

Chief Executive's Office

Chief Executive: N.M. Pringle

Your Ref:

Our Ref: NMP/SAHC

Please ask for: Mr. N.M. Pringle

Direct Line/Extension: (01432) 260044

Fax: (01432) 340189

E-mail: npringle@herefordshire.gov.uk

**To: All Members of Cabinet:
RJ Phillips (Leader)
LO Barnett
PJ Edwards
JP French
J.C. Mayson
D.W. Rule MBE (Deputy Leader)
RV Stockton
DB Wilcox
R.M. Wilson**

3rd January, 2008

Dear Councillor,

**MEETING OF CABINET
THURSDAY, 18TH JANUARY, 2007 AT 2.00 P.M.
THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD**

AGENDA (07/01)

**HEREFORDSHIRE COUNCIL - NOTICE UNDER REGULATION 15 OF THE LOCAL
AUTHORITIES (EXECUTIVE ARRANGEMENTS((ACCESS TO INFORMATION) REGULATIONS
2000 (AS AMENDED)**

Notice is hereby given that the following reports contain key decisions. When the decisions have been made, Members of the relevant Scrutiny Committee will be sent a copy of the decision notices and given the opportunity to call-in the decisions.

Item No	Title	Portfolio Responsibility	Scrutiny Committee	Included in the Forward Plan Yes/No
13	Potential Edgar Street Grid Compulsory Purchase Orders	Corporate Strategy and Finance	Strategic Monitoring Committee	No
14	Edgar Street Grid	Corporate Strategy and Finance	Strategic Monitoring Committee	No

1. APOLOGIES FOR ABSENCE



To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

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

3. MANAGING PERFORMANCE MANAGEMENT

To obtain the Cabinet's views on the draft action plan attached at Appendix 1. This is being developed as the Council's response to the recommendations of the recent audit of performance management. When finalised, this action plan will be sent to the Audit Commission. *(Pages 1 - 24)*

4. FINANCIAL STRATEGY UPDATE

To note the update to the Medium Term Financial Management Strategy (MTFMS) and any comments from the Strategic Monitoring Committee on 15th January 2007. *(Pages 25 - 48)*

5. DRAFT ANNUAL OPERATING PLAN 2007-08

To seek Cabinet's views on the draft Annual Operating Plan 2007-08, so that they can be taken into account in finalising the Plan. *(Pages 49 - 92)*

6. INTEGRATED PERFORMANCE REPORT

To report performance to the end of **November 2006** against the Annual Operating Plan 2006-07, together with performance against revenue and capital budgets and corporate risks, and remedial action to address areas of under-performance. The report also covers the progress being made against the Council's Overall Improvement Programme. *(Pages 93 - 166)*

7. ASSET MANAGEMENT PLAN: OVERVIEW ISSUES REPORT

To endorse the Asset Management Plan 2006/07, approve revised Asset Management arrangements and to inform Cabinet of the key issues and actions relating to the implementation of the Council's Asset Management Plan 2006/07. *(Pages 167 - 176)*

8. PAY AND WORKFORCE DEVELOPMENT STRATEGY 2005-08

To provide an update on progress on the Council's Pay and Workforce Development Strategy, following the report to Cabinet on 13th July, 2006. *(Pages 177 - 182)*

9. CARE MATTERS: TRANSFORMING THE LIVES OF CHILDREN AND YOUNG PEOPLE IN CARE

To inform Cabinet of the Government Green Paper *Care Matters: Transforming the Lives of*



Children and Young People in Care and to seek approval for the proposed response from Herefordshire Council to the Consultation Exercise ending on Monday, 15th January, 2007. (Pages 183 - 238)

10. HOMELESSNESS UPDATE

To update Cabinet on progress made in relation to homelessness prevention in Herefordshire. (Pages 239 - 240)

11. HEREFORDSHIRE UNITARY DEVELOPMENT PLAN (UDP)

To consider representations to the Proposed Modifications and Statement of Decisions and Reasons and recommend that the UDP proceed to adoption. (Pages 241 - 298)

12. SUSTAINABILITY STRATEGY

To approve the Sustainability Strategy and Action Plan as the Council's contribution towards the commitment to sustainability set out in the Community Strategy for Herefordshire.

(Pages 299 - 320)

13. POTENTIAL EDGAR STREET GRID COMPULSORY PURCHASE ORDERS

To update Cabinet on the potential need to make Compulsory Purchase Orders (CPO) for the acquisition of interests and rights in a site known as the Edgar Street Grid (the "ESG") which is required to facilitate the implementation of proposals for the regeneration of 100 acres of central Hereford (the "Edgar Street Grid Proposals"). A plan of the ESG is attached to this report as Appendix 1. (Pages 321 - 328)

CALL IN OF DECISION TO RELOCATE HEREFORD LIVESTOCK MARKET

Urgent Item: This meeting of Cabinet is the final opportunity available to consider the issue before the meeting of Council on 9th February, 2007.

To consider the recommendations made by the Community Services Scrutiny Committee in relation to the call in of the Key Decision to relocate Hereford Livestock Market.

EXCLUSION OF THE PUBLIC AND PRESS

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

RECOMMENDATION:

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



14. EDGAR STREET GRID

To seek approval for the marketing of Council assets within the Retail Quarter of the Edgar Street Grid. *(Pages 329 - 338)*

15. THE COUNCIL'S INVESTMENT IN THE MAYLORDS SHOPPING CENTRE

To approve commencement of negotiations to restructure the headlease with Prudential Property Investment Managers (PruPim) in order to revitalise Maylords as a shopping centre and as good financial return in the long term to achieve. *(Pages 339 - 344)*

Yours sincerely,



**N.M. PRINGLE
CHIEF EXECUTIVE**

Copies to: Chairman of the Council
Chairman of Strategic Monitoring Committee
Vice-Chairman of Strategic Monitoring Committee
Chairmen of Scrutiny Committees
Group Leaders
Directors
Head of Legal and Democratic Services



The Public's Rights to Information and Attendance at Meetings

YOU HAVE A RIGHT TO:-

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

Please Note:

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

The Council Chamber where the meeting will be held is accessible for visitors in wheelchairs, for whom toilets are also available.

A public telephone is available in the reception area.

Public Transport links

- Public transport access can be gained to Brockington via the service that runs approximately every half hour from the 'Hopper' bus station at the Tesco store in Bewell Street (next to the roundabout junction of Blueschool Street / Victoria Street / Edgar Street).
- The nearest bus stop to Brockington is located in Old Eign Hill near to its junction with Hafod Road. The return journey can be made from the same bus stop.

If you have any questions about this Agenda, how the Council works or would like more information or wish to exercise your rights to access the information described above, you may do so either by telephoning Mrs Sally Cole on 01432 260249 or by visiting in person during office hours (8.45 a.m. - 5.00 p.m. Monday - Thursday and 8.45 a.m. - 4.45 p.m. Friday) at the Council Offices, Brockington, 35 Hafod Road, Hereford.



Where possible this agenda is printed on paper made from 100% Post-Consumer waste. De-inked without bleaching and free from optical brightening agents (OBA). Awarded the Nordic Swan for low emissions during production and the Blue Angel environmental label.

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

FIRE AND EMERGENCY EVACUATION PROCEDURE

In the event of a fire or emergency the alarm bell will ring continuously.

You should vacate the building in an orderly manner through the nearest available fire exit.

You should then proceed to Assembly Point J which is located at the southern entrance to the car park. A check will be undertaken to ensure that those recorded as present have vacated the building following which further instructions will be given.

Please do not allow any items of clothing, etc. to obstruct any of the exits.

Do not delay your vacation of the building by stopping or returning to collect coats or other personal belongings.

MANAGING PERFORMANCE MANAGEMENT

PORTFOLIO RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

18TH JANUARY, 2007

Wards Affected

All wards.

Purpose

To obtain the Cabinet's views on the draft action plan attached at Appendix 1. This is being developed as the Council's response to the recommendations of the recent audit of performance management. When finalised, this action plan will be sent to the Audit Commission.

Key Decision

This not a key decision.

Recommendations

THAT Cabinet accepts the audit recommendations, considers the draft action plan and, subject to the inclusion of any changes, recommends it to the Audit and Corporate Governance Committee.

Reasons

1. The Audit Commission re-examined the Council's performance management processes, systems and procedures last September. The Cabinet discussed the audit report itself in December and agreed that it should consider the draft action plan before it is sent to the Commission.
2. The draft action plan is attached at Appendix 1 and covers the fourteen audit recommendations. These recommendations have already been considered by those directly involved in the audit, directorate improvement staff, policy and performance, communications, human resources, the senior management team and corporate management board. The recommendations are all accepted by officers. The Strategic Monitoring Committee discussed the action plan at their meeting on 15th January. Their comments will be reported to this meeting. Subject to any changes Cabinet may wish to make, a final action & communications plan will be discussed by the Audit & Corporate Governance Committee on 19th January 2007. A formal response will then be prepared for the Audit Commission.
3. The audit clearly expects the Council to maintain its current focus on:
 - streamlined, fit for purpose, processes; and, crucially,
 - establishing a culture of continuous improvement shared by members and officers

in order to achieve fundamental service improvement. Delivering the action plan is key to the Council demonstrating this continuing focus. The adequacy of the Council's

Further information on the subject of this report is available from
Tony Geeson on 01432 261855

performance management arrangements will continue to be scrutinised by the Audit Commission and other inspectorates over the next 12 months. The ways in which this will be done are not yet clear but completion of the action plan will be an important aspect of any future work.

Considerations

4. The draft action plan is not a simple list of tasks to be completed, although it does contain a considerable number of these. Like the Overall Improvement Plan developed as a response to the 2005 CPA / JAR, a more comprehensive view of the Council's activities and future challenges is required. Amongst these challenges are the recently published local government White Paper *Strong and prosperous communities*, the Herefordshire Connects change programme and the creation of a Public Service Trust. The challenge of the audit is just as fundamental and far-reaching, so the Council's response cannot be seen in isolation. As such, the response signals a programme of concerted action that brings together a wide range of activities that will change the way the Council and its partners behave. It is not sufficient to respond to the words of the recommendations, many of which appear very simple to complete. They are, however, linked in a variety of complex ways and the action plan reflects this.

5. Two recommendations are of fundamental strategic importance, so they need to be considered first. They are:

- Recommendation 5: *Decide on the extent to which the Council will integrate its own service planning, priorities and performance management arrangements with those of its key partners in the Herefordshire Partnership*
- Recommendation 1: *Construct and communicate a high-level model that clearly and simply identifies how the Council intends to assess and measure its level of performance and rate of improvement*

Recommendation 5 is of the most importance over the medium to long-term, since the view we take about it will provide the context within which all the other recommendations, including Recommendation 1, will need to be developed.

6. Recommendation 5 is critical because the recent local government White Paper, *Strong and prosperous communities*, expects local authorities to lead partnerships, as first among equals, to improve their communities and quality of life. The current Comprehensive **Performance** Assessment of local authorities will be replaced with a new Comprehensive **Area** Assessment, buttressed by the new duty to co-operate that will be placed on most partners. There will also be increasing pressure to achieve large-scale efficiency savings through partnership. The action plan is the start of our preparations for this new system

7. All this points to the need for the fullest possible integration of the Council's planning, priorities and performance management with its key partners in the *Herefordshire Partnership*. This model is already operating in one part of the Council: Children and Young People's Services. The strong improvements over the past year in the *Herefordshire Partnership's* performance management arrangements provide a good platform; but the White Paper requires us to go a good deal further.

8. The intention to create a Public Service Trust with the PCT in the coming months provides an immediate challenge and opportunity in this respect.

9. Working with partners to develop well-integrated planning and performance

arrangements will take time and patient negotiation; but, with the White Paper changes beginning to take effect from 2008, it would seem prudent to aim for them to be in place by April of that year. The action plan includes this assumption

10. However, rapid improvement in the Council's performance cannot wait until then. That means that, in parallel with developing the longer-term arrangements with partners, we must put in place our own improved arrangements in the coming months, with a view to their operating from 1 April 2007. These include the recommendations of the recently completed, annual, internal audit report on performance management. These arrangements would then be further developed into the longer-term partnership model.
11. The other recommendations are also important and tackling them will help the Council to improve. But all of them need to be taken forward in the context of what is agreed in respect of recommendations 5 and 1. That's why the draft action plan starts with these two recommendations. Then follow the most significant of the recommendations that are directly related to the implementation of 5 and 1, these are recommendations 6 and 8. After this the action plan deals with the remaining recommendations in as close to numerical order as is possible. The internal audit recommendations have been incorporated into the action plan, where appropriate.
12. It will be possible to add more actions and milestones to the action plan in future, once some of the key decisions have been taken and areas of uncertainty resolved.

Risk Management

The audit is a fundamental part of the CPA 'harder test'. The findings, and in particular the council's response, will have a significant bearing on future audits and inspections as well as the authority's wider reputation. They require us to work in an integrated way with our partners across the whole range of current change programmes and prepare for a comprehensive area assessment in two years time.

Alternative Options

None, the Council has to respond to the audit recommendations.

Consultees

Staff who contributed to the audit, directorate improvement managers, policy, human resources and communications staff, senior management team and the corporate management board.

Appendix

Draft action plan.

Background Papers

Managing performance management 2006/07 – Audit Commission, September 2006
Local Government White Paper – *strong and prosperous communities* – October 2006

RECOMMENDATION 5		
Decide on the extent to which the Council will integrate its own service planning, priorities and performance management arrangements with those of its key partners in the Herefordshire Partnership		
RESPONSE		
a) The fullest possible integration of planning, priorities and performance management with key partners is crucial for successful implementation of the <i>Strong and Prosperous Communities</i> Local Government White Paper		
b) Immediately, the highest priority is integration between the Council and the Herefordshire PCT, as part of the creation of the Public Service Trust		
ACTION	TIMESCALE	LEAD
a) Discussion with the Herefordshire Partnership Chief Executives' Group and Performance Management Group, then the Partnership Board, leading to the preparation of a detailed implementation plan	Discussions to be completed by June 2007 and the detailed implementation plan in place by December 2007, with a view to the new arrangements operating from 1 April 2008	JJ, TG, JW
b) Inclusion in the detailed implementation plan for the creation of the PCT	Integrated arrangements to be operating from the time the PST is operational	NP
PROGRESS		
Already in place re. children and young people, with a single C&YP three-year plan and underpinning joint Forward Delivery Plan, integrated with the C&YP Directorate's Plan		
The new Herefordshire Partnership Board met in December 2006 and agreed that it needs to give early and detailed attention to development of the Local Area Agreement and other implications of implementing the Local Government White Paper		

RECOMMENDATION 1		
Construct and communicate a high-level model that clearly and simply identifies how the Council intends to assess and measure its level of performance and rate of improvement		
RESPONSE		
<p>The initial basis for the high-level model will be a detailed analysis of what is necessary to raise the Council's BVPI and other key PI scores, as well as its CPA scores - in all cases related to the achievement of the Council's existing strategic priorities.</p> <p>The results will be discussed fully by SMT, then CMB, Cabinet, SMC and the individual subject scrutiny committees, leading to the design and implementation of the high-level model.</p> <p>The resulting programme of action will be taken forward as part of the overall Transformation Programme and led by the relevant individual transformation boards, with operational responsibility and accountability vested in individual heads of service. Its roll-out will be an integral part of the Council's performance improvement cycle, which relates investment to the achievement of the Council's priority outputs and outcomes</p> <p>The model's subsequent development and implementation will be taken forward as part of the programme to integrate arrangements with key partners (see Recc. 5 above)</p> <p>Reflect the above in revised Performance Improvement Framework</p> <p>All the above and the supporting elements below to be underpinned by a comprehensive communications plan.</p>		
	ACTION	TIMESCALE
a)	The analysis to be discussed by SMT and CMB	30 January 2007
b)	Then by Cabinet and scrutiny	22 February 2007
c)	In parallel, identify potential models from high-performing local authorities	End February 2007
		LEAD
		JJ, TG

ACTION	TIMESCALE	LEAD
d) Resulting initial Council model to be approved by CMB and Cabinet, including user-friendly template that identifies and rates the key measures of performance	March 2007	JJ, TG
e) The initial Council model to be operating based on its critical performance indicators	From 1 April 2007	JJ, TG, SR, DP, transformation board chairs, heads of service
f) Cabinet approval of initial revised Council Performance Improvement Framework	April 2007	JJ, TG
g) Cabinet and Partnership approval of the joint Partnership Performance Improvement Framework and model	February 2008	JJ, TG, JW
h) Develop communications plan, including arrangements for publicising the completed template regularly to members, staff and other stake-holders	End February 2007	JJ, RB
i) Implement communications plan	As to be set out in the communications plan	
PROGRESS		
Scrutiny visits to Shropshire and East Riding of Yorkshire councils scheduled for January and February. These will be used to examine their performance management model generally.		

RECOMMENDATION 6		
Develop a simpler, clearer set of priorities – each with a basket of indicators and measures designed to provide a high-level picture of progress		
RESPONSE		
To be determined as part of the implementation of Reccs 5 and 1 above - so ensuring easily understood consistency between the Council's priorities and those of the <i>Herefordshire Partnership</i> ; indicators for organisational improvement priorities; a basket of indicators for each priority; and good communication of all this to members, staff and other stakeholders		
	ACTION	TIMESCALE
a) As for Recc. 1 earlier		As for Recc. 1 earlier
b) Strategic public consultation		June 2007]
c) Decisions on priorities by the newly elected Council:		
i. Cabinet approves Corporate Plan 2008-11		October 2007
ii. Council approves Corporate Plan 2008-11		November 2007
PROGRESS		
Action already taken to simplify the reporting of perception PIs and in hand to ensure adequate actions/milestones in the underlying feeder Pis		
CX will be consulting the Group Leaders shortly on the timing of the proposed strategic consultation.		

