or on request.

RECOMMENDATION

- THAT**
- (a) **taking into account feedback on the Cabinet's consideration of the draft, the Plan be noted;**
 - (b) **the Committee considers whether there are any issues it wishes to bring to Cabinet's attention;**
- and**
- (c) **the Committee has regard to the Plan in determining the future scrutiny work programme.**

Background Papers

- Report to Cabinet on the Annual Operating Plan 2005-06 being considered on 28 April 2005.

THE ANNUAL OPERATING PLAN 2005-06

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

28TH APRIL, 2005

Wards Affected

None directly.

Purpose

To approve the Council's Annual Operating Plan 2005-06.

Key Decision

This is not a Key Decision.

Recommendation

THAT the Annual Operating Plan be approved for immediate publication.

Reasons

As part of the new corporate planning process approved by Cabinet in September 2004, it was agreed that the Council should have an overall Annual Operating Plan to ensure that its priorities are taken forward in the first of the three years of the Corporate Plan 2005-08 and, to that end, to provide the basis for service plans and the in-year management of performance.

Considerations

1. The Corporate Plan 2005-08 was approved by Council on 11th March, 2005. This provides the basis for the Annual Operating Plan 2005-06.
2. The Annual Operating Plan is not part of the Policy Framework and so does not need to be approved by the Council. The draft Plan is being circulated separately to Cabinet Members. Copies are available in the Members' Room, on the Council's website or on request.
3. It is intended to produce printed copies of the Corporate and Annual Operating plans. These will be sent to all Members, principal partner organisations and key managers. It is also intended to produce a leaflet for all staff, summarising the Council's priorities and the most important messages in both plans.
4. A revised suite of performance reports, based on the Annual Operating Plan, is being developed. This will integrate reporting on service and corporate performance indicators, targets and milestones, financial performance and the management of risks. It will need to be in place by June.

Financial Implications

Printing the various documents should cost not more than some £16,000. This will be done from existing corporate budgets.

Alternative Options

None. Cabinet has agreed to have an Annual Operating Plan.

Risk Management

The Annual Operating Plan will strengthen the Council's ability to deliver its priorities and manage the associated risks successfully.

Consultees

Extensive and multi-faceted consultation with the public and partner organisations on service and related budget options was carried out during the autumn of 2004. The results have been carefully considered and taken into account in developing the Corporate Plan 2005-08 and in budget decisions for 2005-06. These outcomes are reflected in the Annual Operating Plan.

Background Papers

None identified.

HEREFORDSHIRE COUNCIL

OPERATING PLAN 2005 – 06

Action for a better Herefordshire

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

Quality life in a quality county

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Foreword

The next twelve months are crucial for the Council: a time of significant challenge but also of great opportunity.

The Government expects local authorities to play a bigger than ever role in leading partnerships across the public, private and voluntary sectors that will improve the quality of life for all. Big national drives to improve public health and raise the level of skills to maintain our competitiveness in the global economy – and to ensure that all we do improves the life chances of the disadvantaged and tackles discrimination against minorities – will be high on the agenda.

But, equally, we must continue to improve care for the disproportionately high, and growing, numbers of older people in the county; deliver the wider vision for adults who need social care set out in *Independence, well-being and choice*; bring about the fundamental changes in the way we plan and deliver services for children required by *The Children Act* and *Every Child Matters*; and meet ever-higher expectations in respect of recycling waste and cutting pollution.

In addition to these and other new demands, we must continue to raise our performance in delivering what many will think of as the bread and butter work of local authorities and their partners: raising still further the level of achievement in our already successful schools; and making sure that our communities are clean, safe and thriving, with excellent core services such as libraries, leisure facilities, safer, well-maintained roads and footways, public transport and youth services.

We are well-placed to rise to these challenges, building on the solid foundations of *The Herefordshire Partnership* and rolling forward *The Herefordshire Plan* to provide a sharp focus on the concrete improvements that the Council and its partners will work together to achieve in the coming years. We will do so by involving communities and businesses, listening to what they have to say and shaping what we do in response. Our drive to improve our accessibility to customers through better, more comprehensive contact points, including electronic links, will be taken to higher levels.

We must achieve all this with less money and fewer staff because, although the Government has put in more money for 2005-06 than was initially announced, this is for one year only: the funding gap of some £5 million a year must still be bridged, even though we have a little more time to do so.

That's why we are keeping our foot firmly on the accelerator of our service improvement programme; our drive to get keener prices for the goods and services we buy; and the rationalisation of the property we own. Together these must generate cash-releasing efficiency savings of some £2.5 million a year by 2006-07, without reducing services to the public; and we will also make substantial additional efficiency savings across the Council that will be ploughed back to improve services and outcomes in schools and in social care. As some services grow, others will have to be reduced.

These challenges will place great demands on our hard-working staff. Developed and motivated by our new *Pay and Workforce Strategy*, I have no doubt that they will rise to them, and that we will see an even better Herefordshire.

Neil Pringle Chief Executive

Introduction

This Plan sets out what the Council intends to do between 1 April 2005 and 31 March 2006 to:

- ✓ improve the quality of life of people throughout the county through our community leadership and partnerships with a wide range of organisations in the public, private and voluntary sectors
- ✓ improve the services we provide in accordance with the Council's priorities, which have been determined following extensive and multi-faceted consultation with the public in the autumn of 2004
- ✓ put in place the foundations for longer-term improvements in services, by refocusing and restructuring the organisation to respond to major changes and challenges, such as
 - *Every Child Matters* and *The Children Act*
 - responding to the needs of the rapidly increasing numbers of older people in our communities
 - promoting independence, wellbeing and choice for adults needing social care
 - the need to do even more to protect the environment
- ✓ extend and accelerate our long-term rolling programme to improve our efficiency and liberate the maximum possible resources for front-line services, at the same time as keeping down increases in Council Tax.

The Council's Corporate Plan 2005-08 describes the demographic, social and economic characteristics of Herefordshire; it identifies the main challenges facing the county and the Council; and it shows what the Council can do to respond to those challenges. On the basis of that analysis and the results of public consultation, it sets out the Council's objectives, priorities and targets for the next three years.

This Operating Plan has been prepared to begin to make a reality of those intentions in the coming year.

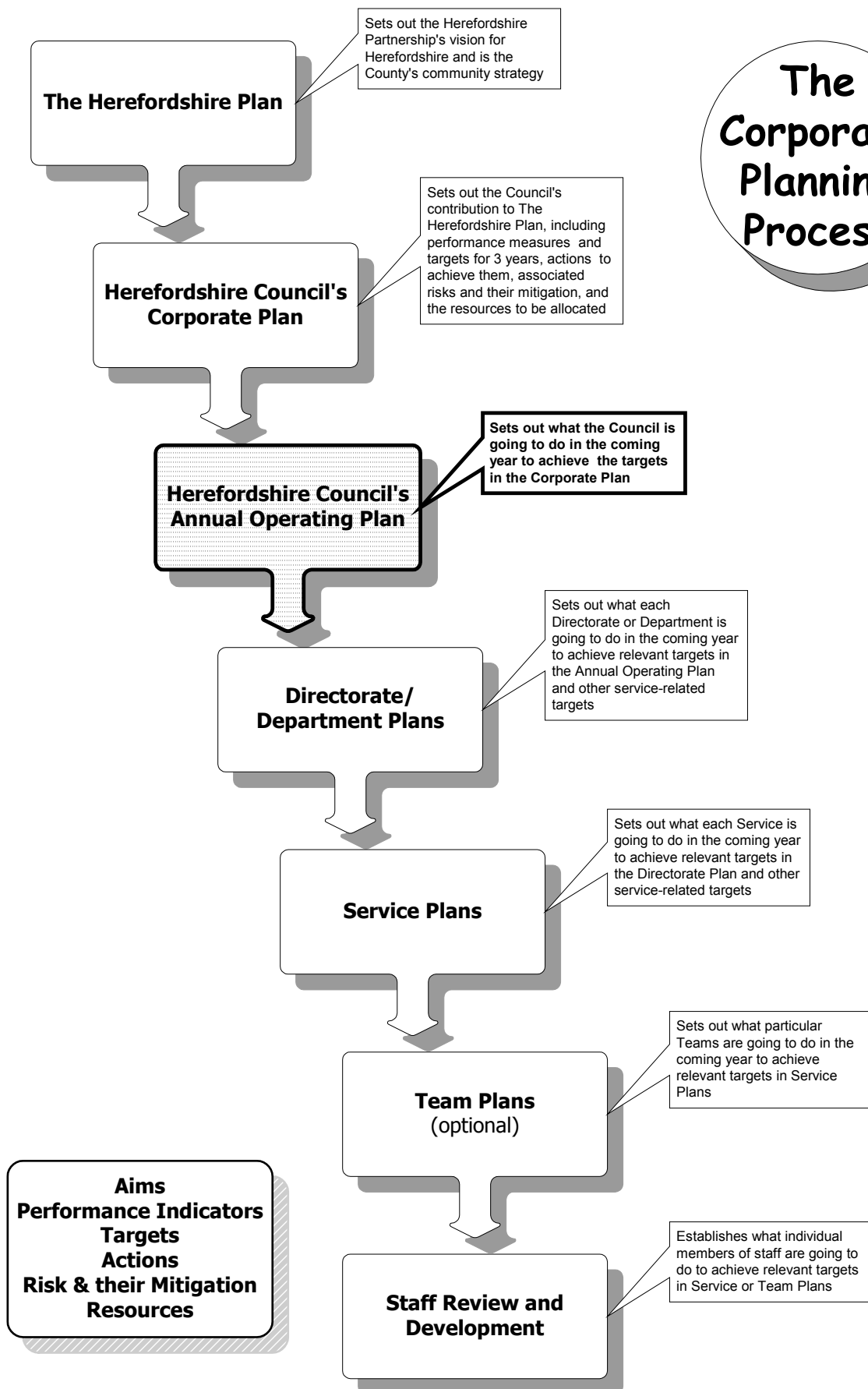
The actions, targets and milestones described in this Operating Plan therefore link directly to the Corporate Plan and to the longer-term ambitions we share with our partners, which are embodied in *The Herefordshire Plan*.

The second generation Local Public Service Agreement (LPSA2G) is being negotiated with the Government. Once agreement has been reached, the targets will be incorporated into this Plan.

In turn, all the Council's plans for individual directorates, departments and services in 2005-06 will give effect to this overall Operating Plan.

The relationship between these various plans is shown on the following page.

The Corporate Planning Process



The Council's priorities

As set out in the Corporate Plan 2005-08, the Council's **top priorities** are:

- ✓ to **maximise the health, safety, economic well-being, achievements and contribution of every child**, including those with special needs and those in care
- ✓ to build on the already strong performance of the county's schools and continue to **improve the achievement of pupils**
- ✓ to **enable vulnerable adults to live independently** and, in particular, to **enable many more older people to continue to live in their own homes**
- ✓ to **protect the environment**, including by **recycling much more waste** and **significantly reducing carbon emissions**
- ✓ to **improve transport and the safety of roads**, including further reductions in the numbers of people killed or seriously injured
- ✓ to **sustain vibrant and prosperous communities**, including by **providing more efficient, effective and customer-focused services and clean streets**
- ✓ to **promote diversity and community harmony** and **strive for equal opportunities** for all the people of Herefordshire, regardless of race, religion or belief, disability, sex, sexual orientation, geographical location, income or age
- ✓ to **develop its community leadership role**, working with partners to achieve *The Herefordshire Plan* ambitions and deliver the *Local Public Service Agreement* (LPSA) with the Government

To make these things possible, the Council's **organisational priorities** are:

- ✓ to streamline its processes, assets and management structures, and **secure significant efficiency savings** in line with the Government's proposals contained in *Delivering efficiency in local services*, so as to keep down Council Tax increases and invest in priority service improvements
- ✓ to **ensure that its essential assets**, including schools, other buildings, roads and information and communications (ICT) infrastructure, **are in the right condition for the long-term cost-effective delivery of services**
- ✓ better to **understand the needs and preferences of service users and Council Tax-payers**, and to tailor services accordingly
- ✓ to **recruit, retain and motivate high quality staff**, ensuring that they are trained and developed so as to maximise their ability and performance

- ✓ to **embed corporate planning, performance management and project management systems** so as to continue to drive up service standards and efficiency

The rest of the Plan shows, for each of these priorities, what the Council aims to achieve in 2005-06, and the key actions it intends to take to do so.

Many of the actions contribute to more than one of the priorities. Rather than repeat them, they are described in relation to the priority to which they contribute most.

Challenges and responses: the action plan for 2005-06

Maximising the health, safety, economic well-being, achievements and contribution of every child, including those with special needs and those in care

The challenge

The Council has two principal challenges in the coming year –

working with its partners and across the whole Council to put in place firm foundations for fully integrated and coherent services for children, as required by *Every Child Matters* and *the Children Act*

ensuring, at the same time, that we continue to improve front-line services and secure better outcomes for children, especially those who are most vulnerable

The Council's response

- Through the leadership of the Cabinet Member for Children's Services and the newly formed Children's Partnership Board (and its development towards a Children's Trust), and the work of the Director of Children's Services and the dedicated change team, we will lay firm foundations for the continuous improvement of children's services in the years to come
- Working with our partners to further implement the Herefordshire Child Concern Model and create a Safeguarding Children Board, we aim to reduce the number of re-registrations on the Child Protection Register from 21.4% to 15%
- Working with schools and our NHS and other partners, we aim to reduce the percentage of pregnancies amongst under 18s
- With similar partners, we aim to reduce the proportion of 11 to 15 year-olds who smoke
- We aim to ensure that no households that include dependant children have to stay in bed and breakfast accommodation
- We aim to ensure that 85% of 3 year-olds have access to a good quality, free early years education place
- We aim to secure the provision of more than 850 additional out of school hours child-care places
- With our partners, we aim to increase, through our next LPSA with the Government, the proportion of 16 to 18 year-olds in education, training or employment
- By maintaining full recruitment in our youth service and developing all its staff, we aim to make significant progress towards our key targets for contact with young people, participation in youth work programmes and recorded and accredited outcomes

Building on the already strong performance of the county's schools and continuing to **improve the achievement of pupils**

The challenge

The main challenges for the next year are –

to raise overall achievement to new record levels for the County

to ensure that this extends to all the Council's schools and all groups of pupils, with a particular emphasis on improving the achievements and life-chances of those suffering disadvantage

The Council's response

- We will work with our schools to aim for the following improvements in key stage tests and at GCSE
 - an increase from 76% in the proportion of pupils achieving Level 4 and above in the Key Stage 2 mathematics test
 - an increase from 81% in the proportion of pupils achieving Level 4 or above in the Key Stage 2 English test
 - an increase from 57.4% in the proportion of pupils achieving 5 or more GCSEs at grades A* - C or equivalent
 - an increase in the proportion of young people leaving care aged 16 or over with at least one GCSE grade A* - G or equivalent
 - an increase in the number of looked after children achieving 5 or more GCSEs at grades A* - C or equivalent
 - an increase in the number of all children achieving five GCSEs or equivalent at grades A* - G
- By working with schools to implement our Behaviour Support Plan, we aim to reduce the percentage of half days missed through absence from primary schools from 5.5% to 5.2% and, through our LPSA, to reduce the number of unauthorised absences from secondary schools (including those for looked after children)
- Provide schools and school services more efficiently so that the money released can be invested in school improvement
- We also intend to use our LPSA to reduce the number of permanent exclusions from school for looked after children

Note: LPSA2G performance measures and targets to be confirmed.