RECOMMENDATION 8		
Produce regular high-level strategic assessments of performance trends, identifying, where relevant, barriers and levers to performance improvement		
RESPONSE		
The Recc. 1 model to be the initial basis for future integrated performance reports (IPRs). Will be developed further in the light of the agreed longer-term arrangements with partners in response to Recc. 5. There will be periodic overall assessment (frequency to be decided - while regular, these assessments will not be frequent or they would not be strategic). But IPRs will include key intelligence immediately it becomes available, e.g. APA and other inspection results. Also to include consideration of a Council-wide process to collect customer feedback more consistently.		
	ACTION	TIMESCALE
a)	Design revised format for IPRs and gain CMB and Cabinet agreement (with input from SMT and SMC)	April 2007
b)	Operate the revised format	June 2007
PROGRESS		
		LEAD JJ, TG

RECOMMENDATION 2			
Develop and implement a consistent strategic approach to embedding a performance management culture			
RESPONSE			
a)	To be done so as an integral part of implementing Reccs. 5 and 1 - drawing on successful practice in other LAs; the IPC work in Children's Services, the PWC work in Adult Social Care and other good practice in the Council; the Director of Corporate and Customer Services and the Director of Resources working together to champion improved performance management, particularly through an even more rigorous and demanding performance improvement cycle; and the inclusion of indicators that track cultural change in the high-level model		
b)	Momentum to be maintained to deliver and gain maximum impact from measures already in hand, including the continuation of the Leadership Programme and directorate initiatives such as the adult social care performance clinics.		
ACTION		TIMESCALE	LEAD
a)	Programme of detailed action to be developed for implementing Reccs. 5 and 1 (embedding to be achieved through the performance improvement cycle and the communications plan)	Operating from 1 April 2007	JJ, TG
b)	i. Complete appointment of performance improvement managers	April 2007	TG
	ii. Currently programmed SRD and risk management training to be delivered	January to March 2007	DJ, TG, DP
	iii. Develop targeted mandatory annual training and development programme, initially for 2007-08	Operational from April 2007	DJ, TG

	ACTION	TIMESCALE	LEAD
iv.	Disseminate the results of the performance management improvements in C&YP Services (from IPC) and Adult Social Care (from PWC) and other good practice, considering their application more generally (particularly through SMT and its performance improvement sub-group and the performance improvement network)	From April 2007	TG
PROGRESS			

RECOMMENDATION 3			
Ensure that the respective roles & responsibilities of the Council's partnership team & the directorate performance management officers are clear			
RESPONSE			
a) Secure clear understanding and ownership amongst directors and heads of service b) Keep guidance under review in the light of experience and changing requirements c) and d) regular fora to ensure good communication, mutual understanding and ownership e) Equally important to ensure that there is a clear understanding of the respective roles and responsibilities of PIMs and corporate Policy and Performance staff, so that overall capacity, efficiency and effectiveness are maximised.			
ACTION		TIMESCALE	LEAD
a) Discuss with directorate management teams		Before end March 2007	TG
b) Identify the key meetings in Directorates below DMT level where performance is debated and decisions taken		Before end March 2007	
c) Review, develop & refresh the guidance/protocols to reflect the activities & tasks that need to be carried out under the agreed arrangements with key partners in pursuit of Recc. 5		December 2007	
d) Regular meetings of the performance improvement network		At least monthly	

ACTION	TIMESCALE	LEAD
e) Review the effectiveness of the performance improvement network and the SMT performance improvement sub-group, recommending changes where necessary	September 2007	
f) Corporate Policy and Performance roles to be reviewed and posts re- evaluated	June 2007	
PROGRESS		
<p>b) Have already – in November 2006 - clarified and reissued description of roles and responsibilities for plans and PIs.</p> <p>c) Have established performance improvement managers (PIMs) network meetings, including senior members of the Partnership Support team in the membership (ditto Policy and Performance staff and the Risk Manager). Provides regular forum for discussion and resolution of any remaining uncertainties. Also SMT performance improvement sub-group.</p>		

RECOMMENDATION 4		LEAD
Ensure that members, both at cabinet and overview and scrutiny level are fully involved in, and integrated into, the Council's performance management arrangements		
RESPONSE		
a) To be achieved as an integral part of implementing Reccs. 5, 1, 6, 8 and 2 - involving extensive informal and formal discussion with both executive and non-executive members; linked with the constitutional and local democracy changes required to implement the Local Government White Paper		
b) and c) This will be reflected in a members' guide to performance management		
c) Maintain momentum with implementation of the existing scrutiny improvement programme		
ACTION	TIMESCALE	LEAD
a) As for Reccs. 5, 1, 6, 8 and 2	As for Reccs. 5, 1, 6, 8 and 2	JJ, AMc, TG
b) Circulate IDeA guide to members	January 2007	
c) Establish a members reference group to advise upon/ road-test drafts of a members guide	January 2007	
d) Initial members' guide	April 2007	
e) The induction programme following the May 2007 election will include sessions on performance improvement	Beginning May 2007	
f) Members' guide reflecting the longer-term arrangements agreed with partners	February 2008	
g) Implementation of relevant elements of the existing Scrutiny Improvement Plan, including:		
- Cabinet members' annual presentations to scrutiny committees	June 2007	
- Regular, improved IPR reports to SMC, which will refer matters to scrutiny committees, as appropriate	Continues	
- Regular progress reports on detailed improvement plans for individual service areas	Continues	
- Annual review of the operation of the performance management framework	October 2007	
- Visits to LAs successfully using scrutiny to drive performance improvement	Continues	
- Scrutiny members as "critical friends" for specific services as part of the performance improvement cycle	From May 2007	

PROGRESS

The monthly meetings between Cabinet members and directors are being reviewed

The Scrutiny Improvement Plan is on track for completion as planned. Scrutiny visits to Shropshire and East Riding of Yorkshire councils scheduled for January and February.

RECOMMENDATION 7		
Ensure that the role, purpose and content of service plans clearly links to the high-level set of indicators and measures, and reflect the approach the Council has decided to adopt in linking with partnership priorities		
RESPONSE		
To be achieved as an integral part of implementing Reccs. 5, 1, 6, 8 and 2, including such further guidance as is needed on developing local indicators, setting targets and ensuring that risks are dealt with as part and parcel of performance management		
ACTION	TIMESCALE	LEAD
Reflect in revised requirements for directorate and service plans 2008-11	September 2007	TG
PROGRESS		

RECOMMENDATION 9		
Develop the current performance reporting process to provide both a more consistent approach to reporting performance within directorates, and a clearer, higher-level report of progress against priorities		
RESPONSE		
<p>a) Make initial improvements on the basis of the actions in respect of Recc. 1 above, including in the IPR and directorate reports clear messages about good performance and areas of concern, summaries of progress against remedial action in previous reports and information on compliments and complaints; deciding how often reports will be made on individual items; and putting in place effective arrangements to communicate the headlines to members and staff</p> <p>b) Make longer-term improvements consistent with the implementation of Recc. 5</p> <p>c) Part of implementing Reccs 1 and 6 above</p>		
ACTION	TIMESCALE	LEAD
a) Map and review current procedures and experience of reports to lead Cabinet members and the CX's performance review meetings with individual members of CMB; apply the best practice identified as part of the programme to implement Recc. 1, including that from high-performing LAs; issue fresh requirements/templates; institute arrangements to communicate the performance headlines to members and staff	To be in operation from 1 April 2007	TG, RB, directors, heads of service
b) Bring the longer-term improvements into effect	1 April 2008	
c) As for Reccs. 1 and 6 above	As for Reccs. 1 and 6 above	JJ, TG
PROGRESS		

RECOMMENDATION 10			
Improve the way in which remedial action to address poor or under-performance is both presented and progress against it reported at corporate as well as directorate level			
RESPONSE			
Corporately: Part of implementing Reccs. 8 and 9 above, embedding it through making challenge even more systematic and rigorous under the performance improvement cycle. Within directorates: Part of implementing Recc. 9 above			
ACTION	TIMESCALE	LEAD	
a) Design revised format for IPRs and gain CMB and Cabinet agreement (with input from SMT and SMC)	April 2007	JJ, TG	
b) Operate the revised IPR format	June 2007		
c) Introduce challenge board under the performance improvement cycle, relating proposed outputs and outcomes to budget planning	July 2007	JJ, SR	
d) Make initial improvements on the basis of the actions in respect of Recc. 1 above	1 April 2007	JJ, TG, directors, heads of service	
e) Make longer-term improvements consistent with the implementation of Recc. 5	1 April 2008		
PROGRESS			

Both the West Mercia Police overall and divisional models for challenge boards are already being investigated. Contacts have already been established with Worcestershire and the East Riding of Yorkshire Council.

RECOMMENDATION 11		
Ensure that there is a better consistency and purpose in the reporting of performance to executive and non-executive members		
RESPONSE		
Part of implementing Reccs. 9 and 10 above, making clear the specific roles of scrutiny members in respect of performance management issues; and ensuring that there are well-understood links between scrutiny committees, staff in the relevant services and research and other forms of support for scrutiny. The Local Government White Paper's proposals for frontline members are relevant here		
ACTION	TIMESCALE	LEAD
See Reccs. 9 and 10 earlier	See Reccs. 9 and 10 earlier	JJ, TG, directors, heads of service
PROGRESS		

RECOMMENDATION 12		
Improve the quality assessment of the SRD process to ensure that, among other things, individual targets are linked to service and corporate targets		
RESPONSE		
QA process initiated and now needs to be rolled out consistently and embedded across the Council		
	ACTION	TIMESCALE
	a) Cascade of QA to be initiated by HR with directors and rolled out for the coming round of SRDs Guidance to be re-issued by HR Cascade to be documented	Directors and Heads of Service by March, other tiers before the end of May 2007
	b) Internal audit to test effectiveness of the cascade	[To be agreed with Internal Audit – June 2007?]
	c) Routine monitoring of satisfactory and timely completion of SRDs by departmental HR officers, reporting results to SMT, CMB and Cabinet	May 2007 and annually thereafter
	d) First phase of new SRD training programme to be completed	March 2007
	e) Subsequent phases of SRD training to be developed as part of the targeted mandatory annual training and development programme	April 2007
PROGRESS		

RECOMMENDATION 13		
Ensure that there are clear links between the action points in the Directors' Performance Review meetings and the issues discussed at DMTs and other management and team meetings within the directorates		
RESPONSE		
To be implemented alongside Reccs. 3 [road map of key performance meetings], 9 and 10		
	ACTION	TIMESCALE
a)	Identify and disseminate best practice	March 2007
b)	Implement best practice	April 2007
		LEAD
		TG
		Directors and the Head of HR
PROGRESS TBA		
Following the January cycle of meetings with the Chief Executive, Directors will include the appropriate items on their DMT agendas		

RECOMMENDATION 14		
Place more emphasis on the celebration and rewarding of success		
RESPONSE		
To feature in all aspects of implementation and as part of the Council's wider approach to developing rewards and recognition. To include the positive results of customer feedback		
ACTION	TIMESCALE	LEAD
a) Feature highlights of good performance in the IPR and in all other performance reports, corporately and in directorates	Immediately	TG, directors, heads of service
b) Develop full rewards and recognition programme	<i>[To be discussed with DJ and RB – link to drive to gain awards]</i>	DJ, RB
PROGRESS		

FINANCIAL STRATEGY UPDATE

PORTFOLIO RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

18TH JANUARY, 2006

Wards Affected

County-wide.

Purpose

To note the update to the Medium Term Financial Management Strategy (MTFMS) and any comments from the Strategic Monitoring Committee on 15th January 2007.

Key Decision

This is not a Key Decision.

Recommendation

THAT the attached Financial Strategy update along with any comments from Strategic Monitoring Committee be noted.

Reasons

The Cabinet approved the Medium Term Financial Management Strategy on 26th October 2006. The report updates the position presented at that time with particular reference to emerging areas of pressure for the 2007/08 budget.

Considerations

1. The Medium Term Financial Management Strategy was the subject of widescale consultation before it was approved by Cabinet on 26th October. At the same Cabinet meeting the Directors Three-Year service proposals were also considered; the MTFMS played a key role in setting the context for these proposals.
2. The MTFMS places emphasis on affordability and sustainability. It is for this reason that it is necessary to keep Cabinet informed of emerging pressures as well as remedies to meet these risks in the run up to setting the 2007/08 budget. This will ensure a balanced budget is set by the Council on 9th March.
3. The report draws Cabinet's attention to a key risk around the timing of savings to be made by the Herefordshire Connects programme. The MTFMS assumes £5.8m savings in 2007/08 to meet the Council's ambitious programme of change to improve services and deliver the financial capacity needed to release investment for key priorities. The attached report outlines remedies to ensure this area of risk is addressed if the savings contained in the MTFMS are delayed.

Further information on the subject of this report is available from
David Powell on 01432 383173

4. The report also covers Directorate Base Budgets for 2007/08 and confirms the financial planning assumptions arrived at in order to maintain the Council's finances on a secure footing. These guidelines are tight as they reflect a bleak outlook for local government finance arising out of the forthcoming announcement of Comprehensive Spending Review (CSR 07). Corporate Management Board has confirmed Directorates will operate within these guidelines.
5. The report sets out already approved Invest to Save and Invest to Mitigate proposals. These were covered in the Three Year Proposals to Cabinet on 26th October.
6. The capital proposals contained in the attached report are those seeking consideration for funding unsupported Prudential Borrowing.

Risk Management

The MTFMS includes reference to corporate risks and the management action to mitigate them.

Consultees

The MTFMS was the subject of widespread consultation and the attached report was presented to Strategic Monitoring Committee on 15th January.

Background Papers

Medium Term Financial Management Strategy.

FINANCIAL STRATEGY UPDATE

Report By: DIRECTOR OF RESOURCES

Wards Affected

County-wide

Purpose

1. To update Strategic Monitoring Committee on the Medium-Term Financial Management Strategy (MTFMS), with particular reference to emerging areas of pressure for the 2007/08 budget. The report also outlines remedies to meet these areas of risk. The report sets out already approved Invest to Save and Invest to Mitigate proposals, Directorate base budgets and capital investment proposals. It therefore provides the context for the draft Annual Operating Plan 2007/08, which is to be discussed elsewhere on the agenda.
2. The report covers four separate but linked areas:

Section 1 – Update of the Medium Term Financial Management Strategy

Section 2 – Directorate Base Budgets for 2007/08

Section 3 – Invest to Save/Invest to Mitigate Proposals

Section 4 – Capital Spending Proposals

Financial Implications

3. These are covered in the report and flow from the parameters of the MTFMS.

Background

4. The Medium-Term Financial Management Strategy (MTFMS) provides the financial framework for making sure cash resources follow corporate priorities. On 16th October 2006 Strategic Monitoring Committee (SMC) received the draft Corporate Plan for 2007/10 and associated strategic budget proposals. The Cabinet approved these documents on 26th October 2006.
5. Herefordshire's financial position is shaped by national policy. This context leads to the inevitable conclusion that local government's proportion of public spending will contract as the Government's priorities are in areas, such as health, that lie outside of its remit. In addition, any resources to honour a commitment to increase Education funding will be passported to schools via the Dedicated Schools Grant (DSG).
6. The Government's Comprehensive Spending Review 2007 will cover the national three-year spending plans to take effect from 2008/09. The outlook continues to look

bleak, with a nil growth forecast for local government. This will be coupled with continued tight control on Council Tax increases, and an expectation that growth in priority services will be secured through greater efficiency, including that to be secured by closer joint working and service provision with other public bodies. Indications are that Government will be looking to secure at least 3% efficiency savings from local government.

7. The financial guidelines used to develop the proposals reviewed by SMC and Cabinet in October reflected the available evidence about future national funding. They have therefore enabled us to integrate our three-year corporate, service and financial planning, and to align them with the Government's move to three-year financial settlements. As a result, the guidelines were tough but manageable, especially given a context that has seen the Council deliver overall underspends on the revenue account in recent years. They led to undertakings from the executive to deliver significantly increased outputs and outcomes within base budgets. Moreover, they made it possible to concentrate discretionary additional investment on spend-to-save and spend-to-mitigate proposals that will enable the Council to deliver greatly improved and more efficient services to vulnerable children and young people as well as to older people and adults with learning disabilities.
8. A key element of Herefordshire's new approach to financial management is ensuring clarity and transparency around all financial policy and resources, including the use of general and specific reserves. This approach ensures known financial risks not allowed for in base budget are covered. In addition the Council has a number of key policies being delivered to support service redesign and enhancement. It is appropriate that our financial management ensures these can still be delivered even if the timing of delivery changes.
9. The likely financial position for 2007/08 was already outlined by central Government because this is the second year of a two-year settlement. Even so, the recent provisional announcement produces a very tight set of financial circumstances for the Council. The overall position for Formula Grant for Herefordshire based on a year on year assessment is a cash increase of only 2.4%. This must fund all inflation, service development and increased demand across the Council.
10. In view of the medium-term financial outlook described above, it is essential that decisions in respect of 2007/08 are sustainable in subsequent years.

Section 1 – Update of the Medium Term Financial Management Strategy

Herefordshire Connects

11. As already indicated, the new approach to financial management places even greater emphasis on risk management when planning the Council's finances. The MTFMS agreed by Cabinet on 26th October 2006, outlined the Council's ambitious programme of change to improve services and deliver the financial capacity needed to release investment for key priorities in the future.
12. As the Council's strategic transformation programme, Herefordshire Connects is key to ensuring resources are released. The procurement process is underway and the programme will address service improvements, whilst recognising future financial constraints. It requires substantial investment in staff and support systems but will deliver net overall savings for reinvestment. The outline financial appraisal promised

the likelihood of significant financial savings from 2007/08 onwards. The delivery of Herefordshire Connects assumes even greater importance as it closely aligns with the tight, 3 year settlement starting from 2008/09 that is expected as part of the Comprehensive Spending Review 2007.

13. The summary financial position for Herefordshire Connects contained within the MTFMS is as follows:

	2007/08 £000	2008/09 £000	2009/10 £000	2010/11 £000
Revenue Costs		1,866	(506)	(280)
Revenue Savings	(5,800)	(4,800)	(800)	(350)
Capital Financings Costs	1,336	1,086	(82)	(82)

14. The above indicates the key role that savings produced by Herefordshire Connects will make to the Council's overall financial position. Over the four financial years from 2007/08 revenue savings total £11.75m but the profile is not even, with the majority of savings being made in the first two years. Within those two years the key year is 2007/08, with an estimated £5.8m to be saved. To help meet any possible delays the Council has already set aside £1.5m in the MTFMS approved on 26th October 2006. The level of importance attached to this project means that it is prudent to produce financial plans that include alternative options for the £5.8m savings in 2007/08. By doing so, the Council can still deliver a balanced budget and meet policy commitments even if the projects suffers slippage. It is anticipated the £1.5m already set aside will help bridge the gap.
15. The capital financing costs for Herefordshire Connects are outlined in the above table but, for project delivery purposes, it is appropriate that these are not adjusted. The project's scale and timing means that capital commitments are assumed to be needed in the years outlined in the MTFMS approved by Cabinet on 26th October 2006.

Other Potential Financial "Hotspots"

16. The MTFMS is the financial context for ensuring we can deliver service improvement within a stable environment. As a framework document the MTFMS needs to be flexible so that it can adapt to changes in the local government financial environment. It also needs to indicate potential remedies to ensure our aspirations and policies remain both affordable and sustainable in the event that unavoidable additional pressures require funding.
17. Since the MTFMS was agreed by Cabinet, some areas affecting our finances need to be reflected in our updated financial plans. One such area is the proposed Council Tax base for 2007/08. The number of dwellings used to generate Council Tax for the forthcoming year is based on known housing developments. It now appears that these have not progressed as quickly as expected, meaning that the MTFMS requires adjustment. Historically, Herefordshire has seen an in-year surplus of Council Tax, which has been used to help offset the subsequent year's Tax requirement. It is also prudent to reduce future surpluses until it is evident that the

overall surplus returns to its previous level. The Unitary Development Plan confirms new housing will be required but the timing of any developments affects levels of Council Tax income.

18. The Accommodation Strategy is included in the current MTFMS with a capital financing cost requirement of £146k in 2007/08. The requirement increases to £254k and £492k for 2008/09 and 2009/10 respectively before realising a saving of £133k in 2010/11. The recent developments around the strategy (with a requirement to revisit the current proposals) means that the project will slip. As a result the £146k will now become a requirement in 2008/09 with a consequent one-year movement of expenditure for these years included in the current MTFMS. As a result £146k can make a one-off contribution to meeting other adjustments in 2007/08.
19. The Council has developed an ambitious improvement plan for the next 3-year period as outlined in the draft Corporate Plan for 2007-2010. Three parts of the organisation have been identified as requiring additional capacity: Corporate and Customer Services Directorate; Resources Directorate and Human Resources. This is estimated to cost £400k and covers such areas as strategic asset management.
20. Another area requiring adjustment is around the Customer Services Strategy. This sets out very clearly the Council's aspirations for customer contact and handling. The document is a key part for the delivery of the improvement agenda and sets out the areas where the Council is failing to meet its aspirations. It also covers the role of customer satisfaction (an increasingly important part in the post CPA inspection regime) and the technology and process changes required to fulfil customer expectations. As a result the fundamental principles on which the Customer Service Division was established are as follows:
 - That the question should be "what can be delivered through the front line, not what cannot"; and
 - At the point of delivery staff are designated as customer services advisors, not attached to any particular service area.
21. In terms of the staffing complement required, the only resource available for this is to transfer staff and related budgets from existing service areas into the Customer Service Division. Over the next two years services will, therefore, progressively transfer into the Customer Service Division. However, it is evident it will be necessary to resource at a level close to its final staffing complement as soon as possible. Experience from other authorities in the West Midlands suggests that significant additional demand will be stimulated by the new customer-facing services and contact centre. For example, Coventry, anticipated increased demand of 30%, but it was in fact 78%.
22. There is therefore both a short-term and a medium-term resourcing issue. The short-term relates to the period between now and the end of the current financial year; work undertaken by Resources and Corporate & Customer Services indicates that this can be absorbed.
23. The overall medium-term funding shortfall, which will exist during 2007/08 and 2008/09 is £1.06m with £500k of the total required in 2007/08. In the longer term savings from the new services will eliminate this but these are currently being confirmed.

24. In addition the position around ICT has been the subject of review by Resources and Corporate and Customer Services. In 2006/07 a possible trading account income shortfall may be offset by emerging underspends in other ICT budgets. The position will be confirmed over the coming weeks.