Enabling vulnerable adults to live independently and, in particular, enabling many more older people to continue to live in their own homes

The challenge

The principal challenges for the year are –

to continue to expand provision and improve the quality of services to meet the needs of the rapidly increasing numbers of older people, especially those over 80, and their carers to provide more effective and flexible support for other vulnerable adults and their carers in respect of both to maximise independence, well-being and choice

to provide our services more efficiently so that the money released can be reinvested to provide better services

The Council's response

- Working with our partners, we aim –
 - by reducing the waiting times for assessment and care packages; increasing the number of people receiving direct payments; through the Trading Standards *Doorstep Crime* campaign; and promoting the use of the *Signposting Scheme* across the Council and by partners, to enable older people to live independently at home,
 - increase the number of households per 1,000 people aged 65 or over receiving intensive home care
 - reduce the waiting times for assessments and care packages, and increase direct payments to older people and other vulnerable adults from 50.7 to 146 per 100,000 people over 18
 - enable adults with physical disabilities to live at home
 - enable adults with learning difficulties to live at home
 - enable more adults with mental health problems to live at home, raising the number from 1.69 to 1.75 per 1,000 aged 18-64
- We will further contribute to older people's independence and quality of life by working with our partners to maximise the uptake of benefits to which people are entitled. Specifically, we aim to -
 - increase the proportion of those over 65 who receive Attendance Allowance
 - increase the number of people claiming pension benefit
 - increase the number of people over 60 claiming Council Tax benefit
- To enable victims of domestic violence to live safely, we will work with our partners with the aim of increasing the number of refuge places provided or supported by the Council from 0.42 to 0.77 per 10,000 population

Note: LPSA2G performance measures and targets to be confirmed.

Protecting the environment, including by recycling much more waste and significantly reducing carbon emissions

The challenge

The main challenge in the next twelve months is to build on the strong foundations we have laid in recent years and further improve our performance in respect of –

our safeguarding of Herefordshire's beautiful countryside

reducing waste and pollution

our own direct contribution from the way we conduct our operations

The Council's response

- By publicising available brownfield sites and through the exercise of our development control functions, we aim to ensure that at least 60% of all new homes are built on previously developed land
- By putting in place new management arrangements and establishing an action plan, we aim to increase from 0.33% to 0.35% the proportion of Council-owned land without a formal nature conservation designation that is managed for biodiversity
- Through *The Herefordshire Partnership* adopting targets, and the Council determining its contribution to the Carbon Management Plan and drawing up an action plan to fulfil it, we aim to reduce carbon emissions in the county from the current estimated 14.5 tonnes per person per year
- We aim to reduce the amount of waste that is landfilled
- We will work with schools with the aim of raising from 37% to 65% the number registered as eco-schools
- By implementing our Good Environmental Management (GEM) action plan and developing and implementing an Environmental Management and Auditing System (EMAS) action plan, we intend to extend our EMAS/ISO14001 certification for our environmental performance as an organisation to six more service areas by February

Note: LPSA2G performance measures and targets to be confirmed.

Improving transport and the safety of roads, including further reducing the numbers of people killed or seriously injured

The challenge

The three main challenges for the coming year are –

to improve the condition of the roads for which the Council is responsible at a time when recurrent Government financial support for highways is set to fall

to build on our achievements in cutting road casualties

to continue to do all we can to promote sustainable transport that serves all the people of the county, including those who don't have a car.

The Council's response

- Through capital investment and rigorous project management of the Joined-Up Programme, we aim to reduce the extent of below standard roads for which we are responsible
 - for principal roads from 3.86% to 3.0%
 - for non-principal roads from 58.1% to 26%
- Working with the Government's Highways Agency (which is responsible for trunk roads), we aim to reduce the number of people killed or seriously injured on the county's roads
- By implementing the Local Transport Plan; reviewing the Bus Strategy and targeting subsidies for buses on prioritised routes; providing bus lanes and other public transport infrastructure; and introducing more park and ride schemes, we aim to see
 - Over 3.9 million bus passenger journeys
 - as measured by the index for annual average daily volumes, an increase in traffic limited to 104, compared with the current 102.3
- By providing improved cycleways and cycle parking facilities, traffic and road safety schemes, highway and footway maintenance, and delivering the *Safer Routes to Schools* programme, we aim to see an increase in the number of annual cycling trips (as measured by the index) from 113 to 123

Note: LPSA2G performance measures and targets to be confirmed.

Sustaining vibrant and prosperous communities, including by providing more efficient, effective and customer-focused services and clean streets

The challenge

At a time when the Council budgets and external funding for discretionary community services are set to fall, the principal challenges for the year are -

to work in even more effective and focused partnerships across all sectors to maintain and improve community services

to modernise the Council's directly provided services, making them much more cost-effective and user-friendly

to tackle with partners the growing problems of affordable housing and homelessness

The Council's response

- By providing integrated library, public and tourist information facilities in the market towns; through the new Community Access Point network; by relocating Ledbury library and refurbishing Kington library; through improved marketing, opening hours and revised mobile library schedules; and by better targeting of services, we aim at least to maintain at 37% the proportion of people who use **libraries** at least once a month
- By improving leisure facilities, including the commissioning of the North Herefordshire swimming pool and improved marketing by HALO, we aim to increase from 24% to 25% the proportion of people who use **sports and leisure facilities** at least once a month
- By providing free access at the point of entry; updating displays; programmes to raise public awareness; the education and outreach programme; increased use of the Resource Centre research facility in its first full year; and improved staffing at the Bromyard Heritage Centre, we aim to increase from 26% to 26.5% the proportion of people who use **museums and galleries** at least every six months
- By promoting the county to visitors; running arts development and education programmes; providing support and advice to arts groups and social enterprises; and financial support to the Courtyard Theatre, we aim to increase from 34% to 35% the proportion of people who use **theatres or concert halls** every six months
- Through the growth of facilities by means of acquisitions, planned open space and greater use of Section 106 agreements to secure community gain from planning developments; the promotion of health and physical activity; the effective mobilisation of the maintenance team at the beginning of the season; and engagement with *In Bloom* committees, we aim to increase from 49% to 50% the proportion of people who use **parks, open spaces, play areas and other community recreational facilities** at least once a month

- By supporting the development and implementation of parish plans; supporting community enterprise development; a training event for rural shops; and the funding of mobile and outreach services through regeneration programmes we aim at least to maintain **access to key local services** – measured by the proportion of survey respondents who find it easy to access:
 - a local shop: 86%
 - a supermarket: 79%
 - a post office: 82%
 - a doctor: 77%
 - a local hospital: 56%
 - a green space: 81%
 - public transport: 75%
 - a shop selling fresh fruit and vegetables: 80%
 - a chemist or pharmacy: 77%
 - a bank or cash point: 73%
 - a library: 69%
 - a sports or leisure centre: 66%
 - a Council office: 60%
 - a cultural or recreational facility: 53%
- We aim to improve the proportions of relevant land and highways that is assessed as having combined deposits of **litter and detritus** across four categories of cleanliness
- By implementing our Homelessness Strategy Action Plan and increasing the amount of affordable housing, we aim to reduce the number of **homeless people** to whom the Council has a full statutory duty to 490
- By carrying out a new private sector stock condition survey and implementing the Council's renewal strategy we aim to increase from 2.6% to 3.5% the proportion of **unfit private sector dwellings** made fit or demolished as a result of the Council's direct action
- By working in partnership with registered social landlords, private landlords and developers; and maximising planning opportunities, grants and regional funding, we aim to secure the provision of 100 additional **affordable homes**
- Working with our partners to develop and implement action plans for each theme of the *Herefordshire Economic Strategy*, we aim to
 - begin to reduce **the earnings gap** between Herefordshire and the West Midlands as a whole
 - begin to reduce the gap between the **gross value added** per person in Herefordshire compared to the West Midlands as a whole
 - increase the proportion of those of working age in the county who are in **employment**
 - increase the amount of **employment land** completed
 - increase the number of people employed in **technology and knowledge-intensive industries**

- Through the use of surveys of *The Herefordshire Voice citizens' panel*, we will measure the proportion of people who are satisfied
 - with their local community as a place to live
 - that their community has become a better place to live over the past two years or has stayed the same

Note: LPSA2G performance measures and targets to be confirmed.

Promoting diversity and community harmony and striving for equal opportunities for all the people of Herefordshire, regardless of race, religion, disability, sex, sexual orientation, geographical location income, or age

The challenge

The challenges in the coming year are –

To continue our progress against the Local Authority Equality Standard and to consolidate and implement the Council's Comprehensive Equalities Policy and plans based on a programme of impact assessments and consultation with affected groups

to give immediate priority to current statutory requirements in respect of race, disability and sex discrimination

to prepare for future statutory requirements in respect of older people, religion or belief, and sexual orientation

to continue the sound equal opportunities policies and practices the Council has established for the selection and development of its staff, and further increase the diversity of its workforce

The Council's response

- We will work with *The Herefordshire Equality Partnership* to continue our progress towards Level 2 of the Local Authority Equality Standard, developing a comprehensive **Corporate Equalities Plan**, which the Council intends to adopt, following the extensive involvement of affected groups, by December
- Following the process of involvement and consultation with affected groups and our partners, we will complete the review and up-dating of the Council's **Race Equality Scheme** and action plan by May
- We will monitor **racial incidents** recorded by the Council, in the expectation that there are likely to be more than 25, and with the aim of ensuring that all such incidents lead to further action
- We aim to increase to at least 40% the number of schools using our monitoring system to record racial incidents, and will work with schools to reduce the number of racist incidents that occur in them
- We will review the Locally Agreed Religious Education Syllabus for Schools
- Involving and consulting affected groups and our partners, we will review and update the Council's **Disability Scheme** by December, ensuring that it will enable us to comply fully with future legislative requirements
- We will ensure that the results of our first phase of **assessments of the impact of our policies and programmes** on diversity and equalities, which were carried out in 2004-05, are reflected in service action plans and are implemented to produce concrete benefits for affected groups

- We will carry out the **second phase of impact assessments** and ensure that the results are reflected in service action plans for 2006-07
- We will underpin our action plans and their implementation by
 - identifying the **key data** we will use to set targets and monitor our performance in respect of diversity and equalities as they impact on the lives of affected groups
 - continuing our extensive diversity and equalities **training programme** for members and staff

Developing the Council's community leadership role, working with partners to achieve the *Herefordshire Plan Ambitions* and, in particular, delivering the Local Public Service Agreement (LPSA) with the Government

The challenge

The main challenges over the next twelve months are to –

complete the LPSA negotiations with the Government and integrate the targets and actions to deliver them into our plans

build on the strong foundations of *The Herefordshire Partnership* by updating and rolling forward the long-term *Herefordshire Plan* with new targets and key actions to improve the quality of life of people in the county

to implement the county's *Crime, Disorder and Drugs Strategy*

carry into effect the new public health agenda "Choosing Health"

continue to raise the level of skills in the county

further deepen and extend community involvement

maintain public confidence in local democracy

The Council's response

- We aim with our partners, and following extensive community involvement and consultation, to complete the review of *The Herefordshire Plan*, including new targets and key actions, by January 2006
- We aim with our partners in the Police and other agencies to implement the *Crime, Disorder and Drugs Strategy*, in particular by reducing
 - the numbers of alcohol-related arrests, common assaults and woundings in Hereford City
 - across the whole county, the numbers of recorded incidents of nuisance inappropriate gatherings, nuisance neighbours, general nuisance and abandoned vehicles
- We aim with our partners in the NHS and beyond to improve **public health** by
 - reducing the mortality rate from circulatory diseases amongst the under 75s
 - reducing the incidence of coronary heart disease in South Wye compared with Herefordshire as a whole
- reducing the incidence of diabetes in South Wye compared with Herefordshire as a whole
- Working with our partners in the Learning and Skills Council, businesses and other sectors, we aim to increase

- the number of residents of 19 and over achieving a **skills for life** qualification
- the number of residents achieving a Level 2 qualification in manufacturing and engineering
- the number of residents achieving a Level 2 qualification in other subjects
- the number of residents achieving a Level 3 qualification in manufacturing and engineering
- the number of residents achieving a Level 3 qualification in other subjects
- With the Herefordshire Association of Local Councils (HALC) we will begin the work needed to reduce from 84% the proportion of parishes uncontested in local elections
- To maintain effective corporate governance, we will work in partnership with The Hereford Association of Local Councils to provide regular training and development for members and key staff, with the aim that no more than 15% of complaints about District, Town and Parish councillors should be upheld by the English Standards Board

Note: LPSA2G performance measures and targets to be confirmed.

Streamlining processes, assets and management structures, and securing significant efficiency savings in line with the Government's proposals contained in *Delivering efficiency in local services*, so as to keep down Council Tax increases and invest in priority service improvements

The challenge

The principal challenges are to –

put in place and begin the implementation of detailed plans to make possible, by 2006-07, recurrent annual cash-releasing savings of over £2 million

to make these savings without detriment to customer services, and wherever possible to improve them

to make further savings of at least £2 million by 2006-07 within Education and Social Care for reinvestment in these services to produce improved outcomes for children and adults

The Council's response

- We will rationalise our management structure to create the capacity to deliver the Council's priorities, including achieving more with less
- By 15 April, we will produce the *Annual Efficiency Statement* required by the Government
- By July, we aim to have defined the target service areas and associated cost reductions under the next phase of the Service Improvement Programme, with the aim of making it possible to achieve, by 2006-07, annual cash-releasing savings of at least £1 million
- We aim to draw up plans that will enable us to achieve, by 2006-07, cash-releasing savings of at least an additional £1 million from our procurement of goods and services
- As part of this drive, we aim to
 - implement e-procurement
 - publish a "*Selling to the Council*" guide
 - reduce the average time from publishing an OJEC notice to contract by 25%
 - develop a basket of 10 commodities, establish baselines and set targets so that we equal or better neighbouring authorities
 - establish a baseline, set a target and review procedures to reduce the average cost of raising an order
- By disposing of properties, the cessation of leases and the relocation of staff, we intend to bring down our annual accommodation costs, initially from £1.7 million to £1.65 million

- We will begin to implement the measures in Education and Social Care that will generate savings for reinvestment to improve these services
- Wherever necessary, we will spend to save in order to achieve recurrent savings; in particular, we will continue our comprehensive programme of investment in ICT

Ensuring that essential assets, including schools, other buildings, roads and information and communications (ICT) infrastructure, are in the right condition for the long-term cost-effective delivery of services

The challenge

The Council must ensure that –

despite the need for overall reductions in expenditure, it maintains a prudent programme for the renewal and maintenance of its key assets

it has in place plans and systems to maintain services in the event of disaster

it raises its performance as regards the use of resources to meet the much more demanding standards required under the new framework for Comprehensive Performance Assessment (CPA)

The Council's response

- We will establish a new ICT network to streamline and make more effective our operations, raising the availability of the network to 98.5%
- With our partners we will continue to implement the *Herefordshire in Touch* programme
- We aim to initiate a rationalisation of our building stock and bring up to standard what we retain, so that the proportion of the gross internal floor space in ODPM categories A and B increases from 87% to 90% by 2007-8
- We will build on the steps we have already taken to safeguard business and service continuity, including the necessary ICT back-up, and meet our duties under the Civil Contingencies Act, by producing a comprehensive plan
- We will continue to embed risk management as an integral part of our corporate, operational and service planning, and the management of performance - and take the other measures necessary to achieve the improvements required by the new CPA framework, including the Government requirements in *Delivering Efficiency in Local Services*

Understanding the needs and preferences of service users and Council Tax-payers, and tailoring services accordingly

The challenge

As the Council strives to achieve more with fewer resources, makes efficiency savings and concentrates available resources on priority areas, it must be more than ever careful to ensure that it roots all that it does in a solid understanding of what customers and the public need and want.

The Council's response

- Through e-government and the rationalisation of customer contact and information points, we intend to provide better, faster and more responsive services to individual customers
- By defining customer service standards for individual services where they don't already exist, having a systematic programme to encourage customer feedback, introducing a unified customer relations management system and complaints handling system, improving the training of Complaints Officers and other staff, we aim to increase the number of people who are satisfied with the way their complaint was handled
- By reviewing and implementing our Community Involvement Strategy, increasing communication with residents through parish planning, publicity and e-government, conducting annual customer satisfaction surveys, and the meeting of *The Herefordshire Parliament*, we aim to see the adoption of at least five additional parish plans and a doubling, compared with 2001 – from 11% to 22% - in the proportion of *Herefordshire Voice* respondents who feel that the Council does enough to give local people the opportunity to influence important decisions
- By reviewing and implementing our Community Involvement Strategy, increasing communication through parish planning, publicity and the youth web-site – *Insite* -, and the meeting of *The Youth Parliament*, we aim to more than double, compared with 2003 – from 11% to 25% - the proportion of 13 to 19 year-olds who feel that the Council does enough to give young people the opportunity to influence important decisions
- Through our systematic approach to the implementation of the Freedom of Information Act, we aim
 - in the period to October, to answer at least 90% of requests under the Act within the 20-day time-limit , and in the period to March at least 95%
 - in the period to October, for no more than 10% of appeals to the Information Commissioner to be upheld, and in the period to March no more than 8%

Recruiting, retaining and motivating high quality staff, ensuring that they are trained and developed so as to maximise their ability and performance

The challenge

The Council has loyal and dedicated staff, who are committed to excellence in serving the people of Herefordshire. But delivering our ambitious agenda for change and continuous improvement in the services the Council provides directly, or delivers by working with our many partners, will only happen if we continue to have the right managers and front-line staff with the right understanding and skills. In a fast-moving world, throwing up fresh challenges, those have to be continually updated and renewed.

Having developed a comprehensive Pay and Workforce Strategy in 2004-05 to meet these challenges, we will now implement it.

The Council's response

- By revising our approach to managing attendance, including the provision of better, timely information to directorate and department management teams, and the active engagement of Personnel Officers in recommending interventions and monitoring improvement, we aim to reduce **sickness absence** from an average of 7.26 days a year per employee to 7 days
- By better workforce planning, including a system for analysing skills shortages and national trends, promoting careers with the Council at Learning at Work Day and National Careers Day, and by improving our recruitment and retention procedures, we aim to reduce annual **staff turnover** from 9.6% to 9%
- We will continue our comprehensive programme of **staff training and development**, focusing it by means of a skills audit, identifying the need for NVQs and developing a pathway that links core skills to pay and grading
- We will integrate this approach with the annual cycle of individual Staff Review and Development, with the aim of raising the proportion of **personal development plans** put in place and implemented from 71% to 85%

Embedding corporate planning, performance management and project management systems so as to continue to drive up service standards and efficiency

The challenge

The Council has made major strides in developing sound systems for corporate and operational planning, and for performance and project management. These must now be fully embedded as essential tools to deliver the Council's ambitious agenda for organisational change, modernisation, greater efficiency and, above all, for continuous service improvement.

The Council's response

- The performance management framework will be further strengthened by its being fully integrated, from the start of 2005-06, with the performance indicators, targets, risks, actions and resources identified in the Corporate Plan and Annual Operating Plan
- Following a thorough evaluation by early May of the first round of the new corporate planning process, and taking into account the end of year performance review, we will put in place the planning cycle for 2006, leading to the production of the Corporate Plan for 2006-09, and the Annual Operating Plan, directorate and service plans for 2006-07
- By means of our action plan to ensure robust auditable data, we aim to ensure that we retain the unqualified status of our Best Value performance information (the Council's Best Value Performance Plan now being subsumed into the Corporate Plan)
- There will continue to be a comprehensive programme of training and development to ensure that all relevant managers and staff have the skills they need to undertake effectively planning and performance and project management

The Action Plan 2005-06: The Details**Part One – Making a reality of the Herefordshire Plan: service targets**

The Council's Contribution				Indicator		Performance		To 2008		2005-6			
Cabinet Lead	CXMT Lead	Council Priority		Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
Ambition: Improve the health and wellbeing of Herefordshire people													
Minimising the gap in good health between the rich and the poor	Cllr Mrs Barnett	Ms Fiennes	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	Aggregate net change in Disability Adjusted Life Years (DALYs) expected from the changes in obesity over a period of not less than 12 months of specified people	LPSA2G indicator & target under negotiation	11%	Promote "Proof of Age" card	11%	Agree future measures, targets, actions etc. as part of the Every Child Matters programme				Healthy Schools Partnership; proof of age scheme; Trading Standards Team
Reducing deaths from heart disease, stroke and cancer by reducing the number of people smoking	Cllr Rule	Mr Dunhill	maximise the health, safety, economic wellbeing, achievements and contribution of every child	% of 11-15 year olds smoking 1+ cigarettes per week	11% (2000)	10%	Advisory & enforcement activity relating to sale of tobacco	Programme of presentations and of test purchases being delivered on time	Investigate traders, carry out test purchases	May-05	Programme not achieved	Adequate resource allocation	
Helping older people to remain independent	Cllr Mrs Barnett	Ms Fiennes	enable vulnerable adults to live independently	The number of people aged 65 and over helped to live at home, per 1000 adults aged 65 and over	83.6	80	Reduce the waiting times for assessment and care packages & increase direct payments		Introduce new CLIX system & monitor team targets monthly	July-05	Delay in availability of new system	Project management	STAARS Service; extra-care housing; Customer Services Officers New CLIX system

The Council's Contribution				Performance		To 2008		2005-6					
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
							Trading Standards "Doorstep Crime" campaign						Trading Standards Team
							Promote use of Signposting Scheme within Council & other agencies						Signposting Coordinator
Helping older people to remain independent	Cllr Mrs Barnett	Ms Fiennes	enable vulnerable adults to live independently	Satisfaction survey for independent living	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
Helping older people to remain independent	Cllr Mrs Barnett	Ms Fiennes	enable vulnerable adults to live independently	The number of adults aged 65 or over moving into residential care	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
Supporting those who care for others	Cllr Mrs Barnett	Ms Fiennes	enable vulnerable adults to live independently	The number of carers receiving a specific carers' service as a % of clients receiving community based services	26.7	TBD	Further embedding of current procedures	TBD	Set target	May-05			Social Care - Adults Division
	Cllr Mrs Barnett	Ms Fiennes	enable vulnerable adults to live independently	The number of adults and older people receiving direct payments at 31st March per 100,000 population aged 18 years or over	50.7	80	Reduce the waiting times for assessment and care packages & increase direct payments	146	Set local targets and introduce monthly reports	Apr-05	Low take-up	Voucher and brokerage regulation	STAARS Service; extra-care housing; Customer Services Officers
	Cllr Mrs Barnett	Ms Fiennes	enable vulnerable adults to live independently	Adults with physical disabilities helped to live at home per 1,000 population aged 18-64	4.24	3.4	Best Value review action plan Sensory impairment review	2.2	Management re-structure				Social Care - Adults Division
									Introduce new CLIX system	July-05	Delay in availability of new system	Project management	New CLIX system

The Council's Contribution				Performance		To 2008		2005-6					
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
Cllr Mrs Barnett	Ms Fiennes	enable vulnerable adults to live independently	Adults with learning disabilities helped to live at home per 1,000 population aged 18-64	2.21	3.2	2.5	Improved advice and support New assessment tools	2	Introduce new CLIX system	July-05	Delay in availability of new system	Project management	Social Care - Adults Division Partnership Board Learning disability development officer New CLIX system
Cllr Mrs Barnett	Ms Fiennes	enable vulnerable adults to live independently	Adults with mental health problems helped to live at home per 1,000 population aged 18-64	1.69	4.3	1.8	Co-location of joint service Expand deliberate self-harm service Expand early intervention service and carers' support	1.75	Introduce new CLIX system		Influence over Partnership Board	Partnership Board Project management	Social Care - Adults Division Partnership Board Partnership Board Partnership Board New CLIX system

The Council's Contribution				Performance		To 2008		2005-6					
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
Ambition: Reduce crime and disorder and make Herefordshire safer													
Reduce crime and disorder and make Herefordshire safer	Cllr Phillips	Ms Fiennes	develop its community leadership role	The number of alcohol related crimes in Hereford City	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
	Cllr Phillips	Ms Fiennes	develop its community leadership role	The number of common assaults in Hereford City	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
	Cllr Phillips	Ms Fiennes	develop its community leadership role	The number of woundings in Hereford City	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
	Cllr Phillips	Ms Fiennes	develop its community leadership role	The number of recorded incidents of nuisance inappropriate gatherings	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
To improve the quality of life of those living in, working in and visiting Herefordshire by tackling anti-social behaviour	Cllr Phillips	Ms Fiennes	develop its community leadership role	The number of recorded incidents of nuisance neighbours	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
	Cllr Phillips	Ms Fiennes	develop its community leadership role	The number of recorded incidents of general nuisance	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
	Cllr Phillips	Ms Fiennes	develop its community leadership role	The number of recorded incidents of abandoned vehicles	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
	Cllr Phillips	Ms Fiennes	develop its community leadership role										

The Council's Contribution				Performance		To 2008		2005-6						
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource	
To increase public awareness of the implications of domestic violence and victims' confidence in the effectiveness of reporting	Cllr Mrs Barnett	Ms Fiennes	enable vulnerable adults to live independently	Assessment of the overall provision and effectiveness of local authority services designed to help victims of domestic violence and prevent further domestic violence – checklist score				TBD						This is a new BVPI for 2005-6 and targets, actions, risks and their mitigation and resources will be developed early in 2005-6

The Council's Contribution				Indicator		Performance		To 2008		2005-6			
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Risk Mitigated by	Resource
Ambition: Reduce poverty and isolation in Herefordshire													
Raising awareness of inclusion issues across the community	Clr Phillips	Mrs Jones	promote diversity and community harmony and strive for equal opportunities	Number of racial incidents recorded by the authority per 100,000 population		TBD	Implement Race Equality Scheme & new monitoring system	>25	Implement Race Equality Scheme & new monitoring system Review target in light of new monitoring system	Quarterly progress reports Sep-05	Limited understanding. Responsibility for actions not clear	Action plan with named individuals	Race Equality Group Establish dedicated corporate diversity team Complaints monitoring system Herefordshire Equality Partnership
Raising awareness of inclusion issues across the community	Clr Phillips	Mrs Jones	promote diversity and community harmony and strive for equal opportunities	The % of racial incidents that resulted in further action	100%	100%	Implement Race Equality Scheme & new monitoring system	100%	Implement Race Equality Scheme & new monitoring system	Quarterly progress reports	Limited understanding. Responsibility for actions not clear	Action plan with named individuals	Race Equality Group Herefordshire Equality Partnership Targeted training & development for Members and staff
Tackling problems of social exclusion in rural areas	Clr Mayson	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of respondents finding it easy to access a (a) local shop; (b) a supermarket; (c) a post office; (d) a doctor; (e) a local hospital; (f) a green space; (g) public transport; (h) shop selling fresh fruit & vegetables; (i) chemist/pharmacy; (j) bank/cash point; (k) library; (l) sports/leisure centre; (m) council office; (n) cultural/recreational facility	(a)86%; (b)79%; (c)82%; (d)77%; (e)56%; (f)81%; (g)75%; (h)80%; (i)77%; (j)73%; (k)69%; (l)66%; (m)60%; (n)53%	(a)86%; (b)79%; (c)82%; (d)77%; (e)56%; (f)81%; (g)75%; (h)80%; (i)77%; (j)73%; (k)69%; (l)66%; (m)60%; (n)53%	Map needs (using Parish Plans) to inform priorities; support for Community Enterprise Development; affiliation to VIRSA; annual training event for rural shops; regeneration programmes funding mobile & outreach services; support actions arising from parish plans	Map needs (using Parish Plans) to inform priorities; support for Community Enterprise Development; affiliation to VIRSA; annual training event for rural shops; regeneration programmes funding mobile & outreach services; support actions arising from parish plans	Map needs (using Parish Plans) to inform priorities; support for Community Enterprise Development; affiliation to VIRSA; annual training event for rural shops; regeneration programmes funding mobile & outreach services; support actions arising from parish plans	Quarterly progress reports	Limited understanding. Responsibility for actions not clear	Action plan with named individuals	Community & Economic Development Division

The Council's Contribution				Performance		To 2008		2005-6								
	Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target	Milestone	Action	By When	Risk	Mitigated by	Resource	
Combating poverty	Cllr Mrs Barnett	Ms Fiennes	enable vulnerable adults to live independently	% of population over 65 in receipt of Attendance Allowance	LPSA2G indicator & target under negotiation											
Combating poverty	Cllr Mrs Barnett	Ms Fiennes	enable vulnerable adults to live independently	The number of pension credit claimants	LPSA2G indicator & target under negotiation											
Combating poverty	Cllr Mrs Barnett	Ms Fiennes	enable vulnerable adults to live independently	The number of Council Tax Benefit claimants aged 60 or over	LPSA2G indicator & target under negotiation											

The Council's Contribution				Indicator		Performance		To 2008		2005-6				
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource	
Ambition: Encourage communities to shape the future of Herefordshire														
To improve community involvement in the process of decision making	Clr Phillips	Mrs Jones	develop its community leadership role	% of Herefordshire Voice respondents who feel that the Council does enough to give local people the opportunity to influence important decisions	11% (2001)		30%	Review the Community Involvement Strategy to establish measurable commitments & responsibilities	20%	increased communication with residents through Parish Planning process, publicity, annual Herefordshire Parliament, introduction and use of consultation methods as outlined in Community Involvement Strategy, adoption of additional 5 Parish Plans year on year	as of 2005/6	failure to communicate with and feed back to residents will leave situation unchanged	early review of Community Involvement Strategy, link to Communication strategy, evaluation of process	Committee & Member Services; Community Regeneration Team; Community Involvement Coordinator
To improve community involvement in the process of decision making	Clr Phillips	Mrs Jones	develop its community leadership role	% of young people aged 13-19 who feel that the Council does enough to give young people the opportunity to influence important decisions	11% (2002)		30%	Review the Community Involvement Strategy to establish measurable commitments & responsibilities	25%	increased communication with residents through Parish Planning process, publicity, Youth Parliament	as of 2005/6	failure to communicate with and feed back to residents will leave situation unchanged	early review of Community Involvement Strategy, to include specifics of involving young people	Committee & Member Services; Community Regeneration Team; Community Involvement Coordinator; Youth Service
To improve community involvement in the process of decision making	Clr Phillips	Mr Pringle	develop its community leadership role	% of parishes uncontested in local elections	84%		70%	Review the Community Involvement Strategy to establish measurable commitments & responsibilities	N/A (next elections in 2006/7)	increased communication with residents through Parish Planning process and publicity Working with Herefordshire Association of Local Councils		failure to communicate with and feed back to residents will leave situation unchanged	early review of Community Involvement Strategy	Committee & Member Services; Electoral Registration Team; Community Regeneration Team; Community Involvement Coordinator; Herefordshire Association of local Councils

The Council's Contribution				Performance		To 2008		2005-6					
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
To improve community involvement in the process of decision making	Cllr Mayson	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of Herefordshire Voice respondents who are satisfied with their local community as a place to live	LPSA2G indicator & target under negotiation								Actions, risks and their mitigation and resources will be determined following agreement of the target
To improve community involvement in the process of decision making	Cllr Mayson	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of Herefordshire Voice respondents who feel that their community has become a better place to live over the past 2 years or stayed the same (excluding those who have been resident in their community for less than 2 years)	LPSA2G indicator & target under negotiation								Actions, risks and their mitigation and resources will be determined following agreement of the target