Financial Resources to Meet Potential “Hotspots”

25. The above indicates that, should the Herefordshire Connects project suffer slippage, there may be a need to cover up to £5.8m currently identified as revenue savings from the project in 2007/08. In addition, the other changes to the MTFMS identified since October 2006 total £1.4m. The following outlines possible remedies to meet this potential shortfall:
- i) The MTFMS already includes a £1.5m reserve to meet any Herefordshire Connects slippage.
 - ii) The MTFMS includes an additional £1.7m for the Social Care contingency fund. This is a one-off being funded from reserves to meet the possible £3.4m overspend outlined in July 2006. The revised position, (including the estimated Children’s and Young People Directorate’s projected overspend) is projected overspending of £1.7m in 2006/07. This total can be met from a combination of the existing 2006/07 contingency of £1.3m and some of the £1.7m additional amount already identified as an increase in specific reserves. This means that, out of the £3.0m total Social Care contingency fund, the balance of £1.3m can be used to support any slippage in Herefordshire Connects.
 - iii) The Local Authority Business Growth Incentives (LABGI) Scheme rewards authorities that continue to encourage business growth, with the grant based upon the authority’s increase in rateable value over the previous calendar year. The three-year scheme is now in its second year. Predictions of grant increase are difficult because increases in rateable value are not consistent. The national allocation is £1bn over three years, with Herefordshire receiving £621k in 2005/06. The Government remains committed to spending £1bn over the three years but recently announced “... that should business growth be significantly above or below forecast, payments might have to be scaled up or down accordingly”. The outcome is that 2006/07 LABGI grants are likely to be scaled to a total spend of no more than £400m. For Herefordshire this means a 20% reduction may occur in allocation. The Government will announce details of reductions and indications of likely grant amounts in February 2007, but it is reasonable to estimate at this stage that approximately £1m will be received for both 2006 and 2007 giving a total contribution of £2m to the funding shortfall. A note of caution exists around the LABGI grant because Government made 3 attempts to get the 2005/06 distribution right and may change it again if some councils are successful in lobbying for changes in their allocations.
 - iv) The Council has an income budget of £720k for “cash transactions”. This represents interest on the significant amount of cash it holds and invests for varying periods of time. The amount of cash we hold can go up and down depending on the timing of payments and receipts; it is significantly affected by the capital programme. If projects are delayed, financial benefit is gained from holding on to funding longer. The past performance of this budget indicates that the income target can be increased by £500k to help fund any

savings “gap” because of any slippage delays in the Herefordshire Connects project.

- v) The Medium Term Financial Management Strategy created a budget management specific Reserve of £1.1m. This sets aside money in 2006/07 to fund Directorate budgets (excluding Schools and Social Care) that are 1% over spent at outturn compared to their base budget. As the 2006/07 financial year closes there is a reduced probability that this funding will be needed and so can make a £1.1m contribution to the funding of any shortfall.
- vi) The preliminary work undertaken on procurement and efficiency issues indicates that savings are available to help meet a balanced budget position. The precise scale is not yet known, but it is clear that a minimum level of £300k should be available in 2007/08. This covers areas such as more effective use of existing suppliers and looking for alternative cost saving options in areas such as car leasing.
- vii) The Council’s balance sheet reflects its relationship with the outside world and in particular its assets and liabilities. Discussions with our investment advisors indicate that some adjustments can be made to provide additional income and savings around “cash transactions”. This is not about ensuring we more accurately budget for investment income. It is reasonable to anticipate that this process will provide an additional £300k per annum and possibly significantly more.
- viii) The overall position of possible funding sources to meet any slippage in the Herefordshire Connects programme and consequent reduced savings in 2007/08 is as follows:

	£m
a. Use of existing Herefordshire Connects reserve	1.5
b. Transfer of part of Social Care Contingency reserve	1.3
c. LABGI grant increase 2006 and 2007	2.0
d. Increased cash transactions income	0.5
e. Transfer of budget management reserve	1.1
f. Procurement and efficiency	0.25
g. Balance sheet review	0.3
h. Accommodation capital financing cost	0.15
TOTAL	<u>£7.1m</u>

The above will provide “cover” of £7.1m against any possibility that the savings of £5.8m assumed from Herefordshire Connects slip into the following year. It also helps bridge the gap as a result of the other revenue changes, totalling £1.4m, previously outlined.

- ix) The overall position on emerging pressures as well as coverage for Herefordshire Connects in 2007/08 is as follows;

	£m
a. Cover for Herefordshire Connects savings in current MTFMS	5.8
b. Reduced level of Council Tax Income compared to estimate	0.5
c. Customer Service Division shortfall	0.5
d. Corporate Capacity	0.4
TOTAL	<u>£7.2m</u>

Section 2 – Directorate Base Budgets for 2007/08

26. The MTFMS includes clear financial planning assumptions to help maintain the Council's finances on a secure footing. These budget assumptions include the following increases for 2007/08:

Employees	2.0%
Employer's pension contributions (additional on basic pay)	0.6%
Other Expenditure	0.0%
Income (excluding Planning, Car Parking and Investment Property)	2.5%

27. The implication of the approach is that Directorates will have to meet inflationary commitments through greater efficiency and strong budget management.
28. The total for pay inflation allowed for in the MTFMS is £1.196m. Income inflation is £797k, giving a net increase of £399k. This, along with the application of the other budget assumptions outlined above, gives the following inflated base budgets:

	Base Budget 2006/07 £	Inflated Base 2007/08 £
Financing Transactions	8,529,990	8,529,990
Social Care Contingency	1,302,000	1,302,000
Corporate & Customer Services	7,545,769	7,627,530
Environment	24,361,460	24,427,430
HR	1,379,140	1,401,360

Resources	5,711,992	5,817,090
Central Services	3,020,505	3,040,720
Children Services – Education	11,311,800	11,311,800
Children Services - Social Care	10,717,892	10,814,360
Adult & Community Services	44,404,452	44,459,620
TOTAL	118,285,000	118,731,900

29. In addition to the inflated base budget, there are a number of more minor base budget issues that need addressing if strategic priorities are to be achieved. The MTFMS outlined the issues and how they would be tackled

- **Queenswood Park** – restore £25k base budget reduction in anticipation of a Cabinet decision to reverse its policy to introduce charges for parking: the shortfall will be met from balances in 2006/07 but will be included in the Medium-Term Financial Resource Model from 2007/08 onwards (reducing the General Fund balance for the year by a corresponding amount).
- **Procurement & Efficiency Review** – increase the staffing budget by £55k a year, starting from 2007/08, to reflect the full-year cost of the new Key Manager post: the shortfall in 2006/07 will be met from balances.
- **Herefordshire Matters** – correct base budget omission by adding £50k to base budget from 2007/08 onwards to support future publications: the shortfall in 2006/07 will be met from balances.
- **Chief Executive’s Development Fund** – add £150k to base budget from 2007/08 onwards: the shortfall in 2006/07 will be met from balances.
- **Housing Benefit & Council Tax Benefit (HB/CTB) Administration Subsidy** – reduce anticipated grant income by £150k a year, starting in 2007/08, to reflect the 5% real terms reduction announced by the Department of Work and Pensions.
- **Service Level Agreements** – set aside £100k from 2007/08 onwards for allocation in the event that budget pressures are identified by the proposed review of support services to ensure we have sufficient capacity in key priority areas, such as performance management, and to improve recharging mechanisms. Any pressure in 2006/07 will be met from balances.
- **Whitecross PFI Scheme** – shortfall on amount included in Financial Resource Model for 2006/07 of £380k to be met from balances; and
- **Edgar Street Grid (Herefordshire) Ltd** – increase base budget provision by £225k a year from 2007/08 for 3 years to take total up to £350k, so funding is in place for Herefordshire to contribute 50% of the running costs to support the approved business plan.

30. In summary, the proposals above are as follows:

	£000s
Queenswood Park	25
Procurement & Efficient Review Manager	55
Herefordshire Matters	50
Chief Executive's Development Fund	150
HB/CTB Administration Subsidy	150
Service Level Agreements (up to)	100
Whitecross PFI Scheme	380
ESG (Herefordshire) Ltd	225
TOTAL BASE BUDGET CHANGES	<u>1,135</u>

31. The Three Year Proposals report to Cabinet on 26th October included a series of spending pressures faced by Directorates. The current financial framework is clear that Directorates must fund pressures within their budget allocation but it is clear that some significant issues have been highlighted.

Section 3 – Invest to Save/Invest to Mitigate Proposals

32. Cabinet on 26th October 2006 received a report on three-year strategic investment proposals to support the draft Corporate Plan 2007-10. The Corporate Plan was approved in draft to provide the basis for the initial preparation of directorate and service plans for 2007-10 and the Annual Operating Plan 2007/08.

33. The report confirmed that the 2007/08 budget would be framed within the context of these three-year strategic decisions, whilst having regard to the final financial settlement from Government. The report confirmed that the MTFMS had capacity for increased spending over the years of the Corporate Plan as follows:

2007/08	£3.6m
2008/09	£3.9m
2009/10	£4.6m

34. It should be noted that the 2007/08 figure of £3.6m is after allowing for £1.5m to provide additional financial capacity in 2008/09 and a further £1.5m to cover delays in the Herefordshire Connects benefits realisation programme. Any additional growth will have to be managed within the overall resources available. There will also be a £1m Invest to Save fund available. It is important to confirm that whilst there is a total of £3m available for Invest to Save initiatives, £1.928m has already been earmarked for the Herefordshire Connects programme.

35. The Council's financial management strategy indicates that the balance of £1.072m available for Invest to Save initiatives will be allocated to projects that support the Council's corporate priorities and complement projects within the business transformation programme. The type of investment covered by Invest to Save can either reduce future expenditure (spend to save), or mitigate the costs of inescapable future demands (spend to mitigate). Any spend to mitigate proposal must demonstrate how existing performance standards will be at least maintained or even improved.
36. The proposals that were brought forward for consideration were assessed against the Council's priorities. The report to Cabinet on 26th October 2006 said "On the basis of earlier decisions by Cabinet and Council, as reflected in the draft Corporate Plan, it is suggested that the Council's uppermost priorities are:
- to ensure that its arrangements for safeguarding children continue to be at least adequate;
 - to maximise the independence, well-being and choice of vulnerable adults, in particular through meeting the growing need for social care with more efficient and effective services;
 - to deliver major improvements in the infrastructure necessary for a successful and sustainable economy; and
 - to deliver improved and more efficient services to customers more generally through the Herefordshire Connects programme and good performance management across the Council."
37. Although these are the Council's top priorities, there is also a requirement to maintain or, in some cases, improve a range of other services. This can arise from statute, from minimum thresholds for some services laid down by Government or the inspectorates, or from binding existing contracts.
38. The proposals that came forward (and were agreed in principle) are outlined in Appendix 1. The total expenditure requirement has been calculated in two ways. The first is on the basis that current charging policies for Social Care remain and the other calculation assumes a revised policy is implemented that increases level of charges to those who can afford to pay. The overall total of expenditure requirement for proposals using the different assumptions is as follows:

Proposed investment in Invest to Save/Invest to Mitigate initiatives	2007/08 £000	2008/09 £000	2009/10 £000
Using Current Charging Policies	3,447	2,915	2,565
Using New Charging Policies	2,464	325	2,246

39. The table excludes any of the cashable savings that may occur. These will be assessed to ensure that they are not double-counted as part of the Herefordshire Connects benefits realisation programme already included in the MTFMS.

Section 4 – Capital Spending Proposals

40. The capital proposals are linked directly to the Council's priorities as expressed in the approved Corporate Plan 2007-10 and further explained in the report to Cabinet on 26th October. The majority of proposals appear to meet the priority agreed for investment in essential infrastructure for a successful economy.
41. In order to fund capital projects the Council is increasingly dependent upon unsupported Prudential Borrowing. Whilst other sources of funding include grant, capital receipts, and DRF supported capital expenditure (revenue), Prudential Borrowing is now the major source of funding.
42. The funding position for capital expenditure in 2007/08 is very tight. The position was outlined in the MTFMS, which confirmed that the Council only has £4.1m of unallocated useable capital receipts. This is one of the smallest balances in recent years. For 2007/08 the potential capacity in the revenue account to absorb revenue implications of further borrowing is also limited as outlined earlier in this report, leaving a diminished capacity for new projects, unless efficiency savings can match the additional borrowing costs. The continuing work around asset disposals may give further capacity in the future especially given recent successes and possible future sales. However, it is not prudent to commit such funds to capital proposals before they are actually received.
43. As part of the annual capital strategy new project proposals were requested. This two stage process sees high level proposals assessed in the first stage with successful proposals going to the second more detailed stage. Appendix 1 indicates the proposals that were brought forward at Stage 1. In summary 7 of these potential schemes have been grouped together as requesting Prudential Borrowing funding with one other (Smallholdings capital expenditure) seeking funding from other sources. It should be noted that the Rotherwas Access Road is not included because funding from developers contributions will be sufficient to bridge the funding gap on the project. However the Council will incur financing costs as the developer contributions will be received after the Rotherwas Access Road is complete.
44. The proposals currently do not fully reflect emerging work around capital projects in market towns and Hereford City. In Ledbury a number of complicating factors has led to a piece of work being commissioned around a possible library development. A similar issue faces Hereford City and a £35k proposal has been made to progress options on service provision affected by the Edgar Street Grid development.
45. Appendix 3 gives more detail including phasing of indicative costs on the following potential capital schemes:
 - Stretton Sugwas Closed Landfill Site (2 projects).
 - Strangford Closed Landfill Site.
 - Leominster Closed Landfill Site (2008/09).
 - Ross Info and Library.
 - Herefordshire CCTV.

- Hereford Centre (including Library).
46. In addition the following is viewed as an additional bid because it seeks funding from specific capital receipts:
- Smallholdings Capital Works.
47. The revised capital programme budget monitoring forecast for 2006/07 indicates that there is significant slippage. The revised forecast outturn as at 30th November totals £51.8m, representing a decrease of £8m from the September forecast. The main reason for this decrease is a slippage in spending on corporate accommodation (£3.5m) and Herefordshire Connects (£4.5m). As a result, the expected use of Prudential Borrowing in 2006/07 has decreased by £7.9m and will decrease capital financing costs to be funded from the revenue budget. However, the position on funding other projects is not improved because resource is not being released.

Alternative options

48. The Three Year Proposals report asked Directorates to identify options for Invest to Save. Cabinet on 26th October, following consideration by Strategic Monitoring Committee, took the strategic decisions about future proposals and the 2007-10 Corporate Plan. Therefore this report covers the final adjustments. No further alternative options are identified but emerging issues and remedies have been covered.

Risk Management

49. The MTFMS includes references to corporate risks (business and financial) and the management actions in place to mitigate them.

Consultees

50. As the report is heavily influenced by the MTFMS, it is appropriate to confirm that the initial draft document was subject to consultation with:
- Corporate Management Board.
 - Senior Management Team.
 - Leadership Forum.
 - Strategic Monitoring Committee.
 - Strategic Partnership Board.
 - Community Forum meetings in October; and
 - Unison.

RECOMMENDATION

THAT Strategic Monitoring Committee comments on the contents of the report prior to its consideration by Cabinet

BACKGROUND PAPERS

- Medium Term Financial Management Strategy
- Three Year Proposals and Corporate Plan 2007/10 approved by Cabinet on 26 October 2006
- The draft Annual Operating Plan 2007/08

i) Spend to Save Proposals

Proposals under this section are those that require non-recurrent budget provision. Proposals that came forward aim to improve services for vulnerable children and older people.

- **Safeguarding and assessment – commissioning professional foster support for children.**

To purchase professional foster care within Herefordshire to halve the number of children, from 14 to 17, in 2008/09 who will be placed in independent foster care outside the county.

Expenditure Required			Expected Income/Benefits		
2007/08 £000	2008/09 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
135	100	50	Cashable 0	Cashable 200	Cashable 200
			Non cash 682	Non cash 426	Non cash 0

- **Community Development Workers for adult social care [This was to be subsumed in the overall programme of improvements to adult social care – and now should be, since those were approved by Cabinet in December]**

Population projections indicate an increase in numbers and in the proportion of older people in the population as a whole. A needs analysis carried out in 2006, indicates that, by 2011, there will be a 42.9% increase in the number of people aged 85 and over in Herefordshire. These significant demographic changes will place increasing pressure on health and social care to develop new models of care. The Community Development Workers will work within the community with local organisations to develop and promote a range of low-level support services. The workers will explore opportunities for the use of community facilities such as libraries, clubs, pubs, leisure facilities. These services would reduce the need for admission to hospital and residential care and intensive domiciliary packages.

Expenditure Required			Expected Income/Benefits		
2007/08 £000	2008/9 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
45	46	47	109	127	182

- **Independent Living Fund (ILF) worker (Adult Social Care)**

The ILF is a Government funded charity, which provides funding to severely disabled people to enable them to live independently. Individuals have to be in receipt of high rate Disability Living Allowance and receive care services from the LA of a weekly value of over £210. Any amount provided by ILF reduces the LA financial commitment by the equivalent amount. The maximum provided by ILF is £475 per

week. Currently not all eligible service users are accessing ILF and alterations in care arrangements are not routinely reported to ILF. Employment of a specialist worker would maximise income against ILF by:

- increasing the number of people applying for and receiving ILF contribution;
- ensuring that any increases in care packages are shared by ILF;
- ensuring notification to ILF of decreases in care packages is timely.

Expenditure Required			Expected Income/Benefits		
2007/08 £000	2008/09 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
25	25	25	35	35	35

ii) Spend to Mitigate Proposals

Proposals under this section will need recurrent budget provision. As with the previous proposals these are to improve services for vulnerable children and older people. The most significant and largest programme to ensure the Council can meet unavoidable future demand from older people and adults with learning difficulties.

• **Modernised, high performing social care and community services for older people**

Following a major review of older people's future social care needs in Herefordshire it has been confirmed that needs are increasing because of year-on-year increases in numbers of older people. Without changes being made it would cost nearly twice as much extra a year to provide relatively poor services than it would to provide high-quality, more efficient services to the larger number of people who will need them. The proposal also identifies the need for parallel investment to increase voluntary sector led community services. The investment in the overall proposal will substantially reduce the level of increased funding required if current patterns of service delivery continue. The proposal is also linked to a review leading to increased charges for those who can afford to pay. The following indicates two levels of investment required, one has an increase in charges and the other (higher) one assumes current charging policies remain.

	Expenditure Required		
	2007/08 £000	2008/09 £000	2009/10 £000
Cost to the Council:			
Additional costs if no increases in charges	2,040	1,894	1,894
Cumulative position	2,040	3,934	5,828
Additional costs with increase in charges	1,189	(245)	1,769
Cumulative position	1,189	944	2,713

Cumulative net cost of not increasing charges	851	2,990	3,115
---	-----	-------	-------

- **Modernised, high performing social care and community services for adults with learning difficulties (AWLD)**

A major review of AWLD's future social care needs has been undertaken. With increasing life expectancy there has been an effect on the level of needs to be met. If no changes are made to the current approach and levels of charges to those who can afford to pay it would cost over five times as much extra a year to provide relatively poor services than it would to provide high-quality, more efficient services. As with the previous proposal a parallel investment is needed, but this time in general community services. The following information indicates two levels of investment required, one has an increase in charges and the other (higher) one assumes current charging policies remain.

	Expenditure Required		
	2007/08 £000	2008/09 £000	2009/10 £000
Cost to the Council:			
Additional costs if no increases in charges	601	576	576
Cumulative position	601	1,177	1,753
Additional costs with increase in charges	469	125	562
Cumulative position	469	594	1,156
Cumulative net cost of not increasing charges	132	583	597

- **Integrated services and inclusion for young people**

This proposal intends to enable better outcomes for young people with disabilities who are leaving school and require ongoing support. The JAR said that present arrangements were deficient: this is therefore part of the JAR Improvement Plan. It provides for co-coordinating resources and creates more options for those young people thus reducing their support needs. The proposal requires the following investment and produces some non cashable benefits:

Expenditure Required			Expected Income/Benefits		
2007/08 £000	2008/09 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
18	20	20	Cashable 0	Cashable 0	Cashable 0
			Non cash 15	Non cash 10	Non cash 5

- **Commissioning and Improvement in services for Children and Young People**

This investment is required to establish a Data & Performance Unit within the directorate, as a prerequisite to gaining improved service and higher standards, including through more effective scrutiny.

Expenditure Required			Expected Income/Benefits		
2007/08 £000	2008/09 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
100	0	0	Cashable 0	Cashable 0	Cashable 0
			Non cash 0	Non cash 1,190	Non cash 238

- **Safeguarding and Assessment for children**

To fund additional social workers to bring provision in line with recommended standards, thereby ensuring improvements in quality of provision and reducing reputational risk. Number of assessments to be increased from 220 per 10,000 to 350 per 10,000 leading to a reduction of children on looked after register. Cashable saving from reduced need to use agency staff to carry out assessments.

Expenditure Required			Expected Income/Benefits		
2007/08 £000	2008/09 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
300	300	0	Cashable 0	Cashable 375	Cashable 185
			Non cash 408	Non cash 408	Non cash 0

- **Integrated services and inclusion – increasing family support**

Increased family support to address issues at an early stage before they escalate into crises which require expensive intervention. 10% reduction in number of children having to be looked after. Additionally, proposal would help looked after children to lose fewer days' schooling, as well as achieving a 2% increase in the proportion of those gaining 1 or more GCSEs.

Expenditure Required			Expected Income/Benefits		
2007/08 £000	2008/09 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
228	0	0	Cashable 0	Cashable 117.5	Cashable 59
			Non cash 187	Non cash 277	Non cash 0

FINANCIAL PROFILE OF SPEND TO SAVE AND SPEND TO MITIGATE PROPOSALS

	Expenditure Required			Expected Income/Benefits		
	2007/08 £000	2008/09 £000	2009/10 £000	2007/08 £000	2008/09 £000	2009/10 £000
i) Spend to Save	135	100	50	0	200	200
Safeguarding and assessment – commissioning professional foster support for children.						
Independent Living Fund (ILF) worker	25	25	25	25	25	25
ii) Spend to Mitigate						
Modernised, high performing Social Care and Community Services for older people						
• Additional costs if no increases in charges	2,040	1,894	1,894	-	-	-
• Additional costs with increases in charges	1,189	(245)	1,769	-	-	-
Modernised, high performing social care and community services for adults with learning difficulties						
• Additional costs if no increases in charges	601	576	576	-	-	-
• Additional costs with increases in charges	469	125	562	-	-	-
Integrated Services and inclusion for young people	18	20	20	0	0	0
Commissioning and Improvement in services for Children and Young People	100	0	0	0	0	0
Safeguarding and Assessment for children	300	300	0	0	375	185
Integrated services and inclusion –	228	0	0	0	117.5	59

increasing family support						
Total without increases in charges	3,447	2,915	2,565			
Total with increases in charges	2,464	325	2,426			
Total Income				35	727.5	479

2007/8 POTENTIAL CAPITAL SCHEMES

Bid	Indicative Costs (£'000)					Life (Years)	Estimated Capital financing costs (£)			
	2007-8	2008-9	2009-10	Future Years	Total		2007-8	2008-9	2009-10	Future Years
	£'000	£'000	£'000	£'000	£'000		£	£	£	£
Stretton Sugwas Closed Landfill Site - Replacing gas wells & pipe work of gas extraction system.	70	40	40	40	190	10	3,150	11,635	16,940	22,065
Strangford Closed Landfill Site - Installation of leachate wells & gas monitoring boreholes to detect and monitor any adverse env effects	18				18	10	810	2,529	2,448	2,367
Leominster Closed Landfill Site - Additional to original restoration bid as a requirement under the Waste Management Licence. The detailed scheme is to be developed. There would be expected annual revenue costs of around £100,000.		1,600			1,600	25	-	72,000	133,120	130,240
Stretton Sugwas Closed Landfill Site - New gas flare needed to replace poorly designed current flare. This bid has specific legal and environmental requirements.	70				70	10	3,150	9,835	9,520	9,205
Ross Info & Library - Extension & Refurbishment. This bid involves the relocation from rented property to a single owned accommodation site. Costs are currently estimated and subject to a more detailed bid to be based on current service requirements.	800				800	25	36,000	66,560	65,120	63,680
Herefordshire CCTV - New links to ensure images are of highest standard to reduce crime and disorder. Possibility of funding from West Mercia Constabulary.	90	50			140	10	4,050	14,895	19,265	18,635
Hereford Centre (including Library) - Consultancy on service provision, financial appraisal with funding opportunities. Feasibility work.	35				35	25	1,575	2,912	2,849	2,786
	1,083	1,690	40	40	2,853		48,735	180,366	249,262	248,978
Smallholdings Capital Works – To be funded through capital receipts	947				947					

DRAFT ANNUAL OPERATING PLAN 2007-08

PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

18TH JANUARY, 2007

Wards Affected

County-wide.

Purpose

To seek Cabinet's views on the draft Annual Operating Plan 2007-08, so that they can be taken into account in finalising the Plan.

Key Decision

This is not a Key Decision.

Recommendation

THAT the draft Annual Operating Plan 2007-08 should be considered, together with any comments on it from the Strategic Monitoring Committee, and Cabinet's views taken into account in preparing the proposed final version for formal approval.

Reasons

Cabinet has agreed that, as part of the Performance Improvement Cycle, the Council should have an Annual Operating Plan (AOP): to give effect to the first year of its latest Corporate Plan and to serve as the basis for in-year integrated performance reports.

Considerations

1. In October 2006, Cabinet approved a draft of the Corporate Plan 2007-10 and gave in principle approval to associated three-year investment proposals.
2. This draft of the AOP (Appendix 1) sets out what the Council would intend to do and achieve in year one of the new Corporate Plan to begin to deliver it. It has been developed in the light of the subsequent changes in the MTFMS reported earlier at this meeting and the associated budget implications, together with detailed work in directorates and services.
3. The AOP will be finalised together with the Budget for 2007-08. It will be presented to Cabinet in late February alongside the final version of the Corporate Plan and the proposed Budget, so that they can all be recommended to Council for formal approval in March.

Further information on the subject of this report is available from
Steve Martin, Corporate Policy and Research Manager, on (01432) 261877

4. Cabinet may wish to give particular attention to the crucial issues identified on page 4 of the draft AOP.
5. A significant number of targets and other details have still to be completed. These are indicated on the text. Some of the most important cannot be settled until negotiations have been concluded with GOWM on the reviewed and refreshed Local Area Agreement and approved by the Government Minister. This should happen in early February. Others are subject to continuing detailed consideration. In particular, the final AOP will need to include any changes that result from an urgent review that is being carried out of the Council's performance against BVPI and other indicators that would need to be improved to raise the Council's Comprehensive Performance Assessment score and Direction of Travel Assessment.
6. Strategic Monitoring Committee is considering this draft of the AOP at its meeting on 15th January. Its comments will be reported at the Cabinet meeting.

Financial Implications

The AOP has been designed to be affordable within the terms of the agreed Medium-Term Financial Strategy (MTFMS). This consideration will continue to govern the content of the Plan as detailed budgets are set for 2007-08 and the AOP is finalised.

Risk Management

Having an AOP to give effect to the Corporate Plan that framed within the context of the MTFMS, is related directly to the Budget, and is clear about targets and key milestones, so providing a sound basis for in-year performance management, is one of the key means by which the Council manages its most important risks.

Alternative Options

The final, agreed Plan will reflect the Council's chosen options for service and related expenditure priorities.

Consultees

There has been extensive consultation with directorates and services and the Herefordshire Partnership Support Team.

Appendices

Appendix 1: the draft Annual Operating Plan 2007-08

Background Papers

The draft Corporate Plan 2007-10

The Medium-Term Financial Management Strategy, as updated by the paper *Financial Strategy Update* being considered at this meeting.

HEREFORDSHIRE COUNCIL

OPERATING PLAN 2007 – 08

Action for a better Herefordshire

“ A place where people, business and an outstanding natural environment will together bring about sustainable prosperity and well-being for all”.

- ...Putting people first
 - ...Promoting our county
 - ...Providing for our communities
 - ...Protecting our future
- Quality life in a quality county*

Chief Executive's foreword

Introduction

The Corporate Planning Process

The Council's Priorities

Challenges and responses: the action plan for 2007-08

Part one – Making a reality of the Herefordshire Community Strategy

Maximising the health, safety, economic well-being, achievements and contribution of every child

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

Securing the essential infrastructure for a successful economy

Sustaining thriving communities, providing more efficient, effective and customer-focused services, clean streets, tackling homelessness and effective emergency planning

Protecting the environment, producing much less waste, recycling much more of what remains and significantly reducing carbon emissions

Improving transport and the safety of roads

Promoting diversity and community harmony, and striving for equal opportunities

Giving effective community leadership

Part two – Organisational improvement

Securing significant efficiency savings

Ensuring that the Council's essential assets are in the right condition for the long-term cost-effective delivery of services and ensuring business continuity

Understanding the needs and preferences of service users and Council Tax-payers

Recruiting, retaining and motivating high quality staff

Embedding corporate planning, performance management and project management systems

Appendices

Appendix 1 – Revenue budget in 2007-08 by programme area

Appendix 2 – Capital programme 2007-08

Appendix 3 – Glossary

Foreword

[To be added for the final version]

Neil Pringle

Chief Executive

Introduction

This Plan set out what the Council intends to do between 1 April 2007 and 31 March 2008. The crucial issues are:

- ✓ raising our performance significantly across a range of national performance indicators so that we are judged to be improving well, instead of only adequately
- ✓ to the same end, striving to reach the harder standard for the Use of Resources Assessment, with the aim of reaching the highest level (4) during the period of the Corporate Plan 2009-10
- ✓ delivering the first phase of our comprehensive *Transformation Programme*, particularly through *Herefordshire Connects*, so that we both improve customer services and can make the multi-million pounds of efficiency savings needed to deliver the Council's priorities
- ✓ establishing a strong, effective and efficient Public Service Trust that unites, in one organisation, the executive functions of the Council and the commissioning arm of the Herefordshire Primary Care Trust
- ✓ further improving our now good performance in safeguarding children and young people; in particular ensuring that all assessments of children in need are carried out promptly
- ✓ implementing, with our partners, the first phase in the radical improvement of preventative and social care services to maximise the independence, well-being and choice of older people and adults with learning disabilities
- ✓ making good progress with our key infrastructure projects for a successful economy: *Rotherwas Futures* and *The Edgar Street Grid*
- ✓ securing a consistently high standard of planning and performance management across the Council to drive continuous improvement in services
- ✓ putting in place, with our partner organisations in *The Herefordshire Partnership*, the arrangements needed to capitalise fully on the opportunities provided by the Local Government White Paper, *Strong and prosperous communities*
- ✓ continuing to strengthen the scrutiny function's contribution to the continuous improvement in services

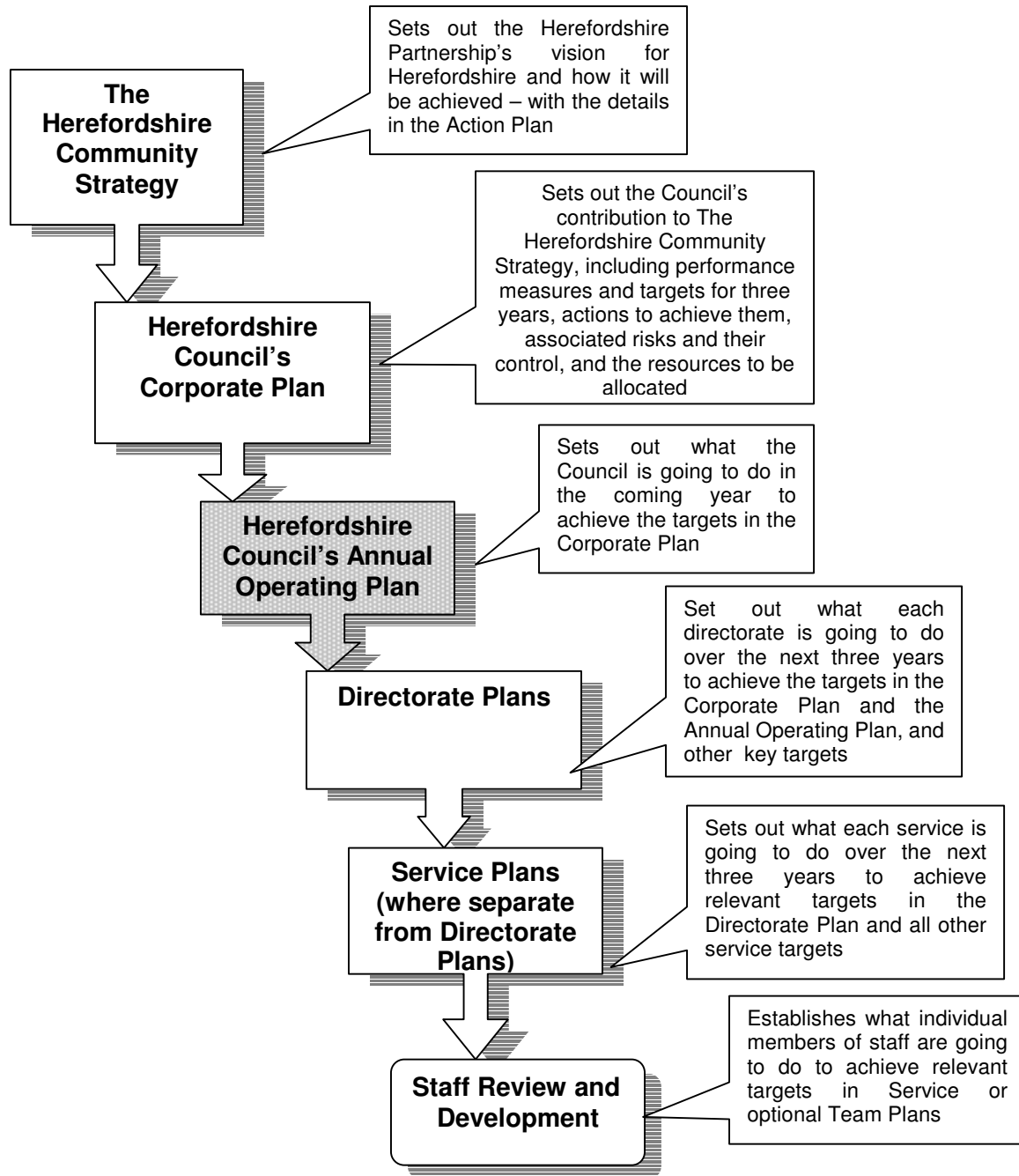
The Council's Corporate Plan 2007-10 describes the demographic, social and economic characteristics of Herefordshire; it identifies the main challenges facing the county and the Council; and it shows what the Council can do to respond to those challenges. On the basis of that analysis and the results of public consultation, it sets out the Council's objectives, priorities and targets for the next three years.

The 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 flow directly from the Corporate Plan and the ambitions we share with our partners, which are embodied in the *Herefordshire Community Strategy 2006 – 2020* and the associated *Local Area Agreement* with the Government. In turn, all the Council's plans for individual

directorates, departments and services in 2006-07 will give effect to this overall Operating Plan.

The relationship between the *Herefordshire Community Strategy* and these various plans is shown on the following page.



The Council's priorities

As set out in the Corporate Plan 2007-10, the Council's **top priorities** are:

- ✓ to **maximise the health, safety, economic well-being, achievements and contribution of every child**, with special emphasis on sound arrangements for safeguarding vulnerable children and sustained improvements in educational attainment
- ✓ 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 **secure the essential infrastructure for a successful economy**
- ✓ to **sustain thriving communities, including by securing more efficient, effective and customer-focused services, clean streets, tackling homelessness and effective emergency planning**
- ✓ to **protect the environment**, including by **producing much less waste, recycling much more of what remains** 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 **promote diversity and community harmony** and **strive for equal opportunities** for all the people of Herefordshire, regardless of race, religion, disability, sex, sexual orientation, geographical location, income or age
- ✓ to **give effective community leadership**, working with partners to deliver the Herefordshire Community Strategy, including the *Local Area Agreement*

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

- ✓ to streamline its processes, assets and management structures, and **secure significant efficiency savings**, 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 ICT, **are in the right condition for the long-term cost-effective delivery of services, and ensure business continuity** in the face of emergencies
- ✓ 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 2007-08, and the key actions it intends to take to do so. Many of the actions contribute to more than one of the priorities. Where they are of particular significance to more than one priority they are repeated, but mostly they are described in relation to the priority to which they contribute most.

Challenges and responses: the action plan for 2007-08

Part One: Making a reality of the Herefordshire Community Strategy

Maximise the health, safety, economic well-being, achievements and contribution of every child, with special emphasis on sound arrangements for safeguarding vulnerable children and sustained improvements in educational attainment

The challenge

The overall challenge is to deliver, with our partners and across the whole of the Council's activities, fully integrated and coherent services for children and young people, as required by *Every Child Matters* and the *Children Act 2004*.

Within that framework, we must give the highest priority to ensuring that:

- services are provided on the basis of a sound understanding of the needs and wishes of children, young people and their families
- all children and young people are safeguarded, and enjoy and achieve to their maximum potential
- there is enhanced provision of appropriate family support and early intervention through children's centres, extended services around schools and support for parents
- there are effective services and support that meet the needs of children and young people with disabilities, learning difficulties or who are looked after
- the Council continues to work successfully with schools to raise the already impressive overall achievement of pupils across the county to even higher levels; and ensures that this extends to all Council maintained schools and all groups of pupils, with a particular emphasis on improving the achievements and life-chances of those with additional needs
- services promote healthy living for children and young people and families, and reduce health inequalities
- there is adequate housing for vulnerable young people (including those leaving care) and families
- that sound arrangements for children and young people are established, linked with the proposed Public Service Trust

The Council's response

The full strategic response of the Council, with its partners, is set out in the statutory *Children and Young People's Plan 2006-09*. A selection of those targets, milestones and **actions where the Council is in the lead are in this section. Those led by other partners are included in the section below - *Giving effective community leadership*.**

BE HEALTHY

We aim to increase the number of **schools accredited as Healthy Schools from 81 to 91**

We aim to **increase the percentages of babies who are breast-fed at six weeks old:**

in the South Wye area from 33% *[subject to confirmation]* to 40%

amongst teenage mothers across the county from 25% *[subject to confirmation]* to 30%

overall from 82% *[subject to confirmation]* to 85%

We aim for 11-14 year olds to have healthier lifestyles. *[Targets for reductions in smoking, obesity, alcohol consumption and drug use; for increases in participation in sport, physical activity and recreation, the percentage of children eating five portions of vegetables and fruit a day; and for better mental health will be decided after a teenage lifestyle survey has been carried out in February 2007]*

We aim to **reduce sexually transmitted infections amongst young people by 1%**

STAY SAFE

We aim to increase children in need referrals to *[target to be set following service workshops in early February]*

We aim to complete *[x%]* of initial assessments of children in need within... *[target to be set following service workshops in early February]*

We aim to complete core assessments of children in need within....*[target to be set following service workshops in early February]*

We aim to reduce the percentage of children on the child protection register that are re-registrations by *[target to be set following service workshops in early February]*

By working closely with schools, requiring the recording of incidents and action to deal with bullying, we aim to **reduce from x to y the percentage of 11-15 year-olds who say**

they have been bullied in the last twelve months *[target to be added after the Teenage Lifestyle Survey - Feb 07]*

ENJOY and ACHIEVE

- We will continue to ensure that at least 85% of three year-olds have access to good quality early years education
- We will work with schools to raise to even higher levels performance in the top GCSE grades, in particular **increasing from *[61.8% to 67% - subject to confirmation]* the proportion of pupils in schools maintained by the Council achieving 5 A* - C GCSEs, or the equivalent, including English and Maths**
- By working in partnership with schools to tackle disaffection by means of the Behaviour Support Plan and the Behaviour Support Policy produced by each school, we aim to **reduce school absences:**
 - **in secondary schools maintained by the Council, from 7.4% to 6% of half-day sessions**
 - **in primary schools maintained by the Council, from 4.9% to 4% of half-day sessions**
 - **the number of children looked after by the Council continuously for at least 12 months, who missed at least 25 days of schooling during the previous school year, to fall from 14 to no more than 8**
 - We aim to **reduce the conception rate of under 18s by 24% from a baseline of 37.2 per 1000**

POSITIVE CONTRIBUTION

- By encouraging Duke of Edinburgh Awards and other initiatives we aim to **increase from x to y the number of 11-15 year-olds volunteering *[Baseline and target to be established in light of the Lifestyle survey in Feb 07]***
- Through the implementation of our *Community Involvement Action Plan for Young People* and by progressively embedding the Hear by Rights Standards by 2010, we will develop and maintain a good understanding of the needs and wishes of children and young people. The key measures of our success will be to **increase from 19% to 28% the percentage of young people who feel that they can influence decisions affecting important local services**

ECONOMIC WELL-BEING

- Working with schools and the Learning and Skills Council (LSC), we aim to **reduce to less than 4.9% of 16-18 year-olds those not in education, employment or training**
- We aim to **increase from 12 to 46 the number of young people who had been looked after by the Council in their 17th year who are engaged in education, training or employment at the age of 19**
- By working with schools, the LSC and further education colleges to broaden the range and flexibility of the curriculum and available qualifications, including increased vocational options, we aim to **increase from 88% to 96% the proportion of pupils in schools maintained by the Council achieving 5 or more 5A* - G grades at GCSE, or the equivalent**
- By implementing our *Homelessness Strategy* and by securing, with partners, an increase in the supply of both temporary and settled housing, we aim to **remove the need for the use of bed and breakfast accommodation for households with children**