The Council's Contribution				Indicator		Performance		To 2008		2005-6			
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
Ambition: Develop Herefordshire as an active, vibrant and enjoyable place to be													
To encourage participation in culture and leisure by breaking down barriers to involvement, meeting the wide-range of needs and aspirations of the Herefordshire community	Clr Stockton	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of people who use sports and leisure facilities at least once a month	24%	27%	Raise awareness of opportunities (e.g. e-communications); improve access (e.g. DDA) to facilities; bring new facilities on-stream	Enhanced & improved leisure facilities via the completion of properly-funded initiatives programmed for 2005-6 and development by Halo of marketing capacity	Commissioning of schemes/ initiatives	According to schedule in Joined Up Programme (JUP), marketing of impact to plan	Scheme slippage, consents delayed; bad publicity	Robust project management; communications strategy	Budget for Service Delivery Agreement North Herefordshire Swimming Pool Halo, Herefordshire Jarvis Services (HJS), Owen Williams
To encourage participation in culture and leisure by breaking down barriers to involvement, meeting the wide-range of needs and aspirations of the Herefordshire community	Clr Stockton	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of people who use libraries at least once a month	37%	38%	New integrated library & INFO facilities in market towns; increased marketing, expenditure on books & opening hours; revised mobile library schedules and new Community Access Point (CAP) network; improved targeting of services	Ledbury Library relocated. Kington Library refurbished New mobile library timetables implemented	Refurbish / relocate facilities Revise current mobile library routes and schedules.	March '06 October '05 March '06	Scheme slippage, consents delayed Network resilience not sufficient Perception of reductions in service	Robust project management New corporate network Effective consultation and communication with users. Robust project management.	Capital financing; additional revenue budget for books; ERDF/SRB funding for CAP network; Libraries & INFO Team Materials Fund Marketing Library Development Team. Delivered Services Team Community transport schemes. Other service providers
To encourage participation in culture and leisure by breaking down barriers to	Clr Stockton	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-	% of people who use museums or galleries at least once every 6 months	26%	28%	Provide facilities free at point of entry; Update displays; Programme to raise awareness;	Market Towns funding at Bromyard Heritage Centre to create	Create annual events plan for 2005/06 with marketing timetable. Temporary exhibition schedule in place at least 6 months ahead at any point.	Easter 2005 Rolling programme	Poor attendances could reduce ability to reach - but not significantly.	Select temporary exhibitions to policy and feed back from non-user survey 2005, plan smaller scale	Heritage Services Team

The Council's Contribution				Performance		To 2008		2005-6						
	Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
involvement, meeting the wide-range of needs and aspirations of the Herefordshire community			focused services and clean streets				Education & outreach programme	staffed position in 2005 open season. Increased use of Resource Centre research facility in first full year of operation.	at any point.			events well ahead and use marketing timetable to guide PR.		
To encourage participation in culture and leisure by breaking down barriers to involvement, meeting the wide-range of needs and aspirations of the Herefordshire community	Clr Stockton	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of people who use theatres or concert halls at least once every 6 months	34%		36%	Provide financial support for The Courtyard; run programmes of arts development and education; Support & advise arts groups and social enterprises; Promote the County to visitors	35%	Continued monitoring of progress and programme with Courtyard at quarterly meetings	October '05 April '06	Financial: that other external funding levels are not maintained	Council has committed to three-year agreement. That the programme over the year has broad appeal and is marketed as widely as possible. Robust monitoring.	Arts Team Courtyard Trust. Friends of the Courtyard Resident Arts Organisations Voluntary organisations based in the Courtyard Youth Service
To encourage participation in culture and leisure by breaking down barriers to involvement, meeting the wide-range of needs and aspirations of the Herefordshire community	Clr Stockton	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of people who use parks, open spaces, play areas & other community recreational facilities at least once a month	49%		55%	Facility growth through known acquisitions & planned open space in UDP; greater use of Section 106 agreements to secure community gain from planning developments; promotion of health & physical activity agenda	50%	Partnership working to ensure delivery	Easter	Failure to mobilise/ resource maintenance programme	Robust contract management	Parks and Countryside Team HJS, Owen Williams, Friends groups, residents' associations, Police, Town Councils, Britain in Bloom organisations

The Council's Contribution				Performance		To 2008		2005-6					
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
Ambition: Protect and enhance Herefordshire's distinctive environment													
To identify, protect and enhance the County's environmental assets	Mr Dunhill	protect the environment, including recycling waste and reduce carbon emissions	% of Council-owned or managed land without a nature conservation designation, managed for biodiversity	0.33% (2003-4)		1%	Maintenance regime for highway verges, school grounds, cemeteries, smallholdings, parks & open spaces etc.	0.35%	Define management regimes and establish action plan	Sep-05			Highway Maintenance, Parks & Countryside, Bereavement & Property Services
To identify, protect and enhance the County's environmental assets	Mr Dunhill	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	The proportion of relevant land and highways (expressed as a %) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	LPSA2G indicator & target under negotiation			Actions, risks and their mitigation and resources will be determined following agreement of the target		Measurement system established, IT resource secured and baseline assessment undertaken	Mar-06	No definition of biodiversity management or criteria for measurement	Establishment of measurement criteria	English Nature & Herefordshire Nature Trust
To achieve sustainable development by integrating environmental issues into Herefordshire's strategies	Mr Dunhill	protect the environment including recycling waste and reduce carbon emissions	% of all new homes built on previously developed (brownfield) land	69%		60%	Control development of the built environment	60%	Publicise available sites, Development Control and Policy advice to developers		Insufficient availability of suitable "brown field" development sites	Planning policy and land use allocations	Planning Services & UDP
To achieve sustainable development by integrating environmental issues into Herefordshire's strategies	Mr Dunhill	protect the environment including recycling waste and reduce carbon emissions	CO2 emissions in tonnes of carbon dioxide equivalent per head of population/year	14.5 tonnes (estimate)		11.4	Develop & implement strategy	13.7	Adopt Herefordshire Partnership targets & agree Council's contribution to Carbon Management Plan and action plan	Jul-05	Failure to adopt & implement Plan	Following through on Carbon Management Plan	Environmental Sustainability Unit West Mercia Supplies, local authority partners

The Council's Contribution				Performance		To 2008		2005-6						
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource	
To foster an understanding of the impact of individual and collective actions upon the environment and encourage positive measures	Mr Dunhill		EMAS/ISO14001 certification			Certification for all activities	Implement current GEM action plan and develop and implement EMAS action plan	Extend EMAS/ISO 14001 to other activities	Implement GEM action plan	In accordance with timescales included in action plan	Lack of commitment from service managers	Regular oversight, monitoring & action by Cabinet & CXMT leads Training and awareness sessions	Environmental Sustainability Unit, Service Managers, Gem Team	
To foster an understanding of the impact of individual and collective actions upon the environment and encourage positive measures	Mr Dunhill	protect the environment including recycling waste and reduce carbon emissions	% of schools registered as eco-schools	37%		80%	Support schools through advice, training & small grants	65%	Extend take-up of scheme through promotional events	Sep-05	Poor attendance at events	Good publicity campaign/ lead in; on-going work of eco-schools co-ordinator	Environmental Sustainability Unit	
To foster an understanding of the impact of individual and collective actions upon the environment and encourage positive measures	Mr Dunhill	protect the environment including recycling waste and reduce carbon emissions	Total tonnage of household waste arising – % landfilled	LPSA2G indicator & target under negotiation										Actions, risks and their mitigation and resources will be determined following agreement of the target

The Council's Contribution				Indicator		Performance		To 2008		2005-6			
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
Ambition: Develop an integrated transport system for Herefordshire													
Improving pedestrian and cycle safety	Clr Wilson	Mr Dunhill	improve transport and the safety of roads	Number of people killed or seriously injured in road traffic collisions	LPSA2G indicator & target under negotiation								
Providing better public transport in town and country	Clr Wilson	Mr Dunhill	improve transport and the safety of roads	Local bus services (passenger journeys per year) (000's)	3,946	3,948	Provide bus subsidies, bus lanes & other public transport infrastructure and introduce park & ride facilities	Annual / 3 month review of the JUP	Implement Integrated Transport Plan / LTP (Park & Ride Progression) / Review Bus Strategy	Jul-05	Increase in Public Transport Costs / Static or No Increase in Budget / Lack of Competition - Engagement between Bus Companies	Seek new funding sources. Consolidate bus services to give optimum accessibility	Service Delivery Partnership Bus Operators Land requirements for infrastructure Divert resources to minimise service reduction
Reducing traffic on our roads	Clr Wilson	Mr Dunhill	improve transport and the safety of roads	Change in Annual Average Daily Traffic (AADT) volumes (index)	102.3	106	Provide bus subsidies, bus lanes & other public transport infrastructure and introduce park & ride facilities	104 Annual / 3 Monthly review of JUP	Implement LTP Programme / Subsidies Bus Services	Ongoing	Increase in Public Transport Costs / Static or No Increase in Budget / Lack of Competition - Engagement between Bus Companies. Non delivery by Partners / Lack of change in travel behaviour by the public	Seek new funding sources. Consolidate bus services to give optimum accessibility	Service Delivery Partnership Bus Operators
Reducing traffic on our roads	Clr Wilson	Mr Dunhill	improve transport and the safety of roads	No. of cycling trips (index)	113	123	Increase the number of cyclists using public cycle parking facilities by 5% every 2 years, Provide improved cycleways, traffic schemes, road safety schemes, deliver safer routes to schools	Delivery against the JUP (quarterly)	Deliver LTP programme	In accordance with the programme	Non-delivery of programme	Early contractor involvement or, when necessary, seek delivery by alternative means	Public Transport team, sustainable transport team, transportation planning team, highway maintenance team HJS, Owen Williams

The Council's Contribution				Performance		To 2008		2005-6					
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
Improving the quality of our roads	Mr Dunhill	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of the non-principal road network where structural maintenance should be considered	58.01%		20	Deliver the highway maintenance Joined-Up Programme) JUP	26	Deliver LTP programme	In accordance with the programme	Non-delivery of programme	Early contractor involvement or, when necessary, seek delivery by alternative means	Service Delivery Partnership Increased capital budget Camera Van, survey technology HJS
Improving the quality of our roads	Mr Dunhill	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of the local authority principal road network where structural maintenance should be considered	3.86%		3	Deliver the highway maintenance JUP	3	Deliver LTP programme	In accordance with the programme	Non-delivery of programme	Early contractor involvement or, when necessary, seek delivery by alternative means	Service Delivery Partnership Restore capital budget to 2001/2 levels Camera Van, survey technology HJS

The Council's Contribution				Indicator		Performance		To 2008		2005-6			
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
Regularly identifying and responding to local accommodation needs	Cllr Mrs Barnett	Ms Fiennes	maximise the health, safety, economic wellbeing, achievements and contribution of every child	5 weeks		0 weeks	Increase the supply of temporary and settled accommodation Implement Homelessness Strategy	0 weeks	Homelessness Prevention focus Develop additional units Homelessness Strategy	Ongoing	Lack of sites and property Local Support Land availability Delivery	Planning gain opportunities plus RSL developments	Enabling Homelessness Agency Strategy Coordinator RSLs Homelessness Agency Home Point
54													
Regularly identifying and responding to local accommodation needs	Cllr Mrs Barnett	Ms Fiennes	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need	490		417	Implement Homelessness Strategy Plan and develop affordable housing	490	Preventative interventions Homeless To Home impact New service delivery model	Mar-06	Continuing affordable housing shortage/waiting list rise Funding	Early delivery and seek spend to save options	Strategic Housing Division
Improving the condition of public and private housing	Cllr Mrs Barnett	Ms Fiennes	No. of people accepted as homeless & towards whom the council has a full statutory duty	2.6%		4.5%	Carry out new private sector stock condition survey Implement renewal strategy	3.5%	Private Sector Manager Policy Implementation and Investment Identify improved measure of performance	Ongoing	Regional Allocations reductions to Herefordshire	Regional engagement Range of renewal options increased focus on vulnerable households	Strategic Housing Division Home Improvement Agency Npower Energy Efficiency Advice Centre Herefordshire PCT
Providing affordable and accessible accommodation	Cllr Mrs Barnett	Ms Fiennes	Proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	83		100	Work in partnership with registered social landlords & private developers	100 units	Enabling and Housing Needs Manager Enabling Programme	Ongoing	Site availability and RSL delivery Housing Corp funding	Monitoring and liaison. Good delivery	Strategic Housing Division RSLs Private Developers

Ambition: Meet Herefordshire's accommodation needs

The Council's Contribution				Indicator		Performance		To 2008		2005-6				
Cabinet Lead	CXMT Lead	Council Priority			Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
Ambition: Support business growth and create more and better paid work in Herefordshire														
To encourage sustainable indigenous business development and growth	Clfr Hyde	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	Average weekly earning in Herefordshire compared with the average in the West Midlands	13.22% lower		10.58% lower	Ensure implementation of Herefordshire Economic Development Strategy, including encouraging post 16 learning	Action plans produced, projects assessed, gaps identified	Produce action plans for each theme in the strategy. Assess projects against challenges, identify gaps.	Mar-06	Lack of resources for facilitation	Ensuring all partners have formerly agreed to support the implementation of the strategy.	Community & Economic Development Division Database of action plans and projects Herefordshire Partnership Board, Economic Development Ambition Group and other ambition groups
To encourage sustainable indigenous business development and growth	Clfr Hyde	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	Gross Value Added (GVA) per head in Herefordshire compared with the West Midlands average			Reduce gap by 20%	Ensure implementation of Herefordshire Economic Development Strategy		Action plans produced, projects assessed, gaps identified	Mar-06	Lack of resources for facilitation	Ensuring all partners have formerly agreed to support the implementation of the strategy.	Community & Economic Development Division Database of action plans and projects Herefordshire Partnership Board, Economic Development Ambition Group and other ambition groups
To encourage sustainable indigenous business development and growth	Clfr Hyde	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	% of working age in employment (average over year)	78.4%		80%	Ensure implementation of Herefordshire Economic Development Strategy		Action plans produced, projects assessed, gaps identified	Mar-06	Lack of resources for facilitation	Ensuring all partners have formerly agreed to support the implementation of the strategy.	Community & Economic Development Division Database of action plans and projects Herefordshire Partnership Board, Economic Development Ambition Group and other ambition groups
To improve infrastructure, communication and workspace provision	Clfr Hyde	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	Completions of employment land (hectares)	6		15	Ensure implementation of Herefordshire Economic Development Strategy		Action plans produced, projects assessed, gaps identified	Mar-06	Lack of resources for facilitation	Ensuring all partners have formerly agreed to support the implementation of the strategy.	Community & Economic Development Division Database of action plans and projects Herefordshire Partnership Board, Economic Development Ambition Group and other ambition groups

The Council's Contribution				2005-6							
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Performance		Action		Risk		Resource	
				Current	Upper Quartile (where available)	Target	Action	By When	Risk		Mitigated by
To foster innovation, including research and development	Cllr Hyde	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	No. employed in technology & knowledge intensive industries	LPSA2G indicator & target under negotiation						ambition groups

Actions, risks and their mitigation and resources will be determined following agreement of the target

The Council's Contribution				Indicator		Performance		To 2008		2005-6				
Cabinet Lead	CXMT Lead	Council Priority			Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
Ambition: Provide excellent education, training and learning opportunities in Herefordshire for all ages														
Providing good quality education and learning opportunities for all	Ms Fiennes	maximise the health, safety, economic wellbeing, achievements and contribution of every child	% of 3 year olds who have access to a good quality free early years education place in the voluntary, private or maintained sectors	85%	85%		85%	Maintain and/or enhance the level of provision throughout the county		Promote and provide support for early years settings to ensure continued viability and possible extension	Ongoing	Closure of provision in the voluntary sector	Support and advice offered through childcare development workers	Early Years & Childcare Service Early Years Development and Childcare Partnership
Providing good quality education and learning opportunities for all	Ms Fiennes	improve the achievement of pupils	Proportion of pupils in LEA schools in the previous summer achieving Level 4 or above in the Key Stage 2 Mathematics test	76% (summer 2004)			84% (summer 2008)	Targeted support to schools to improve their score		EDP Priority 1.3	Summer 06	Loss of skilled staff to give suitable advice	Recruitment and retention policies	Inspection, Advice & School Performance Service Herefordshire Schools, Diocesan Offices Primary Strategy Teams
Providing good quality education and learning opportunities for all	Ms Fiennes	improve the achievement of pupils	Proportion of pupils in LEA schools in the previous summer achieving Level 4 or above in the Key Stage 2 English test	81.0% (Summer 2004)			85% (Summer 2008)	Targeted support to schools to improve their score		EDP Priority 1.2	Summer 06	Loss of skilled staff to give suitable advice	Recruitment and retention policies	Inspection, Advice & School Performance Service Herefordshire Schools, Diocesan Offices Primary Strategy Teams
Providing good quality education and learning opportunities for all	Ms Fiennes	improve the achievement of pupils	% of 15 year old pupils in schools maintained by the Local Education Authority achieving 5 or more GCSEs at grades A* - C or equivalent	LPSA2G indicator & target under negotiation				Actions, risks and their mitigation and resources will be determined following agreement of the target						