SERVICE MANAGEMENT

- Building on the work of the *Children and Young People's Partnership Board*, we will **establish [by – target date] Children's trust arrangements** with all the relevant local partners, linked to the proposed Public Service Trust between the Primary Care Trust and Herefordshire Council
- We will complete, with partners, the development and **implementation of the *Herefordshire Common Assessment Framework (CAF)*, with targets set by June 2007**, to identify children with additional needs and ensure that early intervention services are put in place
- We aim to **increase by at least 5% the number of families receiving support**
- Fully involving parents, carers and children, we will develop and implement a joint commissioning strategy with Health, the voluntary sector and other partners to **deliver service improvements for children with learning difficulties and disabilities. Implementation of the strategy will commence in April 2007, when targets will be set.**
- We aim to increase by 30 the number of schools with an approved school travel plan, giving cumulative coverage of 82% of schools

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:

- implement major improvements in the pattern and quality of services so as to meet future needs as efficiently and effectively as possible. Key elements in this will be -
 - (i) working with communities and partners to develop to the full the opportunities for the rapidly growing numbers of older people to have fulfilled lives and contribute to society
 - (ii) implementing, with our partners, the first phase of our programmes of radical improvement in preventative and social care services to maximise the independence, well-being and independence of older people and adults with learning disabilities
 - (iii) establishing the future needs of 18-65 year-olds with mental health problems or physical disabilities and developing programmes to meet them efficiently and effectively so as to maximise their independence, well-being and choice

- continue to tackle homelessness successfully

The Council's response

We aim to increase the number of people of 65 or over helped to live at home per 1,000 population from 79.8 to x *[to be proposed]* by working with partners to begin the implementation of our four-year service transformation programme, including:

- reduced waiting times for assessment and care packages
- co-ordinating and develop a range of rehabilitation, prevention and independent living services;
- establishing community wardens across the county
- expanding the *Signposting Scheme*;
- piloting a local care sitter service
- expanding the provision of Supporting People services
- targeting further sites with Fire Service outreach workers
- continuing the Trading Standards *Doorstep Crime Campaign*

- increasing significantly the number of older people receiving direct payments to purchase social care

By the same means, we aim to:

- **reduce from 34,691 to 31,222 the number of emergency unscheduled acute hospital bed-days in NHS hospitals occupied by a person aged 75 or more commissioned by Herefordshire Primary Care Trust [Revised target due mid Jan]**
- **increase the satisfaction of people over 65 using home care services provided through Herefordshire Social Care or directly purchasing services using direct payments (measured as a reduction of at least 10% in the gap between the proportion satisfied in 2006 and 100%, and the gap in 2009) [Revised target due mid Jan]**

By working with our partners, and through extensive consultation with older people and other interests, we intend to **have in place by [date to be confirmed] a comprehensive Older People's Strategy, with clear targets and actions to achieve them**

Through the Joint Team with the Department of Work and Pensions (DWP) and implementation of the agreed plan to identify potential claimants, we aim to:

- **increase the number of people in receipt of Pension Credit from 7,980 to 8,138**
- **increase the number of people aged 60 or over in receipt of Council Tax benefit from 7,117 to 8,061**
- **increase the number of people in receipt Attendance Allowance from 6,470 to 6,702**

Working with partners to begin the implementation of our four-year service transformation programme, using improved assessment tools, providing improved advice and support, and supporting more people to move into their own homes from registered care, we aim to **increase the number of people with learning disabilities per 1,000 population aged 18-64 helped to live at home from 2.5 to x [target to be confirmed]**

Working with partners to implement the *Physical Disability and Sensory Impairment Best Value Review Action Plan* and through the development of a new deaf-blind service, we aim to **increase the number of people with**

physical disabilities per 1,000 population aged 18-64 helped to live at home from 4.8 to 5.1

Working with our partners in a co-located joint service, with expanded early intervention, deliberate self-harm and carers' support services, we aim to **increase the number of people with mental health problems per 1,000 population aged 18-64 helped to live at home from 3.7 to 4.4**

Working with partners, and in consultation with service users and their representatives, we intend **before the end of 2007 to establish the future needs of 18-65 year-olds with mental health problems or physical disabilities; and to have a clear understanding of the services and support programmes that will be needed to meet them cost-effectively**

By implementing with our partners our *Homelessness Strategy Action Plan* and developing more affordable housing, we aim to **decrease from 416 to 160 the number of people accepted as homeless during a year in respect of whom the Council has a full statutory duty**

We intend to deliver the priorities set out in the Herefordshire Supporting People Strategy Annual Review *[measurable targets(s)/milestones to be added]*

Securing the essential infrastructure for a successful economy

The challenges

It's crucial over the coming years to ensure that Herefordshire has the right infrastructure to strengthen the competitiveness of its economy and so to secure better paid, higher value-added jobs. This requires:

- a flexible, skilled workforce
- good transport infrastructure
- a good supply of industrial and commercial sites
- incentives to help new businesses prosper and grow
- a focus on attracting and retaining knowledge and high-technology industries

Over the next twelve months, the Council has to work with its partners in taking the decisive next steps to deliver that infrastructure and the rest of the *Herefordshire Economic Development Strategy 2005 to 2025*.

The Council's response

[Seeing if there are other key items of transport infrastructure that could be added]

We intend to **tender for the development partner for the retail element of the Edgar Street Grid** ***[target date? Any other major milestones?]***

We aim for **the Rotherwas access road to be mostly completed by March 2008**, with a view to its opening in June.

We intend to **start phase two of Rotherwas Futures, tendering for construction by January 2008**.

Creation of *The Learning Village* in Hereford City ***[major milestone(s)?]***

The Market Towns Initiative ***[major milestone(s)?]***

By establishing a new grant scheme to encourage employers and by running a support programme of seminars and events, we aim to **increase the number of people employed in technology and knowledge intensive industries from 9,900 to 10,286**

We also aim to **restrict to no more than 0.72% the decline in the total number of VAT-registered businesses** *[to be tested]*

Through these and other measures, we aim to **reduce the gap in average wage levels between Herefordshire and the rest of the West Midlands from 0.87:1 in 2005** *[-06?]* to 0.88:1

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

The challenge

We must continue action across a wide range of complementary areas vital to the future of communities across the county:

- tackling the continuing problems of affordable housing and continuing successfully to combat homelessness
- building on success in reducing the overall level of crime, with a particular drive to reduce the number of violent offences, crime related to the misuse of drugs and alcohol, and anti-social behaviour
- working in even more effective and focused partnerships across all sectors to maintain and improve community services, including the full modernisation of those provided directly by the Council to make them more cost-effective and user-friendly
- the fuller engagement of people of all ages, backgrounds and abilities in the life and development of their communities
- maintaining our successful partnerships to ensure that all people are safeguarded at times of emergency

The Council's response

By implementing with our partners our *Homelessness Strategy Action Plan* and developing more affordable housing, we aim to **decrease from 416 to 160** ***[subject to confirmation]*** **the number of people accepted as homeless during a year in respect of whom the Council has a full statutory duty**

By implementing our Community Involvement and Communication Action Plan, enabling more communities to draw up their community/parish plans, making the best possible use of the county's Community Fora, capacity-building and training for community volunteers and agencies, and support for activities that enable communities to come together more, we aim to:

- increase the proportion of adult residents who feel they can influence decisions affecting their local community from 35% in 2005 to 40% in 2007
- increase the proportion of adult residents reporting that they have engaged in formal volunteering of an average of two or more hours a week from 17% in 2005 to 22% in 2007.

[baseline to be checked – shown as different in the draft CP]

By working in partnership with other agencies and voluntary and community groups (including the provision of cleansing equipment for them to use), and by a targeted programme of deep cleansing and enforcement action, we aim to:

- **reduce from 18% in 2005-06 to 17% the proportion of relevant land and highways that fall below an acceptable level**
- **reduce from 3% to 2% the proportion of relevant land and highways from which unacceptable levels of graffiti are visible**
- **reduce from 2% to 1% the proportion of land and highways from which unacceptable levels of fly-posting are visible**
- **maintain our current grade of 1 (very effective) in the year-on-year reduction in the total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'**
- **increase the percentage of people satisfied with the cleanliness standard in their area**
[there will be a three-year target in the Corporate Plan but no annual target in the AOP, although we will report annually on the basis of the Annual Satisfaction Survey]
- **increase from 90% in 2005-06 to 95% the percentage of abandoned vehicles removed within 24 hours from the point where the Council is legally entitled to remove the vehicle**

Through the implementation of the Herefordshire Community Safety and Drugs Partnership Strategy, the Hereford Against Night-Time Disorder Scheme, and the work of the Community Alcohol Service, including the Alcohol Referral Scheme, we aim by March 2008:

- for the number of violent crimes to have fallen by 11% against the 2003 figure
- for the number of criminal damage incidents to have fallen by 20% against the 2003 figure
- for there to have been a 5% fall, compared with the 2003 figure, in the proportion of people who think that the following things are a problem:
 - o speeding traffic
 - o vandalism, graffiti and other deliberate damage to property or vehicles
 - o people using drugs
 - o people dealing drugs
 - o people being drunk or rowdy in public places

We aim for **the proportions of survey respondents who find it easy to access key local services to be as follows** (the 2005 baseline figures are shown in brackets) *[baseline figures to be added]*:

- a library: 72%
- a sports or leisure centre: 71%
- a cultural or recreational facility: 57%
- a local shop: 91%
- a post office: *[under review in light of the Post Office's recent announcement of major reductions in the network]*
- a shop selling fruit and vegetables: 82%
- a green space: 80%

We aim to **increase the percentage of adults who use:**

- sports and leisure facilities once a month from 25% in 2005 to x% in 2007
- parks, open spaces, play areas and other recreational facilities at least once a month from 41% in 2005 to x% in 2007
- libraries at least once a month from 32% in 2005 to x% in 2007
- museums or galleries at least once every six months from 19% in 2005 to x% in 2007
- theatres or concert halls at least once every six months from 32% in 2005 to x% in 2007

We also aim to **increase the adult public's perceptions of improvement in the quality of life in terms of each of the following:**

- access to nature
- activities for teenagers
- affordable decent housing
- clean streets
- community activities
- cultural facilities
- education provision
- facilities for young children
- health services
- job prospects
- parks and open spaces
- public transport
- race relations
- road and pavement repairs
- shopping facilities
- sports and leisure facilities
- the level of crime
- the level of pollution
- the level of traffic congestion
- wage levels and the local cost of living

[Baselines to be added from the autumn 2006 General Survey, the results of which will be available at the end of January. There will three-year targets in the Corporate Plan. Although there will not be annual targets, there will be annual reporting of how perceptions are changing on the basis of the Annual Satisfaction Survey]

We aim to **increase the satisfaction of adult residents with their local community as a place to live from 80% in 2005 to 87% in 2007.**

Working with our partners to deliver our annual programme of risk assessment, emergency planning and exercising, business continuity management within the Council , advice to business and other organisations, and effective communications with the community, **we will comply fully with the Civil Contingencies Act 2004.**

Protecting the environment, including by producing much less waste, recycling much more of what remains and significantly reducing carbon emissions

The challenge

Building on the strong foundations we have laid in recent years, over the next year we must further improve our performance in respect of:

- safeguarding Herefordshire's beautiful countryside as a place where people can live, work and enjoy, and which continues to be a magnet for responsible tourism
 - reducing waste and pollution across the county
 - our direct contribution from the way we conduct our operations
- and do so within tightly constrained resources.

The Council's response

We intend to **adopt the Unitary Development Plan**, providing consistent county-wide policies for environmental protection and sustainable development.

Through our maintenance of highway verges, school grounds, cemeteries, smallholdings, parks, open spaces and other landholdings, we aim to **increase from 2.59% in 2005-06 to *[target to be set]* the proportion of Council-owned or managed land, without a nature conservation designation, that is managed for biodiversity.**

We aim to **increase from *x to y [baseline being established, then target to be set]* the proportion of land designated as a Site of Special Scientific Interest within the local authority area that is in favourable condition.**

We aim to **increase the numbers for key species *[HCS indicator; baseline being established, then target to be set]***

By increasing participation in the kerbside collection of recyclables, supporting new facilities for waste diversion and recycling and improving the performance of household waste sites, we aim to:

- **reduce the amount of household waste collected per head in a year from 521.7 kilograms in 2005-06 to 515 kilograms**
- **reduce from 75.93 % to 75.4% the proportion of household waste that is landfilled**
- **increase the proportion of household waste recycled from 17.46% in 2005-06 to 18%**

Through the implementation of *The Herefordshire Partnership's Carbon Management Action Plan*, we aspire to see a **reduction in carbon emissions per head of the population**

[Indicator and target under consideration; an additional indicator relating directly to the Council's reduction of carbon emissions may be proposed]

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

The challenge

Over the coming year we must:

- 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
- build on our achievements by cutting road casualties even more
- 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

By means of Local Transport Plan safety schemes, improving the condition of roads more generally and through road safety training in schools, we aim to:

- **reduce from 141 to x *[target to be set]* the number of people killed or seriously injured in road traffic collisions**
- **reduce from x to y the number of people slightly injured in roads traffic collisions**

We aim to **reduce the percentage of adult residents in Herefordshire who usually travel to work for their main job by driving a car or van on their own. *[Baseline currently being established through the General Survey; then target to be set].***

Primarily by means of targeted bus subsidies, the provision of bus lanes and other public transport infrastructure, and by introducing park and ride facilities, we aim to:

- **control the increase of annual average traffic volumes to no more than 8% compared with 2003-04**
- **increase from 3,248,935 in 2005-06 to 3,948,000 the number of passenger bus journeys a year**

We will measure people's perceptions of traffic congestion ***[HCS and LAA indicator; three-year target to be set; no annual target but annual reporting on the basis of the Annual Satisfaction Survey]***

By providing improved cycleways, traffic and road safety schemes, the safer routes to schools programme, and highway and footway maintenance, we aim to increase the

number of cyclists using public cycle parking facilities by 5% every two years and **increase by *x* [*target to be set*] the number of cycling trips in a year compared with 2003-04.**

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

Over the coming year we must:

- accelerate our progress against the *Local Authority Equality Standard*
- meet existing and new statutory requirements to promote equality and eliminate unfair and unlawful discrimination in respect of race, disability, sex, age, religion or belief, and sexual orientation
- 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 our workforce
- develop our plans in response to the community cohesion requirements in the Local Government White Paper, *Strong and prosperous communities*

The Council's response

Working with *The Herefordshire Equality Partnership Board*, we will **complete by March 2008 our *Comprehensive Equality Policy Action Plan*** and continue a comprehensive programme of awareness training, information sharing and networking with elected member, staff and community organisations **so as to attain Level 3 of the *Local Authority Equality Standard*.**

We will **review and reprioritise our programme of equality impact assessments.**
[add target dates]

We will **ensure that all Directorates and Human Resources have equality impact action plans that are realistic and achievable, and are monitored and reported against every six months** *[add target dates]*.

We will keep up-to-date our statutory *Race Equality Scheme*, which will be reviewed by April 2008, and our *Disability Equality Scheme*

In doing all this, **we will take account of the equalities implications of the results of our surveys that ask the public about ease of access to key services and factors affecting the quality of life, setting targets and actions accordingly.**

By reviewing the effectiveness of our recruitment and selection activities, and changing them where necessary, we aim to:

- increase from 0.89% *[figure to be confirmed]* in 2005-06 to **X** the percentage of employees from black and ethnic minority backgrounds
- increase from 1.89% *[figure to be confirmed]* in 2005-06 to **X** the percentage of employees from black and ethnic minority backgrounds who are amongst the top 5% of wage earners
- increase from 0.39% in 2005-06 to **X** the percentage of employees declaring a disability

We intend **by September 2007** to have developed our response to the **community cohesion requirements** in the Local Government White Paper, ***Strong and prosperous communities***

Giving effective leadership, working with partners to deliver the Herefordshire Community Strategy, including the Local Area Agreement

The challenge

The new *Herefordshire Community Strategy* to 2020 provides the foundations for an even more successful *Herefordshire Partnership*. This is buttressed by the LAA, which provides the core of the *Partnership Action Plan*, with clear targets and performance management arrangements to ensure delivery.

The Local Government White Paper, *Strong and prosperous communities* puts an even greater emphasis on local authorities leading effective partnerships in their areas to improve their communities and the quality of life. The Government proposes new legislation to give effect to this.

At the same time, the Council and the Herefordshire Primary Care Trust have proposed a trail-blazing Public Service Trust.

The challenge is to take full advantage of these unprecedented opportunities to improve significantly the quality of life of the county's whole population.

At the same time, the Council must continue to maintain confidence in local democracy.

The Council's response

[Add key milestones when identified for implementation of the Local Government White Paper]

[Add target timetable for establishing the Public Service Trust]

Fuller details are set out in *The Herefordshire Community Strategy 2006 to 2020*, and many of the key targets and actions are described in the earlier parts of this Action Plan. This section includes those where organisations other than the Council have the lead responsibility, albeit that in many cases the Council makes an important contribution.

[Format to conform to rest of the action plan in the final version]

Lead Organisation	Targets
Herefordshire Community Safety and Drugs Partnership	Through the implementation of the <i>Herefordshire Crime, Disorder and Drugs Reduction Strategy 2005- 8 and LPSA targets</i>, we aim by 2007-08 to: (2004-5 data as baseline, unless otherwise specified)
HCS 45	- reduce violent crimes in Herefordshire by 11% (LPSA target so baseline 03/04)
HCS 42b	- reduce the incidence of criminal damage in Herefordshire by 20% (LPSA target so baseline 03/04)
HCS 43	- decrease by 5% the proportion of people who think that the following are a

Lead Organisation	Targets
	problem: speeding traffic vandalism, graffiti and other deliberate damage to property or vehicles people using drugs people dealing drugs people being drunk or rowdy in public places
HCS 42c	Reduce all recorded crime by 15%
HCS 25	Reduce the number of young people (under 25) who are victims of crime in Herefordshire by 6%
HCS 36	Reduce re-offending by young people in Herefordshire by a further 5% by 2006 (measured in calendar years)
HCS 48	[Measure of Priority and Prolific Offenders Scheme – LAA PI]
HCS 42a	Reduce British Crime Survey comparator crimes by 15%, using 03/04 baseline– LAA PI
HCS 49a	To record no more than 600 domestic burglaries per year in Herefordshire
HCS49b	To record no more than 1,086 vehicle crimes per year in Herefordshire
HCS 50	To increase the number of Class A drug supply offences brought to justice in Herefordshire by 25%– LAA PI
HCS 46	Increase the numbers of drug users in treatment to 720
HCS 47	[Measure of Drugs Intervention Programme – LAA PI]
HCS 51a	To increase the number of calls to the Herefordshire Women’s Aid helpline by 10%
HCS 51b	To increase the number of domestic violence incidents reported to the police in Herefordshire by 10%
HCS 51c	To increase the number of arrests for domestic violence by 10% in Herefordshire
HCS 51d	To increase the number of sanction detections in Herefordshire for domestic violence incidents by 5%
HCS	[Increase in the percentage of people who feel informed about what is being done to tackle anti-social behaviour in the local area – new mandatory LAA PI]
HCS	[Increase in the percentage of people who feel that parents in their local area are made to take responsibility for the behaviour of their children – new mandatory LAA PI]
HCS 44	Fear of Crime new mandatory LAA PI

Lead Organisation	Targets
Primary Health Care Trust	the new public health agenda Choosing Health
Primary Health Care Trust	- [mortality rate from cancer for people under 75 – HCS PI]
Primary Health Care Trust	- [mortality rate from circulatory diseases for people under 75 – HCS PI]
Primary Health Care	- [no. of deaths per annum from chronic diseases – HCS and LAA PI]