The Council's Contribution				Performance		To 2008		2005-6					
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
Providing good quality education and learning opportunities for all	Clr Rule	Ms Fiennes	improve the achievement of pupils	% of young people leaving care aged 16 or over with at least 1 GCSE grade A* - G or a GNVQ	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
Providing good quality education and learning opportunities for all	Clr Rule	Ms Fiennes	improve the achievement of pupils	The number of looked after children in LEA schools achieving 5 or more GCSEs at grades A* - C or equivalent	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
Providing good quality education and learning opportunities for all	Clr Rule	Ms Fiennes	maximise the health, safety, economic wellbeing, achievements and contribution of every child	% of 16-18 year olds in education, training or employment	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
Providing good quality education and learning opportunities for all	Clr Stockton	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	The number of Herefordshire residents aged 19+ achieving a skills for life qualification	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
Providing good quality education and learning opportunities for all	Clr Stockton	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	The number of Herefordshire residents achieving a Level 2 qualification (excluding manufacturing & engineering)	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						

The Council's Contribution				Performance		To 2008		2005-6					
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
Providing good quality education and learning opportunities for all	Cllr Stockton	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	The number of Herefordshire residents achieving a Level 3 qualification (excluding manufacturing & engineering)	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
Providing good quality education and learning opportunities for all	Cllr Stockton	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	The number of Herefordshire residents achieving a Level 2 qualification in manufacturing & engineering	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
Providing good quality education and learning opportunities for all	Cllr Stockton	Mrs Jones	sustain vibrant and prosperous communities, provide more efficient, effective and customer-focused services and clean streets	The number of Herefordshire residents achieving a Level 3 qualification in manufacturing & engineering	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						
Eliminating the barriers to education and training	Cllr Rule	Ms Fiennes	maximise the health, safety, economic wellbeing, achievements and contribution of every child	No. of new out of school hours childcare places provided	1750	TBD	Promote & provide support for out of school hours childcare places	856 new places by 2006	Promotion of funding opportunities, identification of areas of need, working with external providers (Sure Start Action Plan 2004-2006)	2006	Loss of Government Funding	Review provision in light of available resources, Funding Bids	Early Years & Childcare Service Early Years Development and Childcare Partnership, Schools, external providers
Eliminating the barriers to education and training	Cllr Rule	Ms Fiennes	improve the achievement of pupils	% of half days missed due to total absence in secondary schools maintained by the authority	LPSA2G indicator & target under negotiation		Actions, risks and their mitigation and resources will be determined following agreement of the target						

The Council's Contribution				Performance		To 2008		2005-6						
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target	Milestone	Action	By When	Risk	Mitigated by	Resource
Eliminating the barriers to education and training	Clr Rule	Ms Fiennes	improve the achievement of pupils	The number of looked after children absent from school	LPSA2G indicator & target under negotiation									

The Council's Contribution				Performance		To 2008		2005-6						
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource	
Children and Young People: A Golden Thread														
Be Healthy - Children and young people are physically, mentally, emotionally and sexually healthy and have healthy lifestyles	Ms Fiennes	maximise the health, safety, economic wellbeing, achievements and contribution of every child	Change in the number of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998	36.9% at 2002 (-9.2% change in rate between 1998-2002). Figure calculated 2 years in arrears		50% reduction in rate by 2010 (NHS target)		50% reduction in rate (based on 1998 return)						
Stay Safe - Children and young people are safe and have security and stability and are cared for	Ms Fiennes	maximise the health, safety, economic wellbeing, achievements and contribution of every child	Number of re-registrations on the Child Protection Register	21.4%	8.2%	15.0%	Implementation of the Child Concern Model	15%	Implementation of the Child Concern Model and creation of a local Safeguarding Children Board	2004	Failure to fully implement Child Concern Model	Evaluation of progress through Herefordshire Children & Young People's partner agencies	Social Care (Children)	
Enjoy & Achieve - children and young people achieve educational, personal and social development standards and enjoy recreation	Ms Fiennes	maximise the health, safety, economic wellbeing, achievements and contribution of every child	% of half days missed due to total absence in secondary schools maintained by the authority	7.4%	7.7%	7.3%	Partnership working with schools to reduce disaffection (Behaviour Support Plan)	7.3%	Partnership working with schools to reduce disaffection (Behaviour Support Plan)	Ongoing	Failing to meet performance targets and indicators	Work of the Education Welfare and Medical Behavioural Support Services	Education Welfare Service Medical & Behavioural Support Service Schools	
			% of half days missed due to total absence in primary schools maintained by the authority	5.5%	5.4%	5.2%	Partnership working with schools to reduce disaffection (Behaviour Support Plan)	5.2%	Partnership working with schools to reduce disaffection (Behaviour Support Plan)	Ongoing	Failing to meet performance targets and indicators	Work of the Education Welfare and Medical Behavioural Support Services	Education Welfare Service Medical & Behavioural Support Service Schools	

The Council's Contribution				Performance			To 2008			2005-6		
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	By When	Risk	Mitigated by	Resource	
Enjoy & Achieve - children and young people achieve educational, personal and social development standards and enjoy recreation	Ms Fiennes		Individual young people more fully engaged in (youth work) programmes of various kinds			TBD					This is a new national performance indicator for 2005-6 and targets, actions, risks and their mitigation and resources will be developed early in 2005-6	
Make a Positive Contribution - Children and young people support the community and engage in positive behaviour both in and out of school	Ms Fiennes	maximise the health, safety, economic wellbeing, achievements and contribution of every child	Number of racist incidents in schools	25 reported incidents in 2003-2004 13 (13%) schools reporting racist incidents		TBD	Advice and liaison with schools. Promotion of school's duty to report incidents. Improve reporting arrangements and establish targets				This is a new national performance indicator for 2005-6 and targets, actions, risks and their mitigation and resources will be developed early in 2005-6	
Achieve Economic Well-Being - Children and young people engage in further education, employment and training on leaving school and live in households free from low income	Ms Fiennes	maximise the health, safety, economic wellbeing, achievements and contribution of every child	% of 16-18 year olds in education, training or employment	LPSA2G indicator & target under negotiation			Advice and liaison with schools. Promotion of school's duty to report incidents				Education Race Equality Officer and Ethnic Minority Achievement Grant totally electronic reporting system integrating with the central system Schools	

Part Two - Making it happen through greater customer focus and organisational improvement

The Council's Contribution				Performance		To 2008		2005-6							
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource		
Improved Services															
To provide an efficient request handling and information retrieval process which meets the requirements of the Freedom of Information Act (FOI)	Cltr Mrs French	Ms Rosenthal	understand the needs and preferences of service users and Council-tax payers	% of requests answered within the 20 day time limit			100%	Implement FOI Publication Scheme	95%	90% by October 2005	Streamline processes throughout various Directorates	Mar-05	Lack of resource. Bespoke and incompatible systems introduced in various Directorates	Management training, Control and understanding of requirements. Agreed corporate approach adopted	Compliance Officer All Directorates and External Organisations
To keep Herefordshire people, our staff and our partners involved and informed about what we are doing and why	Cltr Phillips	Mrs Jones	understand the needs and preferences of service users and Council-tax payers	% of Herefordshire Voice respondents who feel that the Council does enough to give local people the opportunity to influence important decisions	11% (2001)		30%	Review the Community Involvement Strategy to establish measurable commitments & responsibilities	20%		increased communication with residents through Parish Planning process, annual publicity, annual Herefordshire Parliament, introduction and use of consultation methods as outlined in Community Involvement Strategy, adoption of additional 5 Parish Plans year	as of 2005/6	failure to communicate with and feed back to residents will leave situation unchanged	early review of Community Involvement strategy, link to Communication strategy, evaluation of process	Committee & Member Services; Community Regeneration Team; Community Involvement Coordinator
To provide an efficient request handling and information retrieval process which meets the requirements of the Freedom of Information Act (FOI)	Cltr Mrs French	Ms Rosenthal	understand the needs and preferences of service users and Council-tax payers	% of appeals to the Information Commissioner that are upheld			0%	Implement FOI Publication Scheme	8%	10% by October 2005	Streamline processes throughout various Directorates	Mar-05	Lack of resource. Bespoke and incompatible systems introduced in various Directorates	Management training, Control and understanding of requirements. Agreed corporate approach adopted	Compliance Officer All Directorates and External Organisations

The Council's Contribution				Performance		To 2008		2005-6					
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
To promote and uphold the fundamental right of everyone to be treated equally, with respect and dignity	Mrs Jones	promote diversity and community harmony and strive for equal opportunities	The level of the Equality Standard for Local Government to which the authority conforms in respect of gender, race and disability	1		2 Undertake impact assessments; keep schemes & policies under review	Implement Comprehensive Equalities Policy Development of a Corporate Equalities Plan in accordance with the Equality Standard	1 Progress towards level 2 of the Equality Standard	Dec-05	Lack of meaningful consultation Inadequate cost effective collection of meaningful data Failure to establish/ implement plans that deliver measurable improvements	Work with partners to establish how best to engage with relevant groups Project to identify robust data & how it can be collected Regular monitoring and action by Diversity Group, CXMT and Cabinet; oversight by Strategic Monitoring Committee	Corporate Policy Assistant, Diversity Group, Race Equality Group, Disability Group Establishment of dedicated corporate diversity team Corporate Research Team Service Managers Diversity Group Herefordshire Equalities Partnership	
							Phase 1 impact assessment results included in 2005-6 service plans and implemented Phase 2 impact assessments undertaken and 2006-7 actions reflected in service plans for that year		Mar-06	Inadequate understanding' lack of concerted follow-through	Training of staff and members Regular monitoring and action by Diversity Group, CXMT and Cabinet; oversight by Strategic Monitoring Committee	Herefordshire Equalities Partnership	
						Implement Race Equality Scheme	Adopt updated Race Equality Scheme, after consultation, then implement		May-05	Lack of meaningful consultation Inadequate cost effective collection of meaningful data Failure to establish/	Work with partners to establish how best to engage with relevant groups Project to identify robust data & how it can be collected	Race Equality Steering Group Herefordshire Equalities Partnership	

The Council's Contribution				Performance		To 2008		2005-6							
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target	Milestone	Action	By When	Risk	Mitigated by	Resource	
To ensure the Council's workforce is appropriately rewarded and recognised	Mr Johnson	recruit, retain and motivate high quality staff	The number of working days/shifts lost to sickness absence per full time equivalent employees	7.26		7	Implement Pay & Workforce Strategy	7	Implement Pay & Workforce Strategy	Implement Pay & Workforce Strategy		Demotivated employees Increased costs as a result of absence & turnover Failure to meet statutory obligations Loss of reputation as major local employer	Regular oversight, monitoring & action by Cabinet & CXMT leads	HR Team; all managers	
0	Mr Johnson		% staff turnover	9.60%		9%	Implement Pay & Workforce Strategy	9%	Implement Pay & Workforce Strategy	Implement Pay & Workforce Strategy		Demotivated employees Increased costs as a result of absence & turnover Failure to meet statutory obligations Loss of reputation as major local employer	Regular oversight, monitoring & action by Cabinet & CXMT leads	HR Team; line managers Youth Service Job Centre Plus	
To improve the delivery of services to children	Mr Pringle	maximise the health, safety, economic wellbeing, achievements and contribution of every child	Outcomes of Joint Area Reviews				Implementation Plan (for services and organisational development)								Additional staff for transition
							Appoint Director of Children's Services								
							Establish a Children's Trust for Herefordshire								Newly formed Children's Partnership board

The Council's Contribution				Performance		To 2008		2005-6						
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target	Milestone	Action	By When	Risk	Mitigated by	Resource
To work with partners to deliver quality services	Cllr Mayson	Mrs Jones	develop its community leadership role	% of Herefordshire Voice respondents who feel that their community has become a better place to live over the past 2 years or stayed the same (excluding those who have been resident in their community for less than 2 years)	LPSA2G indicator & target under negotiation									

The Council's Contribution				Performance		To 2008		2005-6					
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
Improved Efficiency													
0	Clr Phillips		Net reduction in cost of identified services (SIP)			£1 million in 2006-7 (over and above procurement savings); higher targets to be determined for subsequent years	Establish and implement Service Improvement Programme		Identify services and target cost reduction	Jul-05			Clr French; Mrs Jones; dedicated staff in each directorate/department
	Mr Pringle	secure significant efficiency savings					Implement ICT Strategy		Implement new corporate voice and data network, ICT back-office project, and disaster recovery project		Insufficient investment agreed	CXMT leadership; Strong programme and project management	£950K for the new network £500K for disaster recovery
							Ensure appropriate provision is made in the capital programme		Further develop Herefordshire in Touch Complete migration to e-gateway Encourage partners to migrate to the e-gateway Implementation of Broadband		Insufficient user involvement and management of change		European funding HIT member organisations BT Advantage West Midlands
0	Clr French		The number of working days/shifts lost to sickness absence per full time equivalent employees	7.26		7	7 Implement Pay & Workforce Strategy		0 Implement Pay & Workforce Strategy		0 Demotivated employees Increased costs as a result of absence & turnover Failure to meet statutory obligations Loss of reputation as	Regular oversight, monitoring & action by Cabinet & CXMT leads	HR Team; all managers

The Council's Contribution				Performance		To 2008		2005-6					
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
0	Clir Mrs French	Mr Johnson	% staff turnover	9.60%		9%	Implement Pay & Workforce Strategy	0	Implement Pay & Workforce Strategy		Demotivated employees Increased costs as a result of absence & turnover Failure to meet statutory obligations Loss of reputation as major local employer	Regular oversight, monitoring & action by Cabinet & CXMT leads	HR Team; line managers Youth Service Job Centre Plus
To obtain Best Value in respect of all goods, works and services through planned and skilful procurement	Clir Mrs French	Ms Rosenthal	Cost of procurement			£1 million in 2006-7; higher targets to be determined for subsequent years	Appoint procurement specialist(s)		Review Procurement Strategy	Jun-05	Lack of support; failure to agree and deliver specific targets	CXMT & Cabinet support for Strategy	Procurement specialist(s) Contract Officers West Midlands Centre of Excellence
	Clir Mrs French	Ms Rosenthal	% of milestone activities completed in the National Procurement Strategy for Local Government			100%	Centralise procurement	Reduction of 5% in OJEC notice to contract time by October 2005	Reduce average time from OJEC notice to contract by 25%; implement e-procurement; publish "Selling to the Council" guide	Mar-06			Procurement officer, contracts panel, legal and financial services e-procurement solution
	Clir Mrs French	Ms Rosenthal	Price comparison of 10 commodities			Equal to or better than neighbouring authorities	Research alternative suppliers and means of supply		Develop "basket" of commodities to establish baseline and set target	Jul-05			Procurement officer, contracts panel, legal and financial services West Mercia Supplies
	Clir Mrs French	Ms Rosenthal	Average minimum cost of raising an order			Reduce current costs by 5%	Establish & embed new procedures		Establish baseline, set target and review procedures	Sep-05			Procurement officer and financial services