Lead Organisation	Targets
Trust	
Primary Health Care Trust	- [mortality rate from accidents – HCS PI]
Primary Health Care Trust	- [all causes standardised mortality rate for deprived areas of Herefordshire – HCS PI]
Primary Health Care Trust	- [percentage of adults who smoke – HCS PI]
Primary Health Care Trust	- [percentage of adults who consume more than the recommended intake of alcohol per week – HCS PI]
Primary Health Care Trust	- [percentage of adults eating fewer than five portions of fruit and vegetables on a typical day – HCS PI]
Primary Health Care Trust	- [percentage of adults undertaking thirty minutes or more of moderate physical activity at least five days per week – HCS PI]
Primary Health Care Trust	Working with our partners, particularly in the NHS and the community sector, to ensure that parents get the advice and support they need, we aim to:
Primary Health Care Trust	- increase from 25.4% to 40% by 2008 the proportion of babies born in the South Wye area who are breastfeeding at six weeks [CP, LAA and LPSA2G target]
Primary Health Care Trust	- increase from 15.1 % to 30% by 2008 the proportion of babies born to teenage mothers in the county who are breastfeeding at six weeks [CP, LAA and LPSA2G target]
Primary Health Care Trust	- increase from 41.7% to [target to be agreed] by [time to be agreed] the percentage of all babies in the county breastfeeding at six weeks [HCS PI]
Primary Health Care Trust	[Healthier lifestyles of 11-14 year-olds: - reduction in percentage smoking
Primary Health Care Trust	- increase in percentage participating in sport or other physical activities
Primary Health Care Trust	- increase percentage of children walking or cycling to school – new mandatory LAA PI (check description and who leads)
Primary Health Care Trust	- increase in percentage eating five portions of fruit and vegetables a day
Primary Health Care Trust	- reduction in percentage obese
Primary Health Care Trust	- reduction in alcohol consumption
Primary Health Care Trust	- reduction in drug use] [HCS and LAA PIs]
Primary Health Care Trust	[Measure of sexually transmitted infections in young people – HCS PI]

Lead Organisation	Targets
Through the implementation of the Herefordshire and Worcestershire Learning and Skills Council Local Strategic Plan, we aim by 2007-08 to increase the number of Herefordshire residents aged 19 and over achieving:	
Learning and Skills	- a Level 2 qualification, excluding manufacturing and

Lead Organisation	Targets
Council	engineering, from 1,738 to 1,872
Learning and Skills Council	- a Level 2 qualification in manufacturing and engineering from 35 to 57
Learning and Skills Council	- a Level 3 qualification, excluding manufacturing and engineering, from 825 to 878
Learning and Skills Council	- a Level 3 qualification in manufacturing and engineering from 26 to 44
Learning and Skills Council	[Measure of basic skills – HCS PI]
Learning and Skills Council	[% of working age population qualified to at least Level 3 – HCS PI]
Learning and Skills Council	[% of working age population qualified to at least Level 4 – HCS PI]

To maintain high-levels of public confidence in open government and local democracy, **the Council will:**

- overseen by its independently chaired *Standards Committee* and through the work of this committee and the *Monitoring Officer*, **uphold in its affairs the highest standards of corporate governance, propriety, integrity and impartiality** *[SMART target to be proposed, e.g. adverse Standards Committee findings]*
- through the work of the Audit and Corporate Governance Committee and the Finance Officer, **uphold its financial and audit duties to ensure good financial management and governance** *[SMART target to be proposed, e.g. satisfactory Annual Audit Letter in this respect]*
- **review its complaints and compliments process by [target date]** to ensure it is accessible and responsive and to **avoid findings of maladministration against the Council being issued by the Local Government Ombudsman**
- **provide for all new Council members full induction training on the responsibilities of being a councillor, Cabinet member, committee member and of scrutiny more generally**

Working with the *Herefordshire Association of Local Councils*, we will **provide training and support to enable the county's town and parish councils to demonstrate best practice and be at the forefront of national developments**

[SMART target to be proposed]

Part Two: Organisational improvement

Streamlining processes, assets and structures, and securing significant efficiency savings, so as to keep down Council Tax increases and invest in priority service improvements

The challenge

Over the next year we must:

- make the first tranche of recurrent and cumulative cash-releasing savings under the *Herefordshire Connects* programme
- achieve these savings without detriment to our customers
- continue to modernise and improve the quality, accessibility and positive impact of our services on people's quality of life

The Council's response

We will **implement the *Herefordshire Connects* programme**
[confirmation of the level of savings and key milestones to be added]

As part of this, we will **rationalise our front and back office functions**
[key deliverables/milestones to be added]

Through e-procurement, benchmarking against other organisations, streamlining procedures and other initiatives, we will **continue to improve the value for money we get from procuring goods and services.**
[key deliverables/milestones to be added]

We will **review our *Accommodation Strategy***, including the disposal of properties, the cessation of leases and the relocation of staff in the light of future needs for office accommodation.
[key deliverables/milestones to be added]

We will invest in order to maximise recurrent savings; in particular, we will continue our comprehensive programme of investment in ICT and **meet the following targets for e-government:**
[key deliverables/milestones to be added]

Ensuring that essential assets, including schools, other buildings, roads and ICT are in the right condition for the long-term cost-effective delivery of services, and ensure business continuity in the face of emergencies

The challenge

The Council must ensure that:

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

it has in place tried and tested plans and systems to maintain services in the event of disaster or other crises

we continue to raise our performance as 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 complete our new **ICT network** to make our operations more efficient and effective, with the network **available for at least 98.5% of the time**

By disposing of some dilapidated property and bringing up to standard the buildings we retain following the completion of our *Accommodation Strategy*, we will **raise the proportion of the gross internal floor space in ODPM categories A and B to at least X [target to be proposed]**

By embedding our business continuity plans for all parts of the Council's activities and services through an annual programme of risk assessment and business continuity management, we will ensure that we **comply with the *Civil Contingencies Act 2004*, in particular so as to safeguard the most vulnerable people in the county**

We will embed risk management across all aspects of the Council's work and take all other measures necessary to **maintain our *Use of Resources* score at 3.**

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 less 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 our network of local *Info Shops*, the state-of-the-art *Info by phone* service and the full implementation of e-government, we will provide **better, faster and more responsive services to individual customers, with full corporate implementation by late 2007** *[Spell out measurable key deliverables/milestones]*

By means of an action plan to define customer standards for individual services where they don't already exist, the embedding of our new customer relations management and complaints handling systems, a programme to continue encouraging customer feedback, and a rolling programme of training for complaints officers and other staff, we aim to **increase from 29 % to 50% the proportion of those making complaints who are satisfied with how their complaint has been handled**

By implementing our *Community Involvement* and *Communications Strategy* action plans, giving effect to agreed parish plan aspirations, the implementation of changes following a review of the *Community Fora* and conducting annual customer satisfaction surveys, we aim to **increase the proportion of adult residents who feel they can influence decisions affecting their local community from 35% in 2005 to 40% in 2007**

Through these means and the service improvements described elsewhere in this Plan, and also by enabling more communities to draw up town and parish plans, building community and voluntary sector capacity and enabling more opportunities for people in communities to come together, we aim **to increase from 80% to 87% the proportion of adults satisfied with their community as a place to live.**

Through the implementation of our *Community Involvement Action Plan for Young People*, including the establishment of the *Herefordshire Youth Council* and the operation of the *Community Fora*, we will maintain an up-to-date understanding of the needs and wishes of children and young people. A key measure of our success will be to **increase from 19% to 28% the percentage of young people who feel that they can influence decisions affecting important local services.**

Working with partners, and in consultation with service users and their representatives, we intend **before the end of 2007 to establish the future needs of 18-65 year-olds with mental health problems or physical disabilities; and to have a clear understanding of the services and support programmes that will be needed to meet them cost-effectively.**

We will continue to operate robust procedures so as to **comply with the *Freedom of Information Act* and data protection legislation, aiming for 100% compliance with the 20-day time-limit for responding to FOI requests and the 40-day target for data protection requests. *n 40 days***

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 employees , committed to excellence in serving the people of Herefordshire. But the ever-rising expectations of the public and Government, the fresh challenges of a fast-moving world and the need to work in new ways with our partners to achieve more with less, can only be met if we continue to have the right managers and front-line employees with the right understanding, skills and motivation. These must, therefore, be continually updated and renewed.

Specific challenges are:

- re-skilling for the new business process and behaviours required to deliver the *Herefordshire Connects* programme successfully
- dealing successfully with the proposed executive merger with the PCT to form the Public Service Trust
- as part of these, developing key skills in respect of effective planning and performance management to drive continuous improvement in standards of services across the Council
- completing and rolling-out the workforce strategy for social care to secure adequate recruitment and retention
- developing and implementing the workforce changes needed to deliver modernised, high-performing adult social care services
- to maximise productivity and contribute to the drive for big efficiency savings, we must reduce sickness absence and strike the right balance in employee turnover
- even more effective two-way communications between employees at all levels

The Council's response

Our Pay and Workforce Strategy will continue to be the comprehensive response to these challenges; it will reflect changing and future envisaged needs through **monthly reviews, beginning in April 2007, by the Pay and Workforce Strategy Board**

Part of the *Strategy* is our commitment to ***Investor in People* accreditation**, which we aim to **achieve for the whole Council by October 2007**

We will **continue our comprehensive programme of employee training and development**, basing it on a sound understanding of current skills and future skills needs, identifying the need for NVQs and other formally accredited training, and linking core skills to pay and grading. Success will be measured by setting targets for

attainment and for monitoring progress against these targets. ***[Confirm performance targets in final version from agreed Pay and Workforce Strategy.]***

In particular, we will deepen and extend our programmes to **ensure that all managers are well-equipped to plan their services and manage performance effectively to deliver the Council's priorities.** Success will be measured by evaluating the impact of the revised management development provision. ***[Confirm performance targets in final version from agreed Pay and Workforce Strategy.]***

We will **raise completion rates of SRDs from 94% to 95%, requiring directors and heads of service to have in place auditable systems to ensure that all SRDs are completed to a satisfactory and consistent standard.** We aim for an assessment that the systems employed are satisfactory when they are audited in ***[add date]***

By improved management of attendance, provision of timely management information, and the active engagement of Human Resources in recommending interventions and improvement, we aim to **reduce sickness absence from an average of 10.5 days per FTE in 2005-06 to 9 days per FTE in 2007-08.**

Through better workforce planning, including the analysis of skills shortages and national trends, by promoting careers at the Council in schools, colleges, universities, and at national events, and by improving our recruitment and retention procedures, we aim to **maintain annual employee turnover at no more than 9%. and to aim for minimum acceptable levels of turnover**

we will pay **special attention to the recruitment and retention of employees to ensure effective service delivery, with priority given to the Children's and Adult's social care workforce, through the development and delivery of workforce plans. We will measure success against the delivery of those plans, which will be developed by April 2007, and their impact on service delivery.**

We will continue to improve understanding and motivation throughout the organisation by **implementing our *Communications Strategy Action Plan.*** We aim to:

- maintain a robust and measurable team briefing system that provides positive and effective dialogue between managers and their teams, **achieving 150 team briefs by Sept 2007.**
- establish an employee news package that is guaranteed to reach everyone across the council - **achieving high scores for readability, relevance and credibility, aiming for a 70 per cent score in Nov 2007 benchmarking**
- develop relevant and useful content for the intranet – starting with **an online induction for new employees by June 2007**

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

The challenge

The Audit Commission assessed the Council in late 2005 to be improving only adequately. Effective planning and performance and project management are crucial to accelerating the rate of improvement.

In the 2005 Corporate Assessment the Audit Commission confirmed that the Council had sound frameworks for planning and performance management but identified as the principal weakness that they were not operating to a consistently high standard across all departments. In particular, this had contributed to the shortcomings in respect of the safeguarding arrangements for children identified in the Joint Area Review, which have now been remedied.

The Commission reviewed the operation of the Council's performance management arrangements again in autumn 2006. Its overall conclusion was that, "The Council is making steady progress in strengthening its...arrangements and in embedding a performance culture."

It went on, however, to say that the improvements were not yet sufficient to meet the standard to which the Council aspires and not yet embedded across all parts of the organisation. It made a number of recommendations about how the Council could complete the job.

The systematic use of project management is more important than ever, particularly to ensure the delivery of the *Transformation Programme* and the full realisation of its benefits, in terms of both efficiency savings and improved customer services.

The Council's response

The Council aims to be **judged by the Audit Commission to be improving well by 2007 and to be improving strongly by 2008.**

We will:

develop a clearer set of priorities – each with a basket of indicators and measures designed to provide a high-level picture of progress, beginning with a strategic public consultation in June 07;

by April 2007, construct and communicate a high-level model that clearly identifies how the Council intends to assess and measure its level of performance and rate of improvement;

from April 2007, develop and begin to implement a more consistent, strategic approach to embedding a performance management culture across the Council;

ensure the fullest possible integration between the Council's planning and performance management arrangements and those of the Herefordshire Partnership; with a detailed implementation plan to be in place by December 2007 and the new arrangements operating from April 2008

ensure that members are integrated into the Council's performance management arrangements, measured by an annual review of the operation of the performance management framework in October

produce regular, high-level strategic assessments of performance trends for senior management, Cabinet and scrutiny, identifying barriers and levers to raising performance and delivering the Council's priorities. A format for this will be agreed by CMB and Cabinet in April, and operational by June 2007.

improve the quality of the staff review and development (SRD) process to ensure that all individuals' targets are linked to corporate and service targets

Starting in 2007-08, we will begin the performance improvement cycle in April, so as to provide a sound basis for systematically achieving value for money across all services

We will **embed the performance management improvements being developed for Children's Services and for adult social care** *[add SMART targets, agreed with C&YPS and ASC, e.g. dates for full operation]*; we will also consider their potential value for the Council more generally

We will put in place, as part of the *Herefordshire Connects* programme, **a corporate ICT-based system to make much easier and faster the collection and analysis of all performance information for the Council and its strategic partners** *[add target date]*

Directors and Heads of Service will continue to be required to ensure that the Council's cross-cutting priorities (see paragraph x above) **are delivered successfully in their areas**

By means of our action plan to ensure robust auditable data, we aim to **retain the unqualified status of our Best Value Performance Plan and ensure that none of our individual performance indicators is qualified**

The operation of **the whole Performance Management Framework will be audited as part of Internal Audit's annual review of the Council's key processes**, providing a sound basis for continuous improvement

DRAFT

Appendix 1

Appendix 1 – Net revenue budget in 2007-08 by directorate

[to be added once the budgets are approved]

Appendix 2 – Capital programme 2007-08

[to be added when the programme is approved]

Glossary

Appendix 3

The Herefordshire Community Strategy

The Community Strategy for Herefordshire. It sets out the vision, agreed by the Council and its partners following consultation with the public, for what the county should aspire to be by 2020, together with the objectives and targets to achieve it.

Local Area Agreement (LAA)

A three-year agreement with the Government to deliver, with the Council's partners, higher levels of performance than would otherwise have been achieved. This is facilitated by greater freedom and flexibility in the operation of Government rules, including the use of Government grants. It is the core of the action plan for the next three years of *The Herefordshire Community Strategy*.

Local Public Service Agreement (LPSA)

A three-year agreement with the Government to deliver higher levels of performance than would otherwise have achieved, in return for pump-priming additional finance to help achieve the enhanced targets and some relaxation in regulation. Achievement of the targets attracts substantial reward payments.

It has been subsumed within the LAA (see above).

Comprehensive Performance Assessment (CPA)

The assessment of a Council's current performance and its capacity to improve. It comprises four main components: self-assessment, corporate assessment by an external team, use of resources assessment by external auditors, and service assessment based on an analysis of recent service inspections, reviews and performance indicator results. It is overseen and managed by the independent Audit Commission.

Corporate Management Board (CMB)

The strategic management board of the Council, comprising the Chief Executive, Directors and the Head of Human Resources.

The Senior Management Team (SMT)

The operational management board of the Council, comprising Heads of Services.

Local Transport Plan (LTP)

A long-term strategy to develop an integrated and sustainable transport system for Herefordshire

Difference between / and – i.e. financial and academic years

INTEGRATED PERFORMANCE REPORT

PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

18TH JANUARY, 2007

Wards Affected

County-wide

Purpose

To report performance to the end of **November 2006** against the Annual Operating Plan 2006-07, together with performance against revenue and capital budgets and corporate risks, and remedial action to address areas of under-performance. The report also covers the progress being made against the Council's Overall Improvement Programme.

This report is scheduled to be presented to Strategic Monitoring Committee on 15th January 2007. The views expressed by Strategic Monitoring Committee will be reported at the meeting.

Key Decision

This is not a Key Decision

Recommendations

THAT:

- (a) **performance to the end of November 2006, and remedial action to address areas of under-performance, be considered;**
- (b) **there no longer be in-year reporting of most of the performance indicators that measure the public's perceptions of quality of life or services; but, instead, that progress towards improving them should be judged against 3-year targets, with performance being reported annually; and with in-year performance reporting of the things that are happening that should change for the better how people perceive their quality of life and services; and**
- (c) **the Overall Improvement Plan and associated Board should be closed down as soon as possible, but no later than 31st March 2007, and all designated major transformation and improvement programmes be taken forward under the umbrella of the Transformation Board.**

Reasons

The Council's current Corporate Plan sets out the Council's objectives, priorities and targets for the three years 2006-09. The Annual Operating Plan (AOP) is the detailed action plan for the first of these years, 2006-07 and has been updated for the purpose of these reports to include the indicators in the Local Area Agreement (LAA) and Herefordshire Community Strategy (HCS). This report summarises progress in the first eight months of this operating year, including action being taken to address under-performance.

Considerations

HIGHLIGHTS OF THIS REPORT
<ul style="list-style-type: none"> • There are now 13 indicators marked R and 27 marked A.
<ul style="list-style-type: none"> • The indicators that have become R since the last report - to September - are: <ul style="list-style-type: none"> - HCS 15: No. of emergency unscheduled hospital bed days occupied by a person 75 and over - HCS 16: No. of people aged 65+ helped to live at home (per 1,000 population) - HCS 30: % of pupils achieving 5 or more GCSEs at grades A* - G or equivalent, including Maths and English (LEA schools) - HCS 35a: No. of looked after children who missed a total of 25 days or more schooling - HCS 42a: British Crime Survey Comparator crimes - HCS 42c: No. of all recorded crimes - HC 74c: No. of adults with physical difficulties helped to live at home (per 1,000 population)
<ul style="list-style-type: none"> • There are continuing concerns about the indicators for crime and disorder. Data has now been provided for many of the indicators for the first 6 months of the year showing performance below target. Although West Mercia Constabulary believe that performance will improve before year-end, based on current figures it appears likely that many targets will not be achieved.
<ul style="list-style-type: none"> • The indicators that have become G but were previously reported as R in the last report to September are: <ul style="list-style-type: none"> - HCS 40 ' % of 16-18 year olds NOT in education, employment or training' - HCS 50 'No. of Class A drug supply offences brought to justice' - HCS 51d ' % of sanction detections for domestic violence'
<ul style="list-style-type: none"> • The number of families housed in bed and breakfast has reduced from 40 in April 2006 to 5 at the end of November and those housed in bed and breakfast for more than 6 weeks has fallen from 28 in April to 2 at the end of November. (Explanation of performance against this indicator is expanded on in Appendix A (2) page. 6).
<ul style="list-style-type: none"> • Children in need referrals continue to increase above target; this had led to a significant increase in the number of assessments but it is likely that not all assessment targets will be met

- The overall revenue budget position shows a projected underspend of £0.37 million, compared with the overspend of £1.226 million forecast in the last report.
- The revised capital budget forecast is £51.801 million, against a forecast of £59.803 million in the last report and an original budget of £37.015 million.