The Council's Contribution				Performance		To 2008		2005-6						
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target	Milestone	Action	By When	Risk	Mitigated by	Resource
To reduce the cost of office accommodation through rationalisation of the property portfolio	Mr Dunhill	secure significant efficiency savings	Total cost of office accommodation at 2004/5 prices	£1.7m		£1.45m	Implement Accommodation Strategy	£1.65m		Co-locate remaining Highway staff at Rotherwas by investing in modification of fabric of Unit 3	Jun-05	No move taking place.	Team continue to function at existing premises until alternative accommodation available	Accommodation Board Project Team
										Cessation of leased properties and disposal of owned properties	ongoing	Fail to receive anticipated capital receipts		
									Sign Lease on additional accommodation		01-Aug	Unable to negotiate terms	Seek alternative accommodation whilst remaining in existing	Accommodation Board New IT for accommodation
To maintain effective use of the Council's resources and ensure that the Council's essential assets are in the right condition for the long-term cost effective delivery of services	Mr Pringle	ensure that its essential assets are in the right condition for the long-term cost-effective delivery of services	Overall score on Auditor Scored Judgement (CPA use of resources)	4		4	4 Focus on key areas of relative weakness within current judgement			Implementation of "Delivering Efficiency in Local Services"		Failure to meet ODPM requirements	Provision of guidance for managers & audit arrangements	Treasurer's Department Management Team
										Improve approach to risk management				
										Consider and implement the system changes required by any revised approach to the Auditor Scored Judgement				

The Council's Contribution				Performance		To 2008		2005-6						
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target	Milestone	Action	By When	Risk	Mitigated by	Resource
			% of the non-principal road network where structural maintenance should be considered	58.01%		20	Deliver the highway maintenance Joined-Up Programme) JUP	26	Delivery against the JUP (quarterly)	Deliver LTP programme	In accordance with the programme	Non-delivery of programme	Early contractor involvement or, when necessary, seek delivery by alternative means	Service Delivery Partnership Increased capital budget Camera Van, survey technology
			% of the local authority principal road network where structural maintenance should be considered	3.86%		3	Deliver the highway maintenance JUP	3	Delivery against the JUP (quarterly)	Deliver LTP programme	In accordance with the programme	Non-delivery of programme	Early contractor involvement or, when necessary, seek delivery by alternative means	Service Delivery Partnership Camera Van, survey technology Restore capital budget to 2001/2 levels
			% gross internal floor space in ODPM categories A & B	87%		90%	Rationalise where possible and implement maintenance programme to bring Council building stock up to standard	87%						Service Delivery Partnership
			ICT Network availability (%)			99.50%	Adequate long-term investment	98.50%		Implement new network		Service partner's performance	Pro-active management of SLA	ICT Services
To ensure that the Council has effective performance management systems	Clr Wilcox	embed corporate planning, performance management and project management systems	The status of the Council's Best Value Performance Plan	Unqualified		Unqualified	Action plan to ensure robust, auditable data	Unqualified	Publication of BVPI information in June 2005	Evaluation of Corporate Plan process; end of year performance review; embedding of new Performance Management Framework	Apr-05			CXMT; Head of Performance Management; Corporate Policy; Internal Audit
			The % of those making complaints satisfied with the handling of those complaints	29%		50%	Action plan to define customer service standards for individual services where they don't already exist; define			Implementation of revised Complaints Handling System Development of Complaints Officers	End April 2005	Ownership by Services/ Senior Management in Directorates/Departments	Regular reporting/monitoring at CXMT, DMT, Cabinet, SMC	Corporate customer service lead officer; Performance Leads in each directorate/department Tracking System

The Council's Contribution				Performance		To 2008		2005-6					
Cabinet Lead	CXMT Lead	Council Priority	Indicator	Current	Upper Quartile (where available)	Target	Action	Target Milestone	Action	By When	Risk	Mitigated by	Resource
To improve the overall performance of the Council	Clr Phillips	embed corporate planning, performance management and project management systems	Comprehensive Performance Assessment Judgement			Improve service and corporate assessments judgements	Action plan to maintain/achieve highest judgement for individual elements, specific targets to be determined following announcement of CPA methodology		Undertake self assessment; arrange peer review; develop programme for corporate and individual services		Insufficient integration of JAR / CPA Underestimate/sufficient engagement in CPA process	Robust project management including communications	CXMT; Corporate Policy; Head of Performance Management
To maintain confidence in local democracy	Clr Phillips	develop its community leadership role	% of complaints about District, Town and Parish Councillors to the Standards Committee upheld			10%	Ensure effective corporate governance maintained	15%	Set up advice line	Apr-05	Insufficient skilled resource	Training & development of key staff	County Secretary & Solicitor, Legal and Member Services Training for key staff Herefordshire Association of Local Councils

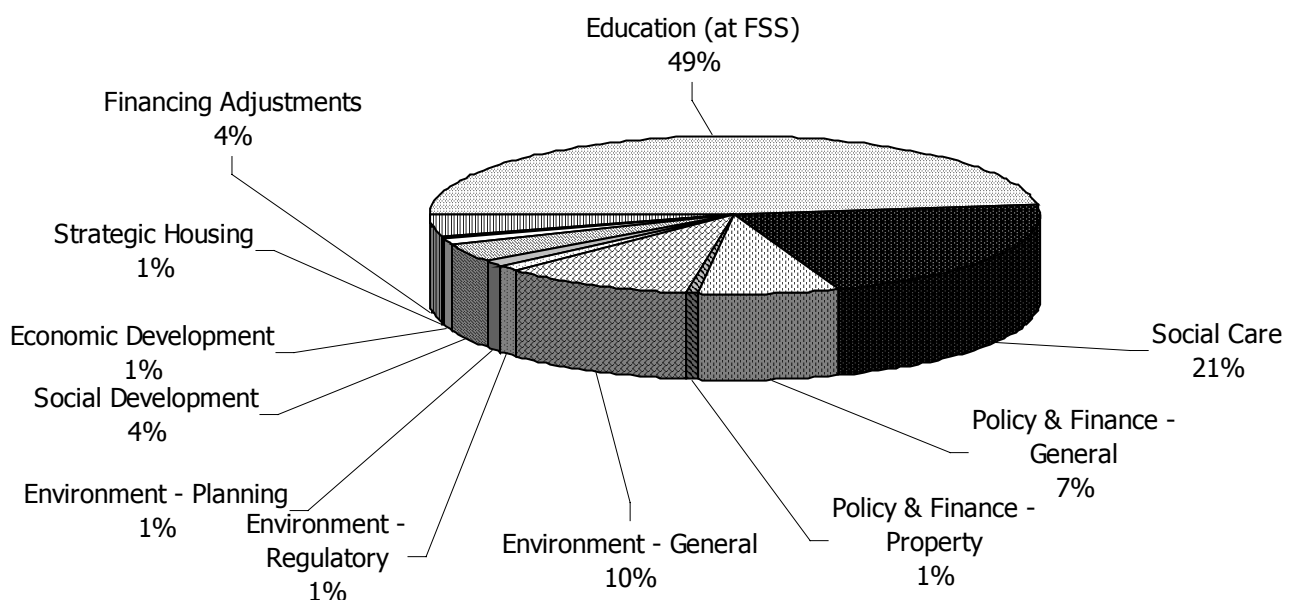
Net revenue budget in 2005-06 by service/corporate area

Proposed net revenue expenditure 2005-08 by service/corporate area

	2005/06
	£'000
Education (at FSS)	87,980
Social Care	39,070
Policy & Finance - General	13,675
Policy & Finance - Property	1,153
Environment - General	18,396
Environment - Regulatory	2,457
Environment - Planning	1,911
Social Development	6,817
Economic Development	2,144
Strategic Housing	1,348
Financing Adjustments	7,890
Savings required to keep Council Tax at potential cap	-
2006/07 Savings to be allocated to Programme Panels	-

NET REVENUE BUDGET

184,889



Appendix 2**Capital programme 2005–06**

	2005/06 Budget £'000
Education	6,655
Social Care	605
Property	350
Policy & Finance - ICT Services	2,576
Environment	13,424
Social Development	1,958
Economic Development	1,237
Strategic Housing	10,325
Prudential Borrowing yet to be allocated	-
	<hr/> 37,130
Funded by:	
Supported Capital Expenditure (Revenue)	13,679
Prudential Code Borrowing	7,607
Revenue Contribution	279
Capital Receipts Reserve	4,510
Government Grants & Contributions	11,055
	<hr/> 37,130

Glossary

<i>The Herefordshire Plan</i>	An overarching and unifying framework that acts as the Community Plan, a Local Agenda 21 Plan and a Regeneration Strategy. The Plan sets out the vision for Herefordshire and key priority areas are set out in ten 'ambitions'.
<i>Local Public Service Agreement (LPSA)</i>	An agreement with the Government, containing targets, which covers a 3-year period. These targets demand a higher level of performance than the Council would otherwise have achieved, in return for additional finance for achieving the enhanced targets and some relaxation in regulation.
<i>Service Improvement Programme (SIP)</i>	A programme focusing on improving Council processes to achieve better services for the same or less cost.
<i>Comprehensive Performance Assessment (CPA)</i>	an overall assessment of a Council's current performance and its capacity to improve. It comprises three main components: self-assessment; corporate assessment by an external team and service assessment based on an analysis of recent service reviews and performance indicator results.
<i>Delivering Efficiency in Local Services</i>	A publication from the Office of the Deputy Prime Minister setting out proposals for the contribution of local government to the Government's public spending review.
<i>Chief Executive's Management Team (CXMT)</i>	The top management team of the Council, comprising the Chief Executive, Directors, the County Treasurer, County Secretary and Solicitor, the Head of Human Resources and the Head of School Effectiveness
<i>Local Transport Plan (LTP)</i>	A long-term strategy to develop an integrated and sustainable transport system for Herefordshire
<i>Office of the Deputy Prime Minister (ODPM)</i>	The Government department with responsibility for, amongst other things, policy for local government and relations with local authorities
<i>Joined-Up Programme (JUP)</i>	The complete programme of routine, reactive and planned work undertaken by the Herefordshire Service Delivery Partnership (Herefordshire Council, Herefordshire Jarvis Services and Owen Williams) covering highways, property and related work

REVIEW OF THE CONSTITUTION

Report By: County Secretary and Solicitor

Wards Affected

County-wide.

Purpose

1. To consider updates to the Constitution to reflect changing legislative and Council requirements.

Background

2. The report to Cabinet on 28th April 2005 is appended. Cabinet's decision will be reported at the meeting.

RECOMMENDATION

THAT the report be noted subject to any comments the Committee wishes to make.

BACKGROUND PAPERS

- None

REVIEW OF THE CONSTITUTION

PROGRAMME AREA OF RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

28TH APRIL, 2005

Wards Affected

County-wide

Purpose

To update the Constitution to reflect changing legislative and Council requirements.

Key Decision

This is not a Key Decision.

Recommendation

THAT Cabinet consider the amendments set out in Appendices 1 - 3 and recommends their approval to the Council.

Reasons

To ensure the Constitution meets all legal and operational requirements.

Considerations

Background

1. Since the Constitution was last reviewed, there have been a number of significant legislative changes coming into force, including:
 - Children Act 2004
 - Licensing Act 2003
 - Anti-Social Behaviour Act 2003
 - Planning and Compulsory Purchase Act 2004
2. These major changes have been reflected in a series of amending Regulations to the Local Government Act 2000. This Act sets out a clear division of responsibility between the Council and the Cabinet for certain functions. The basic approach is for:
 - determination of the Council's policy framework, budget and other constitutional and quasi-legislative functions to be the responsibility of the full council;
 - functions which involve either determining an application from a person for a licence, approval, consent, permission or registration or direct regulation of a

Further information on the subject of this report is available from
Marie Rosenthal, County Secretary and Solicitor on (01432) 260200

person together with any related enforcement actions (including prosecution) not to be the responsibility of the Cabinet;

- all other functions to be the responsibility of the Cabinet; and
 - some functions known as “Local Choice Functions” can be the responsibility of either the Cabinet, officers or Council Committees. These are set out at Appendix 22 to the Constitution
3. Whilst Standing Order 1.4.4 provides that any reference in the Constitution to an Act of Parliament will also include any subsequent re-enactment or amendment of such Act or Regulations made thereunder, it is important to note any change as it comes into force and in relation to Local Choice Functions to determine the Cabinet’s role.
 4. The Constitutional Review Working Group (CRWG) met on 23 February 2005 and 21 April 2005 to consider a number of revisions required either to reflect legislative requirements or to meet changing Council needs. The CRWG recommendations are set out in detail in the recommendations annexed to this report and summarised below.

Cabinet Portfolios - Current Position

5. The 10 current Cabinet portfolios were established in June 2003 with some minor amendments during 2004/05. They currently comprise:
 - Audit and Performance Management
 - Children's Services
 - Community and Social Development
 - Corporate Strategy and Finance
 - Economic Development, Markets and Property
 - Environment
 - Highways and Transportation
 - Human Resources and Corporate Support Services
 - Rural Regeneration and Smallholdings
 - Social Care and Strategic Housing
6. The challenge involved in any review given the current Cabinet membership of 10 is to construct portfolios which are as near as possible evenly balanced which also reflect the priorities of the Council as reflected in the Corporate Plan and Medium Term Financial Strategy. The proposals now put forward also reflect the changes proposed in the review of the senior management structure which were recently presented to Cabinet. Those arguments are not re-presented in this Report. Given the prominence given to the Children’s Agenda in the Children Act that is the one portfolio which it is difficult to retain at an even size with the remaining portfolios and separate proposals are made for the appointment of support Members with this area particularly but not exclusively in mind. There is evidence that a number of authorities have adopted this practice.

Proposed Cabinet 2005/06

7. The **Leader** of the Council - covering the same role as at present. One minor amendment will be to reflect the arrangements for answering questions on the discharge of police functions which now sits with the Council’s representative on the West Mercia Police Authority.

8. **Deputy Leader** - formally recognising the role of the Deputy Leader to deputise for the Leader in the management of the administration but in addition to that responsibility to carry the Cabinet responsibility for Economic Development (including the Edgar Street Grid project) and Hereford City Markets and associated business.
9. It is also recommended that the Leader and in his absence the Deputy Leader be given authority to make decisions in relation to any of the Cabinet portfolio areas in the absence or otherwise of any individual Cabinet Member.
10. **Children's Services** - this would cover the statutory role as at present and is significantly larger than the majority of the other Cabinet roles.
11. **Social Care Adults and Health** - this new Cabinet portfolio would extend to Adult Social Care (including Supporting People and Learning Disabilities), Strategic Housing and Public Health.
12. **Community Services** – This new portfolio for Community Services will include all those that are covered in the present Community and Social Development portfolio plus Youth Services and Community Safety. These other services are as follows:
 - Lifelong Learning
 - Archives
 - Parks and Countryside
 - Voluntary Sector Grants
 - Leisure
 - Library Services
 - Heritage Services
 - Cultural Services
 - Tourism
13. **Highways and Transportation** – covering the same role as at present:
 - Highways and transport matters save for those reserved to the Regulatory Committee.
 - Land Drainage
 - Safety of large reservoirs, disused mines and quarry tips.
 - Public sewerage functions where agency agreements exist with the water companies.
14. **Environment** – covering the same role as at present:
 - Environmental promotion and protection issues.
 - Planning and land use including historic buildings, conservation and archaeology and the approval of supplementary planning guidance, excluding development control and other applications reserved to the Planning Committee.
 - Waste Management.
 - Regulatory matters excluding quasi-judicial and other matters reserved to the Regulatory Committee but including Animal Health and Welfare, Environmental Health and Trading Standards.
 - Cemeteries, crematoria and disused burial grounds.
 - Public conveniences.
 - Travellers.

- Air Quality Management Strategy.
 - Contaminated land (where Council is the owner or otherwise responsible as the polluter)
 - The passing of a resolution that Schedule 2 to the Noise and Statutory Nuisance Act 1993 should apply in the authority's area.
 - Any function under a Local Act as referred to in Appendix 22 of the Constitution.
15. **Corporate and Customer Services and Human Resources** - mapping the proposals to establish a Directorate of Corporate and Customer Services combining the support services of Legal and Democratic Services, ICT and Information Services, Customer Services, Emergency Planning, Service Improvement Programme and the wider policy support role within the Council.
 16. **Resources** – a new portfolio to support the Leader of the Council in the corporate finance area and the Strategic Property and Procurement functions.
 17. **Rural Regeneration and Strategy** covering the same role as at present and Smallholdings, Common Land (including determining complaints about the management of Council owned Commons) and Markets (outside of Hereford City).

Cabinet Support Members

18. A proposal is made to enable the appointment of Support Members who, individually, may be allocated long-term responsibility for a particular piece of work, may be allocated time limited pieces of work, might work jointly with a Cabinet Member in support of parts of their portfolios and/or take responsibility for cross-cutting issues. It is proposed to activate this year in relation to the Children's Services portfolio.
19. The Statutory Guidance on the role and responsibilities of the Director of Children's Services and the lead Member for Children's Services states as follows:

“The role and responsibilities of the Lead Member for Children's Services are broad. Consequently authorities may consider it appropriate for the Lead Member to be supported by one or more other elected members to assist in the exercise of his or her functions and duties. It is for the local authority to determine the remit of the support role, if any, and members' remits could be as wide or as limited as the authority wish and legislation permits. However, in framing the roles, the authority should be mindful of the need to ensure that the Lead Member maintains effective overview of children's services and has overall political accountability.”
20. Supporting members will be appointed by the Leader and once approved will not be eligible to serve on any overview and scrutiny bodies. They will not be members of the Cabinet or have decision making powers.

Review of Scrutiny - Current Arrangements in Herefordshire

21. The overview and scrutiny function operating in Herefordshire was agreed in 1999 to complement the early Cabinet portfolios. Its design comprising an overarching Strategic Monitoring Committee with 4 (and now 5 to reflect the Health Scrutiny function) scrutiny committees has proved durable and fit for purpose. There has been growing confidence in using the new powers available to scrutiny and a number of different approaches have been used to positive effect as detailed in the Scrutiny Annual Report 2003/04.

Proposed New Arrangements for Overview and Scrutiny

Strategic Monitoring Committee

22. Responsibility as now for co-ordinating the scrutiny function across the Council and the corporate strategic and finance programme area, the Corporate and Customer Services and Human Resources area and the Resources area including the Service Improvement Programme.

Children's Services Scrutiny

23. The children's function as defined by the Children's Act 2004.

Environment Scrutiny

24. The Environment Programme Area as now and the Highways and Transportation Programme Area.

Adult Social Care and Strategic Housing Scrutiny

25. The Council's statutory functions for adult social services including Learning Disabilities and the Strategic Housing function and Supporting People and the emerging Public Health Agenda.

Community Services Scrutiny

26. This would include the current remit of the Social and Economic development Scrutiny Committee comprising economic development, libraries, cultural services including heritage and tourism, leisure services, parks and countryside, plus youth services and community safety.

Health Scrutiny

27. No change recommended to the current responsibilities to review and scrutinise any matter relating to the planning provision and operation of health services affecting Herefordshire and health improvement matters and the power to scrutinise local services provided and commissioned by the NHS.

Substitution at Scrutiny Committee Meetings

28. Substitution is already not permitted on the Strategic Monitoring Committee. It is also specifically prohibited by law on the Cabinet, the Secretary of State believing that it would reduce transparency and blur accountability.
29. This issue has been recently drawn to the attention of a neighbouring authority by the Audit Commission in a report on that Council's arrangements for overview and scrutiny. The Commission advised that there was a risk that substitution could disrupt continuity when scrutiny were reviewing a particular matter and substitute members would not have had the benefit of being present at earlier meetings. This would be particularly true of scrutiny reviews where evidence is taken as part of the review process by scrutiny committee members.
30. The Commission's comments on scrutiny reviews have direct relevance for the Council's informal Review Groups. In practice in this Council, as informal bodies, the provision relating to substitution has not, in any event, been applied to these Groups. The reviews have been conducted by the appointed Review Groups who have then

reported their findings to formal meetings of the relevant Scrutiny Committees for approval. The Chairmen of the Review Groups have on occasion invited other Members to contribute to particular aspects of reviews where it has been considered that this would be beneficial. The CRWG recommended that no substitution be allowed on Review Groups.

31. The position on formal meetings of the Committees is slightly different. However, the arguments in favour of continuity and cohesiveness of approach still have substance although the Scrutiny Committees are influencing not decision making bodies. The Government's expectation is that Committees should operate in a non-partisan way reaching conclusions on the evidence before them. Any Member of the Council has the right to attend meetings of Scrutiny Committees and speak at the Chairman's discretion.
32. The CRWG were not convinced that the power to substitute at Scrutiny Committees should cease.

Planning Committee(s)

33. The Council's four planning committees/sub-committees continue to play a prominent role in the corporate life of the Council. The current arrangement inevitably restricts the representational and community leadership role of local members who are required to remain impartial in relation to local planning applications to secure their place at Committee.
34. This tension between the local member's representational role and the quasi judicial role of the planning committee member is regulated by the Statutory Code of Conduct with additional local guidance. It is considered that this arrangement also could inhibit the work of local members within their parish councils.
35. Additionally, the current system is resource intensive using up committee and other staff resources which could be released for other democratic support functions such as scrutiny. All members are also required to attend regular training and development sessions and to become familiar with planning policy, procedures and legislation.
36. A comparative study across England suggests the Council is out of step with practice elsewhere. The CRWG has considered the setting up of a county-wide Planning Committee.
37. Whilst it is recognised that this would allow local members to freely attend in a representational role, to campaign for or against local schemes and to act as community advocate, the CRWG do not recommend this change at this time.

Council Schemes

38. The CRWG recommends that consideration be given to the Planning Committee having the responsibility to determine planning applications submitted by the Council for its own schemes because of their county-wide and often strategic importance. At present, these applications are considered by the relevant Area Planning Sub-Committee as are all applications and subject to referral to main planning committee. If there was a referral this could be perceived by the public as the Council receiving preferential treatment. It is therefore recommended for these reasons that the Planning Committee's terms of reference include:
 - determine applications for planning permission in relation to decisions in respect

of any application relating to the Council's own development or to the development of land owned by the Council.

39. If this is agreed, this will necessitate deleting this function from the terms of reference of the Area Planning Sub-Committees as set out in Standing Order 9.2.2.1.

Question Time at Council

40. This has become a lively aspect of the Council meeting allowing individual members to raise formal questions of Cabinet Members and Committee Chairmen, provided they give 24 hours notice of their question. The Chairman of the Council has developed this aspect by allowing supplementary questions. The CRWG suggest that the practice of reading out questions from members of the public and Councillors cease.

Commons Management

41. Herefordshire Council owns several commons across the county. It is required to regulate and manage Bromyard Downs Common under the provisions of a statutory scheme. The Herefordshire Council's predecessor, the Malvern Hills District Council, arranged to delegate responsibility for the day to day management of the Common to the Brockhampton Group Parish Council. This provides for complaints about the management of the Common to be dealt with by a Member Committee.
42. It is recommended that this complaints procedure for management of the Council's Commons be brought within the Council's Constitutional arrangements and that this function fall within the proposed remit of the Cabinet Member Rural Regeneration and Strategy.

Capital Budget – New Definitions for Credit Approvals

43. The terms "Basic and Supplementary Credit Approvals" need updating and replacing with "Supported Capital Expenditure and Unsupported Prudential Borrowing".

Policy Framework

44. There is a need to add the Council's "Local Development Framework" to the list of policies requiring full Council approval. In time this will replace the Unitary Development Plan.
45. The Early Years Development Plan and the Annual Library Plan need to be deleted from the Policy Framework as they are no longer statutory requirements.
46. The Best Value Performance Plan now forms part of the Corporate Plan as a result of the Council's CPA rating in 2001 and this needs to be reflected in the Constitution.

Local Area Forums

47. Cabinet, at its meeting on 14 April 2005, recommended that the Local Area Forums be renamed Community Forums.

Voluntary Sector Grants Panel

48. The recent review of the Council's Voluntary Sector Strategy recommended the deletion of the Voluntary Sector Grants Panel. The recommendations were recently approved by Cabinet and Strategic Monitoring Committee and need to be codified in

the Constitution.

Homelessness Appeals

49. Currently, the Council operates two levels of officer appeal for homeless applicants seeking assistance from the Council. The second stage is cumbersome. In the light of the recent restructuring of the Senior Management structure, it is recommended that this provision be deleted from the Constitution.

Restructuring of Senior Management Team

50. The Constitution will need to be revised to substitute the new Director posts

Alternative Options

There are no alternative options recommended.

Risk Management

Ensuring that the Constitution remains up to date and relevant will avoid legal challenge and uncertainty.

Consultees

The Constitutional Review Working Group
Directors

Background Papers

None identified.

PROPOSED AMENDMENTS TO THE CONSTITUTION 2005/06

No	Matter	Amendment
1.	The Executive (Part 6 and Appendix 19)	Delete Part 6 and replace with Appendix 2 in this Report and revise Appendix 19 accordingly.
2.	Overview and Scrutiny Arrangements (Part 7 and Appendix 19)	<ul style="list-style-type: none"> • The current framework of an overarching Strategic Monitoring Committee and five committees remain. • Delete Part 7 and replace with Appendix 3 to this Report. Revise Appendix 19 accordingly.
3.	Planning Committee (SO 9.2.2.1 and 9.1.2.1)	<ul style="list-style-type: none"> • Delete text from SO 9.2.2.1 and • Amend the Planning Committee terms of reference at SO 9.1.2.1 to include: <ul style="list-style-type: none"> • determine applications for planning permission in relation to decisions in respect of any application relating to the Council's own development or to the development of land owned by the Council.
4.	Council Meetings (SO 4.24.5)	Delete SO 4.24.5 which provides for questions to be read out to the Council meeting.
5.	Substitution at Committee Meetings (SO 5.6.2)	Revise SO 5.6.2 to include no substitutes at any Scrutiny Review Panel.
6.	Capital Budget – New Definitions for Credit Approvals (Appendix 4 paragraph 4.1(c))	The terms “Basic and Supplementary Credit Approvals” need updating and replacing with “Supported Capital Expenditure and Unsupported Prudential Borrowing”.
7.	Policy Framework (SO 4.1.2)	<ul style="list-style-type: none"> • There is a need to add the Council's “Local Development Framework” to the list of policies requiring full Council approval. In time this will replace the Unitary Development Plan. • The Early Years Development Plan and the Annual Library Plan need to be deleted from the Policy Framework. • The Best Value Performance Plan now forms part of the Corporate Plan as a result of the Council's CPA rating in 2001.
8.	Local Area Forums (Part 10)	Rename to Community Forums at Part 10 and elsewhere in the Constitution.
9.	Homelessness Appeals (SO 12.7.5)	Delete SO 12.7.5 which provides for the Director of Social Care and Strategic Housing to determine appeals.
10.	Voluntary Sector Grants Panel (SO 9.7)	The recent review of the Council's Voluntary Sector Strategy recommended the deletion of the Voluntary Sector Grants Panel, which has been agreed by Cabinet and Strategic Monitoring Committee.
11.	Restructuring of Senior Management Team and creation of new Director posts (Part 12 Appendix 6 and)	Part 12 and Appendix 6 needs to be revised to reflect the new structure.
12.	Police Authority Matters (SO 6.4.19 and Appendix 22(7))	Amend SO 6.4.1.9 and Appendix 22(7) to delete reference to West Mercia Police Authority from the Leader's portfolio at Appendix 22(7).
13.	Responsibility for Functions relating to town	These need to be added to Appendix 23 of the Constitution as a function for Council Officers and in

PROPOSED AMENDMENTS TO THE CONSTITUTION 2005/06

No	Matter	Amendment
	and country planning and development control under the Planning and Compulsory Purchase Act 2004 and Town and Country Planning Act 1990. (Appendix 23)	relation to joint committees for the Council
14.	Licensing and Registration Functions under the Licensing Act 2003, powers and duties under the Highways Act 1980 and miscellaneous functions under the Local Government Act 2000. (Appendix 23)	These need to be added to Appendix 23 of the Constitution as a function for Council Officers and in relation to voting rights of co-opted Members of Scrutiny to the Council.
15.	Responsibility for admission, exclusion and governing body appeals as required by the School Standards and Framework Act 1998 as inserted by the Education Act 2002. (Appendix 22)	Paragraphs 4, 5 and 6 of Appendix 22 need to be revised to reflect the new statutory functions.
16.	Complaints about high hedges under Part 8 of the Anti-Social Behaviour Act. (Appendix 23)	Need to be inserted into Appendix 23 as officer functions.
17.	Responsibility for functions under Part 2 of the Planning and Compulsory Purchase Act 2004 and Section 171e of the Town and Country Planning Act 1990 to issue stop notices. (Appendix 23)	Needs to be inserted into Appendix 23 as officer functions.

PART 6

THE EXECUTIVE

6.1 LEADER WITH CABINET

6.1.1 The Herefordshire Executive will consist of a Leader and a Cabinet.

6.1.2 Role and Function

6.1.2.1 The Cabinet will have responsibility for discharging all the functions of the Council, which are not otherwise the responsibility of any other part of the Council, whether by virtue of law or this Constitution, and it has all the powers that the Council has to discharge these functions.

6.2 THE CABINET

6.2.1 The Cabinet will consist of the Leader of the Council and nine other Cabinet Members. The Deputy Leader will be appointed in accordance with Standing Order 4.3.3. Membership of the Cabinet is set out at Appendix 19.

6.2.2 Terms of Reference

6.2.2.1 The Cabinet's roles will be:

- To consider the overall management and direction of the Council. Directed by the Leader of the Council, it will work with senior managers to ensure the policies of Herefordshire are clear and carried through effectively;
- To propose to Council a strategic policy framework and individual strategic policies;
- To identify priorities and recommend them to Council;
- To propose to Council the Council's budget and levels of Council Tax;
- To give guidance in relation to: policy co-ordination; implementation of policy; management of the Council; senior employees in relation to day to day implementation issues;
- To receive reports from Cabinet Members on significant matters requiring consideration and proposals for new or amended policies and initiatives;

- To consider and determine policy issues within the policy framework covering more than one programme area and issues relating to the implementation of the outcomes of monitoring reviews.

6.2.3 Conduct of Business etc

6.2.3.1 Cabinet will conduct its business in accordance with the Cabinet Procedure Rules set out at Appendix 1.

6.2.4 Appointment of Committees of the Executive

6.2.4.1 ✓ Cabinet will have the power to establish Committees to discharge any of its functions in accordance with the Local Government Act 2000.

6.3 THE LEADER OF THE COUNCIL

6.3.1 The Leader shall be a Councillor elected to the office of Leader by the Council Meeting in accordance with Standing Order 4.3. The Leader shall hold office until the next annual meeting of Council or if sooner until:

- He/she resigns from the office; or
- He/she is suspended from being a Councillor by virtue of action under Part III of the Local Government Act 2000; or
- He/she ceases to be a Councillor.

6.3.2 Exercise of Powers

6.3.2.1 The Leader and other individual Cabinet Members may exercise all the powers available to the Cabinet to discharge those functions of the Cabinet within their respective programme area responsibilities.

6.3.2.2 The Deputy Leader will deputise for the Leader (in his absence) and in the management of the administration.

6.3.2.3 The Leader (and in his absence the Deputy Leader) may make decisions in relation to any of the Cabinet portfolio areas in the absence or otherwise of any individual Cabinet Member.