Progress against the Council's Priorities

1. Performance has been monitored for each indicator using the following system:

G	Achieved, or on track to be achieved, on schedule
A	Not on track
R	Not achieved, or not expected to be achieved, or no targets/milestones identified

2. Analysis of performance by Council priority is detailed below.

Priority	No. of Indicators	Judgement		
		R	A	G
<i>Maximising the health, safety, economic well-being, achievements and contribution of every child</i>	22	2	2	18
<ul style="list-style-type: none"> • HCS 40 'the percentage of 16-18 year olds NOT in education, employment or training' was judged as R in the last report based on available data. However, a significant increase in November in the number moving into education, employment or training means that this indicator is now judged as G. • An additional indicator is marked as A when compared to end September report. This is HCS 21a 'the percentage of babies born to teenage mothers who are breastfeeding at 6 weeks', where outturn data to September shows that performance is below target. Although actions continue to schedule it is unclear whether these will now lead to achievement of the target. • The outturn for HCS 35a 'No. of looked after children who missed a total of 25 days or more schooling' shows that for the 2005/06 academic year there were 11 children that missed 25 days or more schooling against a target of 9. The indicator has been marked R. 				
<i>Improving the achievement of pupils</i>	7	1	0	6
<ul style="list-style-type: none"> • Although exam results during the summer were better than in 2005, and progress continues in reducing absenteeism levels in primary and secondary schools, HCS 30 '% of pupils achieving 5 or more GCSEs at grades A* - G or equivalent, including Maths and English (LEA schools)' has been marked as R because the target was not achieved. 				
<i>Enabling vulnerable adults to live independently, and many more older people to continue to live in their own homes</i>	19	5	10	4

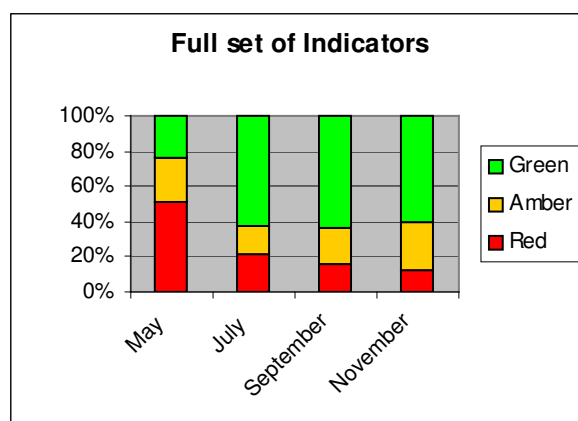
<ul style="list-style-type: none"> HCS 15 'No. of emergency unscheduled hospital bed days occupied by a person 75 and over', HCS 16 'the number of people aged 65+ helped to live at home (per 1,000 population)' and HCS 74c 'the number of adults with physical difficulties helped to live at home (per 1,000 population)' are now marked R; they had previously been marked G in the report to September. Many of the actions that contribute towards achievement of the target are starting to fall behind schedule, casting serious doubts as to whether the targets will be met. 				
Protecting the environment, producing much less waste, recycling much more of what remains and significantly reducing carbon emissions	5	0	2	3
<ul style="list-style-type: none"> The Council remains on course to reduce the amount of household waste collected per person and, through the expansion of the kerbside recycling scheme in October, the amount of waste going to landfill should also be reduced. The 2 indicators marked A are HCS 55 and 57, Sites of Special Scientific Interest and key species. Although the only requirement this year is to fully consider the indicator and develop an action plan to establish a baseline, these indicators continue to be marked A because it is unclear whether an action plan will be developed during the year. 				
Improving transport and the safety of roads	8	0	0	8
<ul style="list-style-type: none"> There is no change in performance against this priority since the previous report to September; progress against action plans remains on track. Outturn data will not be available until year-end. 				
Sustaining vibrant and prosperous communities, providing more efficient, effective and customer focused services, clean street, tackling homelessness and effective emergency planning	32	5	12	13
<ul style="list-style-type: none"> Many of the indicators contributing to this priority are no longer being reported in-year (see paragraphs 3-6), which explains why there is a reduction in the number indicators, marked R since the end September report. Actual performance, however, is not improving against this priority. Outturn data against some of the crime and disorder indicators has been provided that show performance to be well below target. Although advice from West Mercia Constabulary suggests that performance in the next 4 months will improve, there remains a real risk, based on current performance, that a number of targets are not going to be achieved. 				
Promoting diversity and community harmony, and striving for equal opportunities	2	0	1	1
<ul style="list-style-type: none"> Performance hasn't changed against this priority since the last report. The Council continues to make good progress towards achieving Level 2 of the Equality Standard by March 2007. The other indicator, HCS 63 'the percentage of adult residents who feel that Herefordshire is a place where people from different backgrounds get on well together', has been marked A because, even though the priority this year is to establish a baseline, an action plan needs to be developed to improve performance in the future. 				
Understanding the needs and preferences of service users and Council Tax payers	1	0	0	1

<ul style="list-style-type: none"> • Training of complaints administrators continues, as does awareness raising of the impact that complaints handling has on the Council's reputation. The results of the BVPI General Survey in autumn 2006 should be available in time for the next report; these will show whether the target of 40% has been achieved against the indicator HC 68 '% of those who have contacted Herefordshire Council with a complaint who are satisfied with the way in which it was handled overall'. 				
Recruiting, retaining and motivating high quality staff	3	0	0	3
<ul style="list-style-type: none"> • Sustained activity by HR, working with directorates, has led to a lowering of sickness absence better than target. This is also the case in respect of staff turnover. • The final indicator against this priority is concerned with Investors in People accreditation. The Council has committed to achieving accreditation in autumn 2007, with an action plan being put in place to achieve this. 				
Embedding corporate planning, performance management and project management systems	3	0	0	3
<ul style="list-style-type: none"> • There has been no feedback from the Audit Commission to suggest that the Best Value Performance Plan or any individual Best Value Performance Indicators will be qualified. 				

- Officers have given detailed consideration to whether it makes sense to report in-year against perception indicators, such as HCS 44 'the fear of crime'. We have concluded that it does not because results are only available once a year and there is a better way of reporting and managing performance. This parallels the approach of Government Office West Midlands, which has accepted that a number of perception indicators in the Local Area Agreement are to be monitored by tracking improvement at the end of each year (when annual survey results are available) rather than in-year.
- We have therefore excluded the relevant perception indicators from the assessment of whether indicators are **R**, **A** or **G**.
- The indicators are the Quality of Life indicators (HCS 60a-f), access to services indicators (HCS 59a-e) perceptions of anti-social behaviour (HCS 43), fear of crime(s) (HCS 44) and the indicators that cover residents' perceptions that they can influence decisions affecting their local community and delivery of services (HCS 61, HC 69 and HC 70).
- It is, however, crucial that we are able to assess progress in-year in achieving the things that are likely to improve the public's perceptions of quality of life and services. It is proposed to do this by continuing to include in this report performance against such underlying indicators. For example, in the case of the perception indicator Fear of Crime we would measure in-year performance by reference to how we are doing against targets for actual levels of crime, disorder and drug misuse and the actions being taken to reduce them. It may also make sense to measure the actions being taken to communicate to the public the realities about the risks of being a victim of crime.
- Commencing with this report to end November, it is proposed that the indicators referred to in paragraph 5 above should no longer be reported against in-year, but instead be reported against at year-end, when we have the annual survey results.
- For the full set of strategic performance indicators, there are now 13 marked as **R**. This compares to 19 in the report to September. However, 6 of those indicators in the report to September are no longer being reported in-year. To provide a truer comparison, if the indicators that are no longer being reported in-year (as explained in paragraphs 3-6

above) were taken out of the September report, the proportion of indicators marked **R** has reduced slightly.

9. The chart below shows the change in the proportions of indicators marked as **R**, **A** or **G** during the year.



10. Details on each of the indicators assessed as **R** or **A** are given in **Appendix A(1)** and the actual templates assessed as **R** are at **Appendix A(2)**.
11. Progress towards the LPSA2G and LAA indicators, all of which are included in the full set of indicators above, is attached at **Appendix A(3)**.

The Council's Overall Improvement Plan

12. The Overall Improvement Plan (OIP) Board was set up early in 2006 to oversee the development and implementation of the action plan produced in response to the reports of the Corporate Performance Assessment and Joint Area Review inspectors in autumn 2005. The latest exception report is attached at **Appendix B**.
13. It was the intention from the outset to review the need for the Plan and Board before the end of 2006: as a general rule, the expectation is that action plans of this sort should be rolled up into mainstream programmes within a year. It has since been agreed with Cabinet and the Audit Commission that this would be done having regard to the Commission's report of October 2006 on the operation of the Council's performance management arrangements.
14. At the time the OIP Plan and Board were introduced, the Transformation Programme was in development and the various transformation boards were not fully established. They are now in place and between them cover most of the matters in the OIP.
15. Also, the key actions and milestones will be in the Corporate Plan 2007-10 and the Annual Operating Plan 2007-08. These will need to include those in respect of the Local Government White Paper, the creation of the Public Service Trust and the action plan in response to the Audit Commission's review of our performance management arrangements. This will provide a sound basis for corporate performance reporting.
16. CMB has considered all these factors and recommends that the OIP and associated Board should be closed down as soon as possible, and that this should happen not later than 31 March 2007. Thereafter, all designated major transformation and improvement

programmes would be taken forward under the umbrella of the Transformation Board. The component continuing elements of the OIP and the new action plans in development would become the responsibility of the relevant individual Transformation Programme boards; or, in the case of matters that are more routine or have otherwise become established, be assigned as the responsibility of an individual director and/or head of service.

17. But this will be subject to the strict condition, in the case of matters to be placed under a Transformation Programme board, that the board is governed and functioning effectively; that there is sound overarching project management across all the constituent improvement programmes under the Transformation Board; and that exceptions reporting is operating at all levels.

The Children's Services Performance Improvement Action Plan (formerly known as the JAR Improvement Action Plan)

18. The former JAR Improvement Plan focused largely on the period to the end of December 2006. A large majority of the actions have now been completed and the success criteria met in respect of them. This resulted in the document becoming largely historical. The GOWM Board has agreed a new Action Plan that retains the outstanding issues of significance and the associated success criteria from the former JAR Plan.
19. At the same time the current JAR Performance Improvement Action Group has become the Children and Young People's Improvement Board. Its work focuses on the GOWM Improvement Board Action Plan and the priorities emerging from the recent APA letter and the GOWM Priorities meeting held on 13th November.
20. The Children and Young People's Partnership Board at its meeting on 13th November 2006 adjudged progress against the Children and Young People's Delivery Plan to be satisfactory.
21. Since the last report, the purchase of a fourth additional unit of accommodation for care leavers has been completed. Purchase of two further units is proceeding with completion currently anticipated for January 2007. Nomination rights to four additional units, with support, are being negotiated.
22. The number of families housed in bed and breakfast has reduced from 40 in April 2006 to 5 at the end of November. The number housed in bed and breakfast for more than 6 weeks has fallen from 28 in April to 2 at the end of November.
23. The number of referrals of children in need continues to be well above target. This has led to a 10% increase in referrals leading to Initial Assessments from the end of June 2006 to the end of November 2006. Over the same period, there has been a 12% increase in the numbers of Core Assessments per 10,000 population (aged under 18 yrs). These increases continue to place pressure on resources in the Children's Safeguarding and Assessment Service, to the extent that it is unlikely that targets for the completion of initial and core assessments undertaken within the target timescale will be achieved in 2006-07. The final outturn for initial assessment completion (DIS1704) is likely to be 65% against a target of 75%; for core assessment completion (PAF C64) it is expected to be nearer to 70% than the target of 80%.
24. Actions are being taken to ensure that performance is maximised. This is influenced significantly by the continuing challenge of recruiting and retaining qualified social workers. The recruitment drive is delivering improvements: the recent influx of new Social Workers has resulted in there being only a 0.5 fte substantive vacancy. There are

currently 3.9 fte Agency Social Workers meaning that for the first time the current establishment of 12.3 qualified social workers per 10,000 children (46.1 fte posts) has been exceeded with 49.5 fte Social Workers in post. GOWM have commented positively on the progress being made and the policy of recruiting suitably qualified and experienced staff above current establishment in order to manage turnover and build towards the targets agreed by cabinet. GOWM have also welcomed cabinets 'in principle support' for additional funding to provide additional social work personnel and have asked to be advised of the outcome of the Councils budget deliberations in order to inform what is scheduled to be their final report to the Minister in late March 2007.

25. However, the current social work complement is insufficient to deal with the current and expected future need. Recognising this, Cabinet earlier agreed that we should work incrementally towards a staffing complement of 57 fte social workers by 2008-09, which would bring us into line with the national average. This requires a net increase of 10.9 social workers. In line with this, Cabinet has approved in principle a 'spend to mitigate' allocation of £300K for 2007-08 with further monies provisionally identified for 2008-09 (subject to confirmation as part of the detailed budget setting process).
26. Given the current recruitment market nationally and the likelihood of continued turnover, it is considered highly unlikely that a net additional 10.9 qualified social workers could be recruited in one year. . In these circumstances, the appointment of suitable people will continue to be made even if that takes the service above the current funded establishment. Options for the release of some additional funds in the current financial year are being pursued through an examination of the directorate's budget and discussions with the Director of Resources.

Revenue Budget and Capital Programme Monitoring

27. Details of the **revenue budget** position are at **Appendix C**.
28. The overall position shows a projected £0.37 million underspend. This is 0.3% of the Council's £118.285 million revenue budget (excluding Direct Schools Grant funding). The position has improved by £1.53m since the last report, in which a £1.226million overspend was projected. The projected position is after allowing for use of the Social Care contingency and the impact of the revised cash flow profile that has increased the projected income from financing transactions. Slippage in the capital programme has helped this improved position. The report details the reasons for the movement. The headlines are as follows:
- £1.4m reduction in projected overspend for Adult and Community Services due to inclusion of grant income
 - £0.25m improvement in the projected interest from investments
29. Details of spending on the **capital programme** are at **Appendix D**.
30. The revised forecast for 2006-07 as at 30th November totals £51,801,000, a decrease of £8,002,000 from the September forecast. The main reason for the decrease from September is a reduction in both Corporate Accommodation (£3,800,000) and Herefordshire Connects (£4,503,000). This compares to an original budget of £37,015,000, explanation for which is in Appendix D. The expected use of Prudential Borrowing has decreased by £7,920,000 as result of this. This will cause slippage on capital financing costs incurred in the revenue budget this year.

Corporate Risk monitoring

31. **Appendix E** contains the corporate risk log, which shows the current key risks facing the Council in terms of operations, reputation and external assessment.
32. The following table summarises the corporate risk log at the end of November 2006. The analysis covers the assessment of risk were no controls in place) and an assessment of the residual risk with control measures implemented.

Priority Rating	Assessment of Risk (no controls in place)	Assessment of Risk (control measures implemented)
High	10	4
Medium	6	11
Low	1	2
Total	17	17

33. This shows that the majority of risks (10 out of 17) are in the highest category before controls are in place, but the majority move to the medium category (11 out of 17) with control measures implemented.
34. The 17 identified risks are all key issues for the Council but some have a greater potential impact on service delivery than others. One such area is the Herefordshire Connects programme, in respect of which there are two identified risks (CR3 and CR14). The overall programme is closely linked to other areas of the risk register because its associated changes to service delivery will produce savings for reinvestment.
35. The corporate risk around spending pressures exceeding resources (CR2) is mitigated to some extent by the Medium Term Financial Management Strategy (MTFMS) that helps plan future expenditure. However, a key part of the strategy is the ability to reinvest in frontline services as savings are realised from the Herefordshire Connects programme. The level of savings will be monitored as the programme moves through its various phases but there is a risk as to whether the full targeted savings in 2007-08 will be delivered. This is being covered by the updated MTFMS.
36. The 2005 “inadequate” rating for “Staying Safe” in Children and Young People’s Services has been turned round; with the Annual Performance Assessment letter for 2005-06 describing overall performance as “Good”. The risk has been amended to reflect this substantial improvement. The key challenge now is to ensure the changes are fully embedded in the Directorate.

Alternative Options

None.

Risk Management

Effective performance reports and their follow-up are an essential element in the management of risks.

Consultees

Relevant internal officers have been consulted. No external consultation has been necessary, although partners have been involved in developing the performance indicator templates for the LAA, and will continue to be involved in developing templates for the Herefordshire Community Strategy.

Background Papers

None identified.

	Indicator	CMB Lead	Cabinet Lead	HCS	CP	LAA	LPSA2G	Judgement	Reason
HCS	1 Ratio of earnings compared to West Midlands Region	Mr Hughes	Cllr Mayson	1					As stated in the last report, further consideration needs to be given to Herefordshire's performance against the rest of the West Midlands in the target setting. Whilst there is a target for earnings in Herefordshire this needs to be presented as a ratio to the rest of the West Midlands. There is also a question mark as to whether the actions will contribute towards improving performance. The majority of the actions relate to attracting new business, but this does not necessarily contribute towards improving performance against this indicator.
HCS	2 No. of VAT registered businesses & % change	Mr Hughes	Cllr Mayson	1		1			As stated in the last report, the focus of the action plan is on developing new businesses but there is no apparent consideration of working with existing businesses. Some actions have also been delayed until 2007 which cast doubt as to whether the target will be achieved.
HCS	4 a % of working age population qualified to at least Level 3 or 4 (% of working age population with higher level qualifications)	Mr Hughes	Cllr Stockton	1					As stated in the last report, there is still no target for this indicator.
HCS	4 b No. of residents (19+) achieving Level 2 qualification in manufacturing & engineering	Mr Hughes	Cllr Stockton	1	1	1	1		As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.
HCS	4 c No. of residents (19+) achieving Level 2 qualification (excl. manufacturing & engineering)	Mr Hughes	Cllr Stockton	1	1	1	1		As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.
HCS	4 d No. of residents (19+) achieving Level 3 qualification in manufacturing & engineering	Mr Hughes	Cllr Stockton	1	1	1	1		As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.
HCS	4 e No. of residents (19+) achieving Level 3 qualification (excl. manufacturing & engineering)	Mr Hughes	Cllr Stockton	1	1	1	1		As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.
HCS	8 Mortality rate from cancer for people aged under 75	Mr Hughes	Cllr Mrs Barnett	1					There is a lack of progress reported. Mention is made of a report being available in September, but there is no evidence that this is now available. Also, some of the references in the template refer to 2004/05.
HCS	9 Mortality rate from circulatory diseases for people aged under 75	Mr Hughes	Cllr Mrs Barnett	1					As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.
HCS	10 No. of deaths per annum from chronic diseases	Mr Hughes	Cllr Mrs Barnett	1	1	1			As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.
HCS	11 'All causes' Standardised Mortality Ratio (SMR) for deprived areas of Herefordshire	Mr Hughes	Cllr Mrs Barnett	1					As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.
HCS	12 a % of adults who smoke (adult healthy lifestyles)	Mr Hughes	Cllr Mrs Barnett	1					As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.
HCS	12 b % of adults who consume more than the recommended intake of alcohol per week (adult healthy lifestyles)	Mr Hughes	Cllr Mrs Barnett	1					As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.
HCS	12 c % of adults eating less than 5 portions of fruit and vegetables on a typical day (adult healthy lifestyles)	Mr Hughes	Cllr Mrs Barnett	1					As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.
HCS	12 d % of adults undertaking 30mins of moderate physical activity at least 5 days per week (adult healthy lifestyles)	Mr Hughes	Cllr Mrs Barnett	1					As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.

HCS	13	Average length of stay in B&B accommodation for homeless households	Mr Hughes	Cllr Mrs Barnett	1	1	1	1	Performance reported during the year makes it clear that the target will not be achieved. Although good work is taking place to reduce the number of families in temporary accommodation, the target of 0 weeks has proved to be unachievable. Greater consideration will be given in setting a realistic, but challenging target in future.	Appendix A(2), p.4
HCS	15	No. of emergency unscheduled hospital bed days occupied by a person 75 and over	Mr Hughes	Cllr Mrs Barnett	1	1	1	1	Discussion with the PCT suggests that there are serious problems with the collection of data for this indicator.	Appendix A(2), p.7
HCS	16	No. of people aged 65+ helped to live at home (per 1,000 population)	Mr Hughes	Cllr Mrs Barnett	1	1	1	1	Many of the actions are either running late or yet to start creating serious doubts as to whether the target will be achieved.	Appendix A(2), p.10
HCS	17	Satisfaction with homecare services provided through Social Care via direct payments (65+)	Mr Hughes	Cllr Mrs Barnett	1	1	1	1	The baseline for this indicator is informed by 2 separate surveys. Although the surveys have been completed there is a lack of clarity surrounding the indicator guidance, currently causing difficulty in pulling the results of the 2 surveys together to establish the baseline.	
HCS	19	Independence and choice for older people and vulnerable adults	Mr Hughes	Cllr Mrs Barnett	1				Many of the actions have yet to commence.	
HCS	21	a % of babies born to teenage mothers who are breastfeeding at 6 weeks	Ms Fiennes	Cllr Rule	1	1	1	1	6 month data showed performance was below target. Although actions are ongoing throughout the year, it is uncertain whether the target will be achieved.	
HCS	25	No. of young people (under 25) who are victims of crime in Herefordshire	Ms Fiennes	Cllr Stockton	1				Data at 8 months showed performance to be below target, although not so far below target to suggest that remedial action could not recover the situation.	
HCS	30	% of pupils achieving 5 or more GCSEs at grades A* - G or equiv. including Maths and English (LEA schools)	Ms Fiennes	Cllr Rule	1	1	1	1	Despite an improvement in exam results from 2005, target was not achieved.	Appendix A(2), p.13
HCS	35	a No. of looked after children who missed a total of 25 days or more schooling	Ms Fiennes	Cllr Rule					Outrun for this indicator is reported for the academic year. Therefore the position at July of 11 LAC missing 25 or more days of schooling exceeded the target	Appendix A(2), p.15
HCS	42	a BCS Comparator crimes	Ms Fiennes	Cllr Stockton	1				Data at 8 months shows that performance is below target to such an extent that achievement of the target is doubtful. West Mercia Constabulary have indicated that performance should improve during the rest of the year, but there is doubt whether this will be sufficient to achieve target.	Appendix A(2), p.18
HCS	42	b No. of criminal damage incidents	Ms Fiennes	Cllr Stockton	1	1	1	1	Data at 8 months shows that performance is below target to such an extent that achievement of the target is doubtful. West Mercia Constabulary have indicated that performance should improve during the rest of the year, but there is doubt whether this will be sufficient to achieve target.	Appendix A(2), p.20
HCS	42	c No. of all recorded crimes	Ms Fiennes	Cllr Stockton	1				Data at 8 months shows that performance is below target to such an extent that achievement of the target is doubtful. West Mercia Constabulary have indicated that performance should improve during the rest of the year, but there is doubt whether this will be sufficient to achieve target.	Appendix A(2), p.23
HCS	45	No. of violent crimes	Ms Fiennes	Cllr Stockton	1	1	1	1	Data at 8 months shows that performance is below target to such an extent that achievement of the target is doubtful. West Mercia Constabulary have indicated that performance should improve during the rest of the year, but there is doubt whether this will be sufficient to achieve target.	Appendix A(2), p.25
HCS	46	No. of people in drug treatment	Ms Fiennes	Cllr Stockton	1				The action plan does not contain many actions for the year; many are specific to 2007-08 onwards.	
HCS	47	Measure of Drugs Intervention Programme	Ms Fiennes	Cllr Stockton	1	1	1	1	As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged.	