6.3.3 General Terms of Reference

6.3.3.1 The Leader's roles are:

- To lead the Council and Cabinet
- To act as the principal spokesman for the Cabinet
- To manage the Cabinet in accordance with the Cabinet Procedure Rules
- To appoint a Deputy Leader of the Council from the Cabinet

- To be responsible for the Corporate Strategy and Finance Programme Area of the Council's operations
- Liaison between the Cabinet and Community Forums
- To convene and chair meetings of the Political Group Leaders
- Corporate policies and strategies
- The policy framework (subject to Council)
- The allocation of resources: finance (capital and revenue) including overall budget and council tax
- Council Tax, National Non-Domestic Rate (NNDR) (subject to Council approval)
- Promotion of the Council as a public authority and external liaison
- Local Government issues including functions, structure, boundaries or electoral arrangements
- European, national and regional matters
- To appoint Cabinet Support Members who, individually, may be allocated long-term responsibility for a particular piece of work, may be allocated time-limited pieces of work, might work jointly with a Cabinet Member in support of parts of their portfolios and/or take responsibility for cross-cutting issues.
- Any initiative not specifically allocated to any other Programme Area. .

6.3.4 Conduct of Business

6.3.4.1 The Leader of the Council will be responsible for the political management of the Council and, as Leader of the Cabinet, will be consulted by the Chairman of the Council on matters relating to the business of the Council. The Leader will appoint a Deputy Leader of the Council to assist with the political management role.

6.4 LEADER'S PROGRAMME AREA RESPONSIBILITIES

6.4.1 Subject to the rights of Council in relation to the Policy Framework and Budget, the Leader will be responsible for the Corporate Strategy and Finance remit including:

6.4.1.1 Corporate policies and strategies;

6.4.1.2 The policy framework (subject to Council approval);

6.4.1.3 The allocation of resources: finance (capital and revenue) including overall budget and council tax, property and people;

6.4.1.4 Council Tax, National Non-Domestic Rate (NNDR), (subject to Council approval);

6.4.1.5 Financial and administrative arrangements including performance indicators, complaints and business planning;

6.4.1.6 Promotion of the Council as a public authority and external liaison;

6.4.1.7 Local Government issues including functions, structure, boundaries or electoral arrangements and elections and electoral registration;

6.4.1.8 European, national and regional matters;

6.4.1.9 Any initiative not specifically allocated to any other Programme Area.

6.5 OTHER EXECUTIVE (CABINET) MEMBERS PROGRAMME AREA RESPONSIBILITIES

6.5.1 The other (nine) Executive (Cabinet) Members shall be Councillors appointed by the Council to the Cabinet. There may be no co-optees and no substitutes for Executive Members. Neither the Chairman nor Vice-Chairman of the Council may be appointed to the Executive and members of the Executive (including the Executive Leader) may not be members of a Scrutiny Committee.

6.5.2 These other Cabinet Members shall hold office until the next annual meeting of Council or if sooner until:-

6.5.2.1 They resign from office; or

6.5.2.2 They are suspended from being Councillors by virtue of action under Part III of the Local Government Act 2000; or

6.5.2.3 They cease to be Councillors; or

6.5.2.4 They are removed from office, either individually or collectively, by resolution of the Council Meeting, following reference by the Leader to the Council in relation to the continuance of their office.

6.5.3 They will exercise day to day oversight of the area for which they are assigned responsibility. They will be responsible to Cabinet for its management and for reports on policy development and the achievement of service objectives.

6.5.4 General Terms of Reference

6.5.4.1 Without prejudice to their powers in this Constitution, Cabinet Members will have regard to the following principles in the exercise of their powers:

- Decision making in respect of their area of responsibility within the policy framework and budget
- Expressing a view on policy implementation issues in their programme area in particular when consulted by a Director or making a recommendation to the Cabinet
- Recommending major policy changes and referring sensitive policy matters to Cabinet
- Responding to reports from Scrutiny Committees on service performance
- Oversight of services within the relevant programme area

6.5.4.2 The receipt of information and advice on the exercise of the role from:

- The full Council of Herefordshire
- The Cabinet
- Directors and other senior employees

- Scrutiny Committees in respect of policy implementation, monitoring and reviews

6.5.4.3 The Cabinet Member, subject to the specific terms of reference for each individual member set out below, will consider and offer advice on policy issues:

- Of a political nature in relation to their programme area;
- Of a non-strategic nature;
- In conjunction with senior employees, in relation to a management framework for services.

6.6 CABINET MEMBER (CHILDREN'S SERVICES) PROGRAMME AREA RESPONSIBILITIES

6.6.1 Terms of Reference

6.6.1.1 The Cabinet Member (Children's Services) will be responsible for:

- Education matters, excluding quasi-judicial matters reserved to the SEN Tribunal and Pupil Admissions/Exclusions Appeal Panels, and also excluding responsibilities delegated to school governing bodies.
- Functions conferred on or exercisable by the Council as Local Education Authority.
- Functions conferred on or exercisable by the Council which are Social Services functions (within the meaning of the Local Authority Social Services Act 1980) so far as those functions relate to children.
- Functions conferred on the Council in relation to children formally in the Council's care under sections 23C to 24D of the Children's Act 1989.
- Functions conferred on the Council under sections 10 to 12 and 17 of the Children's Act 2004 to establish services to safeguard, promote and improve the well-being of children in Herefordshire.
- Any functions exercisable by the Council under section 31 of the Health Act 1999 on behalf of any NHS body so far as those functions relate to children.

6.7 CABINET MEMBER (COMMUNITY SERVICES) PROGRAMME AREA RESPONSIBILITIES

6.7.1 Terms of Reference

6.7.1.1 The Cabinet Member (Community Services) will be responsible for:

- Lifelong Learning
- Archives
- Parks and Countryside
- Voluntary Sector Grants
- Leisure
- Library Services
- Heritage Services
- Cultural Services
- Tourism
- **Youth Service**

6.8 CABINET MEMBER (CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES) PROGRAMME AREA RESPONSIBILITIES

6.8.1 Terms of Reference

6.8.1.1 The Cabinet Member (Corporate and Customer Services and Human Resources) will be responsible for:

- Corporate Services (Legal and Democratic Services)
- Customer Services
- Information Technology, e-Government and Information Services
- Service Improvement Programme
- Personnel issues other than the appointment of staff and those specifically reserved for the Cabinet Member (Children's Services)
- Emergency Planning
- Policy support.

6.9 CABINET MEMBER (ECONOMIC DEVELOPMENT) PROGRAMME AREA RESPONSIBILITIES

6.9.1 Terms of Reference

6.9.1.1 The Cabinet Member (Economic Development) will be responsible for:

- The Edgar Street Grid Project;
- Hereford City markets and associated business;
- Economic Development including liaison with local, regional, national and European Union bodies as appropriate.
- Economic Policy
- Co-ordination of the economic development of the County with the Cabinet Member (Rural Regeneration and Strategy).

6.10 CABINET MEMBER (ENVIRONMENT) PROGRAMME AREA RESPONSIBILITIES

6.10.1 Terms of Reference

6.10.1.1 The Cabinet Member (Environment) will be responsible for:

- Environmental promotion and protection issues
- Planning and land use including historic buildings, conservation and archaeology and the approval of supplementary planning guidance, excluding development control and other applications reserved to the Planning Committee
- Waste Management
- Regulatory matters excluding quasi-judicial and other matters reserved to the Regulatory Committee but including Animal Health and Welfare, Environmental Health and Trading Standards
- Cemeteries, crematoria and disused burial grounds
- Public conveniences
- Travellers
- Air Quality Management Strategy
- Contaminated land (where Council is the owner or otherwise responsible as the polluter)

- The passing of a resolution that Schedule 2 to the Noise and Statutory Nuisance Act 1993 should apply in the authority's area
- Any function under a Local Act as referred to in Appendix 22 of the Constitution.

6.11 CABINET MEMBER (HIGHWAYS AND TRANSPORTATION) PROGRAMME AREA RESPONSIBILITIES

6.11.1 Terms of Reference

6.11.1.1 The Cabinet Member (Highways and Transportation) will be responsible for:

- Highways and transport matters save for those reserved to the Regulatory Committee.
- Land Drainage
- Safety of large reservoirs, disused mines and quarry tips
- Public sewerage functions where agency agreements exist with the water companies.

6.12 CABINET MEMBER (RESOURCES) PROGRAMME AREA RESPONSIBILITIES:

6.12.1 Terms of Reference

6.12.1.1 The Cabinet Member (Resources) will be responsible for:

- supporting the Leader of the Council in the corporate finance area and
- Strategic Property
- Procurement.

6.13 CABINET MEMBER (RURAL REGENERATION AND STRATEGY) PROGRAMME AREA RESPONSIBILITIES

6.13.1 Terms of Reference

6.13.1.1 The Cabinet Member (Rural Regeneration and Strategy) will be responsible for:

- Planning, provision and management of regeneration activities across the County including rural regeneration zone activity
- Co-ordinating approach to rural issues – community, transport, housing, economy through the Community Strategy (Herefordshire Plan) process
- Liaison with local, regional, national and European bodies as appropriate
- Smallholdings Estates including selecting tenants in consultation with two non-executive members (one from the administration and one from the opposition) and maintaining the Estate
- Common Land (including Council-owned Commons and determination of any complaints about the management of the Council's Commons.
- Farmer's Markets
- Markets (outside Hereford City)
- Co-ordination of the economic development of the county with the Cabinet Member (Economic Development).

6.14 CABINET MEMBER (SOCIAL CARE ADULTS AND HEALTH PROGRAMME AREA RESPONSIBILITIES

6.14.1 Terms of Reference

6.14.1.1 The Cabinet Member (Social Care and Strategic Housing) will be responsible for:

- The authority's strategic housing responsibilities and overview of housing matters generally within the County
- The Housing Investment Programme
- Social Services matters excluding matters relating to children and quasi-judicial matters reserved to the Social Care Appeals Panel and other bodies
- Integrated services and partnership arrangements in Social Care
- Adult Social Care including Supporting People and Learning Disabilities
- Social inclusion issues
- NHS and health related issues.
- .

PART 7

OVERVIEW AND SCRUTINY ARRANGEMENTS

7.1 SCRUTINY COMMITTEES

7.1.1 The Council will appoint a Strategic Monitoring Committee and the five Scrutiny Committees set out below to discharge the functions conferred by Section 21 of the Local Government Act 2000

Adult Social Care and Strategic Housing

Statutory functions for adult social services including Learning Disabilities, Strategic Housing, Supporting People and the emerging Public Health Agenda.

Children's Services

Functions conferred on or exercisable by the Council in its capacity as a local education authority;

functions conferred on or exercisable by the Council which are social services functions (within the meaning of the Local Authority Social Services Act 1970 (c.42)) so far as those functions relate to children;

the functions conferred on the Council under sections 23C to 24D of the Children Act 1989 (c.41)(so far as not falling within the above paragraph;

the functions conferred on the Council under sections 10 to 12 and 17 of the Children Act 2004;

any functions exercisable by the Council under section 31 of the Health Act 1999 (c.8) on behalf of an NHS body (within the meaning of that section) so far as those functions relate to children; and

any such functions as the Council considers appropriate

Community Services

Libraries, cultural services including heritage and tourism, leisure services, parks and countryside; community safety; economic development and youth services.

Health	<p>To review and scrutinise any matter relating to the planning provision and operation of health services affecting the area and to make reports and recommendations on these matters.</p> <p>To focus on health improvement bringing together the responsibility of the Council to promote social, environmental and economic well-being and the power to scrutinise local services provided and commissioned by the National Health Service.</p>
Environment	The Environment and Highways and Transportation programme areas.
Strategic Monitoring Committee	The Corporate Strategy and Finance; Resources and Corporate and Customer Services and Human Resources programme areas.

7.1.2 The Membership of the Scrutiny Committees is set out at Appendix **19**.

7.2 STRATEGIC MONITORING COMMITTEE

7.2.1 Terms of Reference

7.2.1.1 The Strategic Monitoring Committee's role will be:

- To examine, on behalf of the Council, the strategic policy direction and priorities being followed and make recommendations;
- To approve an annual overview and scrutiny work programme for itself and the five Scrutiny Committees, to ensure that there is an efficient use of these committees' time, and the potential for duplication of effort is minimised;
- Where matters fall within the remit of more than one Scrutiny Committee, to determine which of those committees will assume responsibility for any particular issue, and to resolve any issues of dispute between the Scrutiny Committees;
- To receive requests from the Executive and/or Council for reports from Scrutiny Committees and to allocate them if appropriate to a Scrutiny Committee;
- To put in place and maintain a system to ensure that referrals from Scrutiny Committees to the Executive, either by way of report or for reconsideration are managed efficiently and do not exceed the limits set out in this Constitution;

- In the event of reports to the Executive exceeding limits in this Constitution, or if the volume of such reports creates difficulty for the management of Executive business or jeopardises the efficient running of Council business, at the request of the Executive, to make decisions about the priority of referrals made;
- To have the powers of a scrutiny committee in relation to Executive decisions made, but not implemented as set out in Section 21 (3) (a) and (b) Local Government Act 2000, (call in) in relation to its own remit.
- To exercise the oversight and co-ordinating role in relation to the call-in powers of other scrutiny committees set out in the Scrutiny Committee Procedure Rules;
- To determine the Annual Best Value Review Programme and monitor and review those programmes reporting to Council on progress annually;
- To undertake the scrutiny role in relation to the Corporate Strategy and Finance; Resources and Corporate and Customer Services and Human Resources programme areas.
-

7.2.2 Composition of the Strategic Monitoring Committee

7.2.2.1 The Strategic Monitoring Committee will comprise the Chairmen and Vice-Chairmen of the Scrutiny Committees and such other Councillors as the Council may appoint to it.

7.2.2.2 The Chairman and Vice-Chairman of the Strategic Monitoring Committee will be appointed by the Council. The Chairman and Vice-Chairman will have the right to attend Cabinet and speak, and will present draft reports of the Committee direct to Cabinet, prior to their consideration by the Council.

7.2.2.3 For the avoidance of doubt reference in this Constitution to the Scrutiny Committees shall include reference to the Strategic Monitoring Committee unless otherwise stated.

7.3 GENERAL ROLE AND REMIT OF SCRUTINY COMMITTEES

7.3.1 Within their terms of reference, each of the Scrutiny Committees will:-

- Review and/or scrutinise decisions made or actions taken in connection with the discharge of any functions, whether or not they are the function of the Executive.
- Make reports and/or recommendations to the Council Meeting (normally via the Strategic Monitoring Committee) and/or the Executive in connection with the discharge of any functions whether or not they are the responsibility of the Executive.
- Have the power to consider any matter affecting the area or its inhabitants.
- Exercise the right to call in for reconsideration, decisions made by the Executive, but not yet implemented; in accordance with the Procedure Rules at Appendices 1-3.

- Report to the Strategic Monitoring Committee, which will report in turn to Council.
- Be responsible for carrying out Best Value Reviews as required by the Local Government Act 1999 and for monitoring the effectiveness of the Improvement Plans and their implementation proposed by the Executive, in response to Best Value Reviews.


7.3.2 Scrutiny Committees may:

- Respond to requests from the Executive for assistance in policy development framework;
- Respond to consultation on the Executive's budgetary proposals;
- Liaise with external organisations operating in the area, whether national, regional or local in the fulfilment of their role to ensure that the interests of local people are enhanced by collaborative working;
- Report annually through the Strategic Monitoring Committee to the Council Meeting on their work and make recommendations for future work programmes and amended working methods if appropriate.
- Invite public participation in their meetings and work.
- Receive information, evidence and presentations from internal experts and other witnesses.

7.3.3 Proceedings of Scrutiny Committees

7.3.3.1 Scrutiny Committees will conduct their proceedings in accordance with Part 5 of the Constitution and the rules for Scrutiny Committees set out at Appendix 2.

7.3.4 Co-opted Members

7.3.4.1  The Scrutiny Committees may co-opt persons who are not members of the Council to assist them in their work. Co-opted members will have the right to request that items are included on the agenda, may speak at meetings but, with the exception of those who are specifically entitled by statute so to do, may not vote.

7.3.4.2 The Children's Services Scrutiny Committee will include Church representatives with voting rights and Parent Governor representatives with voting rights as required by statute.