HCS	48	Measure of Priority and Prolific Offenders Scheme	Ms Fiennes	Cllr Stockton			1			There is currently no baseline for this indicator, but the template suggests that one would have been established by October against which a target should have been set in November. There is no evidence that this work has taken place.
HCS	49	b No. of vehicles crimes per 1,000 population	Ms Fiennes	Cllr Stockton			1			As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged, although outturn would suggest that the target may be achieved.
HCS	51	a No. of calls to the Herefordshire Women's Aid Helpline	Ms Fiennes	Cllr Stockton			1			As stated in the last report, there are a lack of actions and milestones against which progress towards achievement of the target can accurately be judged, although outturn would suggest that the target may be achieved.
HCS	53	Mortality rate from accidents	Mr Hughes	Cllr Barnett			1			No template has been submitted.
HCS	55	% of Sites of Special Scientific Interest (SSSIs) in favourable/recovering condition	Mr Dunhill	Cllr Edwards			1			Work is ongoing to determine the exact definition of the indicator and what it includes. Meetings will take place in December.
HCS	57	No. of key species	Mr Dunhill	Cllr Edwards			1			Work is ongoing to determine the exact definition of the indicator and what it includes. Meetings will take place in December.
HCS	63	% of adult residents who feel that Herefordshire is a place where people from different backgrounds get on well together	Mr Hughes	Cllr Phillips			1			A question was asked in the recent Best Value General Survey to establish the baseline, but there is not yet any evidence of work taking place that will contribute to improvement in future.
HCS	65	a % of adults who use sports and leisure facilities at least once a month	Mr Hughes	Cllr Stockton			1			Attendance at facilities was poor during the summer, suggesting that the target may not be achieved. Also, many of the actions suggest a lack of finance leading to postponement of some initiatives.
HC	74	b No. of adults with mental health difficulties helped to live at home (per 1,000 population)	Mr Hughes	Cllr Barnett			1			Many of the actions are falling behind schedule or have no progress reported against them.
HC	74	c No. of adults with physical difficulties helped to live at home (per 1,000 population)	Mr Hughes	Cllr Barnett			1			Many of the actions are falling behind schedule or have no progress reported against them.

PERFORMANCE INDICATOR TEMPLATES

This Appendix includes the templates that have been marked **R** in Appendix A (1).

Indicator:	HCS 4a Percentage of working age population with higher level qualifications (Level 3 & 4)
HCS Theme	Economic development and enterprise
HCS Outcome	A more adaptable and higher skilled workforce
Council Priority	To sustain vibrant and prosperous communities, including by securing more efficient, effective and customer-focused services, clean streets, tackling homelessness and effective emergency planning
Council Objective	A more highly skilled adult population

Judgement**R**

Cabinet Lead:	Cllr Stockton	Strategic Lead-HP Board	Sharon Gray (LSC)
Council Lead:	Mr Hughes	Features in:	HCS

- | | |
|--|-----------------------|
| 1. % of the working age population (males aged 16-64 and women aged 16-59 years) qualified to at least Level 3 | Baseline:
1. 43.4% |
| 2. % of the working age population (males aged 16-64 and women aged 16-59 years) qualified to at least Level 4 | 2. 24.8% |

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
1. Service Level Agreement with Herefordshire Group Training Association to deliver project aimed at assisting businesses in the engineering and manufacturing sector to access management training. Wherever possible this will be to full NVQ level 4 in Learning and Development of Management. 1.1 Service Level Agreement to be signed July 2006. 2. Scheme to commence July 2006.	5 businesses signed up to NVQ's within two weeks of launch. Discussion taken place with HGTA with regard to the best method of progressing the scheme and ensuring successful delivery. Herefordshire Council Officer responsible for monitoring and liaison with scheme recruited. SLA signed by Council week commencing 17 th July 2006 Scheme launched 21 st July 2006. 5 businesses signed up to NVQ's within two weeks of launch. Discussion taken place with HGTA with regard to the best method of progressing the scheme and ensuring successful delivery. Herefordshire Council Officer responsible for monitoring and liaison with scheme recruited.

<p>3. 20 managers signed up to scheme – December 2006.</p> <p>4. Additional 10 managers signed up to scheme – March 2007.</p> <p>5. First managers completing training – October 2007.</p>	<p>28 managers signed up within first two months of the assisted business scheme.</p>
<p>Resource required to deliver the action(s)</p>	
<p>LPSA2 funding.</p>	
<p>Risk(s) to achievement</p>	
<p>Lack of businesses interested in the scheme.</p> <p>None completion of NVQ's by managers.</p> <p>Lack of spend on scheme due to lack of interest in scheme.</p>	
<p>Risks mitigated by</p>	
<p>HGTA have very good record of delivery of this type of scheme. Promotion of scheme will be undertaken by HGTA through their usual methods.</p> <p>HGTA have adopted an approach to training delivery that minimises drop-out rates.</p> <p>Economic Regeneration Team to undertake revue and monitoring of scheme on a monthly basis to determine take up and spend.</p>	

Roles & responsibilities

<p>Operational Lead – lead officer</p>	
<p>Support/Facilitator-Improvement Manager</p>	
<p>Data owner for PI</p>	

Indicator: HCS 13 **The average length of stay in bed and breakfast accommodation of households (towards whom the Council has a full statutory duty)**

HCS Theme Healthier Communities and Older People

HCS Outcome Reduce health inequalities and promote healthy lifestyles

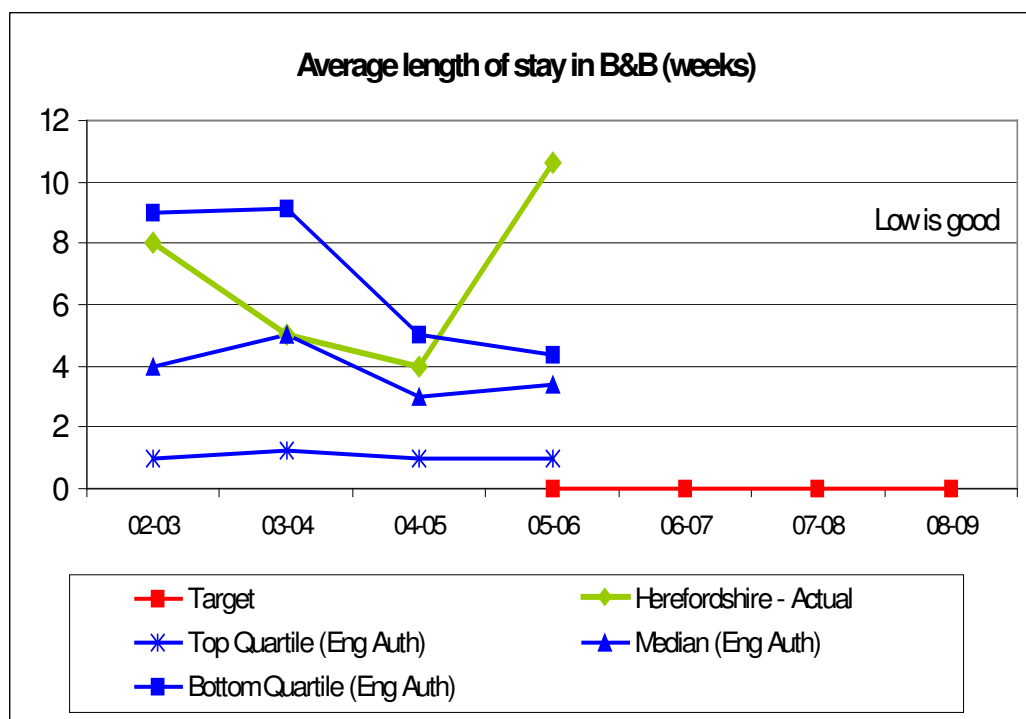
Council Priority To maximise the health, safety, economic well-being, achievements and contribution of every child, including those with special needs and those in care

Council Objective To eliminate the use of bed and breakfast accommodation for households with children

Judgement R **A** **G**

Cabinet Lead: Cllr Mrs Barnett **Strategic Lead-HP Board** Neil Pringle (Herefordshire Council)

Council Lead: Geoff Hughes **Features in:** CP, LAA



The most effective measure of the availability of adequate housing for families with children

BV183a
Average length of stay for families with children in B&B accommodation

Quarter 1 = 17.9

Q2 = 15.5

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
--	--

<ol style="list-style-type: none"> 1. The implementation, with our partners, of our Homelessness Strategy Action Plan and in developing more affordable housing (161 units target for 06/07). 2. Establishment of Homelessness Advisory Group by end of April 2006. 3. Review of HSAP in June 2006. 4. Prevention approach to homelessness, reducing levels of applications and acceptances under the homelessness legislation (target of 417 for 06/07). 5. Target families with children who are rejected for nomination on account of former tenant history ie arrears, in partnership with RSLs. Expand private sector leasing scheme – minimum 5 extra units 06/07. 6. Expand private sector leasing scheme – minimum 5 extra units 06/07 	<p>Ongoing working document until 2008 Homelessness Strategy Implementation group established.</p> <p>Affordable homes provided on target. So far over 90 this year.</p> <p>Established and named the "Homelessness Advisory Steering Group" 2 meetings held</p> <p>Ongoing. To be finalised</p> <p>Prevention work has proved successful in fourth quarter of 05/06 with a successful intervention in 68 cases. This has resulted in a reduction in levels of applications and acceptances. This low level of Applications & Acceptances has continued into Q1 06/07.</p> <p>Q1 Acceptances - 29 Q2 Acceptances - 39</p> <p>Work to be progressed during 06 on identifying these families on the Homelessness 'database' to establish extent of problem. Discussed with RSLs at June 06 meeting and protocol will be in place by autumn 06/07 to reduce the problem by improving joint working practices</p> <p>Continuing. Will exceed target for year.</p>
Resource required to deliver the action(s)	
<ol style="list-style-type: none"> 1. Homelessness Change Manager, 2. Homelessness Prevention Officers. 3. Use of Prevention Fund – including roll forward of funds allocated in 05/06 to 06/07. 4. Flexible use of B & B budget and use of capital resources to fund new development. 	<p>Employed in 2005</p> <p>Established.</p> <p>Set up and being used</p> <p>Part of B & B budget is used on the principle of "spend to save" and used as part of the prevention fund.</p>
Risk(s) to achievement	
<ol style="list-style-type: none"> 1. Lack of affordable housing and financial resources. Unwillingness of RSLs to allocate housing to homeless households with poor track record. 2. Lack of homelessness database and reporting ICT. 	<p>Evaluating courses of action. Producing report for Geoff Hughes and Richard Gabb.</p> <p>A risk, as there is a lack of reporting capabilities from the Homelessness team. There is also a lack of capabilities to set monitored targets and inability to carry out an audit and automatic reports for our BVPI's. Team is re-submitting business case to Corporate review board.</p>

3. The options and speed of move on accommodation – i.e.- from temporary accommodation to permanent housing.	Meeting with RSLs in June 2006 to discuss proposed protocols. Were agreed and will be incorporated in autumn 06/07 in protocol document for signatures. Draft protocol produced to put to RSLs
Risks mitigated by	
1. Ongoing programme of affordable housing development.	Affordable Housing provided exceeding target
2. Strategic Housing to negotiate with RSLs direct on selected families. Meeting arranges for June 06.	Meeting was successful with a range of improved joint working practices being agreed, which will come into effect this autumn. Affordable Housing provided exceeding target
3. Permission to carry forward the underspend of the Prevention Fund into 06/07	Done – carried forward.
4. Identify alternative temporary accommodation options.	Member paper completed and strategy for reduction approved. Reduction of FWC in B&B to 0 is target for 06/07
5. Flexibility around temporary accommodation budget	Yes, and flexibility continues

Roles & responsibilities

Operational Lead –	Richard Gabb
Support/Facilitator-	
Data owner for PI	Paul Griffiths

NB – The measuring guidelines for this indicator (BVPI 183) means that an outturn is only recorded when a family is moved OUT of the B&B/hostel. Therefore a successful outcome of moving a family into permanent accommodation after a long time in temp results in a very poor BVPI outturn. For instance, a FWC (Family with Children) could have spent a number of weeks in B&B during 04/05, been moved to temporary accommodation and just recently permanently rehoused. Hence good work in getting families who have been in various forms of temporary accommodation into permanent accommodation triggers (through us being able to discharge our duty) a large outturn for BV183. It is this time lag and our success in moving families into permanent accommodation that is causing the current problems.

Indicator: HCS15 **Number of emergency unscheduled acute hospital bed days (defined in the Department of Health guidance for Local Delivery Plans 2005-2008) occupied by a person aged 75 or more in NHS hospitals, commissioned by Herefordshire PCT**

HCS Theme Healthier communities and older people

HCS Outcome Independence and choice for older people and vulnerable adults

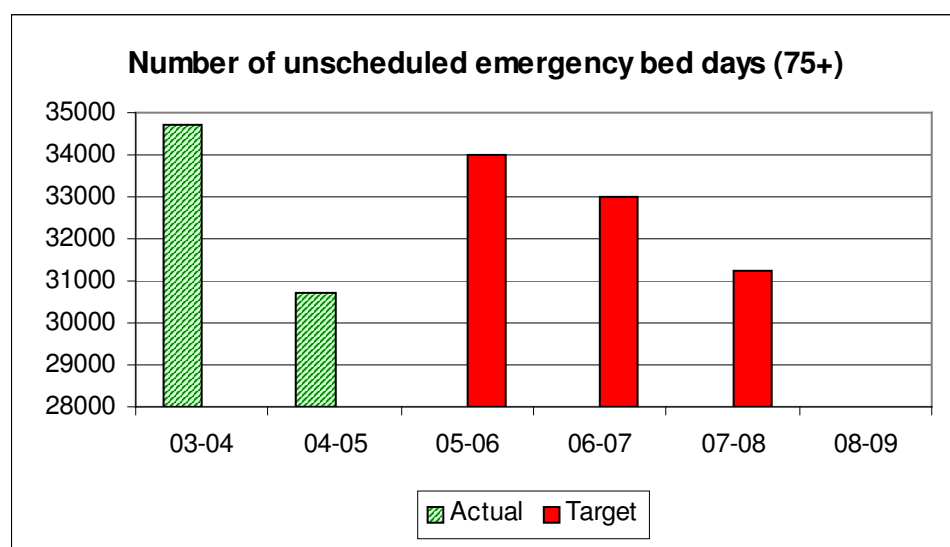
Council Priority To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes

Council Objective To minimise the length of time older people spend in acute hospitals

Judgement **R** **A** **G**

Cabinet Lead: Cllr Mrs Barnett **Strategic Lead-HP Board** (PCT)

Council Lead: Mr Hughes **Features in:** CP, LAA, LPSA2



Older people's independence and health is compromised if they spend longer than absolutely necessary in hospitals

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<p>Leadership and multi-agency commitment:</p> <p>Ensure engagement of all key agencies in the reduction of this target – Hereford Hospitals Trust, Primary Care Trust and Social Care.</p> <p>Key managers in PCT, HHT and Social Care to ensure staff, continually monitor practice and make necessary changes designed to achieve the outcome.</p>	<p>Integrated Change Management Group to take the lead. Reporting to the Older Peoples Programme Board. Lead Officer Stephanie Canham</p> <p>Integrated Change Management Group to develop action plan and measurable timescales. Lead Officer Stephanie Canham</p>

Ensure staff understand what is needed and why, and enable them to make informed and useful suggestions or changes to practice.

Ensure the Single Assessment Process is implemented across all agencies

Continue to develop preventative services and specifically, implement LPSA 2 schemes, including village warden scheme, foot-care scheme and out of hours ambulance sitter service.

Contracts for Village Wardens Scheme to be let **August 2006.**

Performance indicators will be set prior to start of pilot schemes, including a satisfaction survey in relation to the village warden scheme. **September 2006.**

Implement the chronic disease management strategy

Continue to develop the integrated falls strategy by improving Dexa scanning service for local residents.

Data management

Ensure accurate data collection, interpretation and reporting

Achieve multi-agency agreement to the data

Commissioning:

Develop a robust commissioning and performance management system

Lead Officers Stephanie Canham, Trish Jay

SAP is not yet introduced to acute hospital or by GPs. SAP Coordinator to work with both from August 2006. System complete by **March 2007.** **Lead officer Pam Saunder.**

The Village Warden contract has been let to the Red Cross. First four wardens have been appointed plus coordinator. **Lead Jean Howard**

It has been decided to undertake a wider establishment of baseline data and this will be complete by January 2007. **Lead Officer Jean Howard**

Signposting post currently being advertised, with secondment option to speed up process. **Lead Officer Jean Howard.**

Lead Officer Trish Jay reporting to Physical Disability programme Board

Peter Sowerby working with Paul Ryan

Lead Officers Stephanie Canham, Trish Jay and Alan Dawson

Robust systems for commissioning including performance review e.g. as defined by the Audit Commission "Making Ends Meet" are undeveloped. A joint commissioning plan agreed in June 2005 made a useful start to consider strategic commissioning but both the plan and the underpinning systems need to be developed and embedded. The proposed Commissioning and Improvement Services Division evidences intentions to build the necessary capacity; this development is on hold pending the emergence of the Public Service Trust (see mitigation section below)

Resource required to deliver the action(s)

Staffing:

Redefine roles across health and care organisations to ensure modernisation can occur

Work on a joint workforce development strategy is to start in **Autumn 2006** as part of the Public Service Trust development and in response to the

<p>Be clear about what is to be achieved and ensure staff are adequately informed and trained</p> <p>Finance:</p> <p>Ensure that commissioning plans contain sound financial commitment, including development of funding sources and how the transition will be managed and funded when re-engineering services</p> <p>Ensure funding pick up for successful LPSA 2 pilots is reflected in PCT and Social Care budget cycles.</p>	<p>Service Trust development and in response to the Social Care recovery plan. The scope will cover Health Social Care, the Alliance and private sector partners. Framework to be completed by March 2007.</p> <p>Joint leads Liz French Social Care and Jan Parfitt, PCT.</p> <p>Older Peoples Commissioning Plan due to be completed Autumn 2006. Lead officer Peter Sowerby.</p> <p>Learning Disability Commissioning Plan due to be completed December 2006. Lead Officer Mike Metcalf.</p> <p>Physical Disability Commissioning Plan due to be completed June 2007 Lead Officer TBA.</p> <p>Health and Care Joint Commissioning Group to sign off and senior commissioners from each organisation represented on group to take appropriate action. September 2007.</p>
Risk(s) to achievement	
<p>This performance indicator is managed and reported by Hereford Hospitals Trust, which makes it difficult to manage by Social Care or the PCT. This is compounded by fragmented data collection and performance management.</p>	<p>Integrated Change Programme Board to agree common understanding of how this statistic is calculated and then ensure compliance through agreed mechanisms. Lead Officer Stephanie Canham.</p>
Risks mitigated by	
<p>Probable development of a Public Service Trust which should at least provide a single commissioning and performance management system across the PCT and Social Care. Better commissioning should lead to improved service delivery for providers.</p>	<p>Draft PST proposals complete, high level sign off being established currently. Target date for new joint management structure is October 2006. Lead Officers Neil Pringle and Paul Bates</p>
Budget and financial performance	
£353,000	Schemes cost breakdown available in next report

Roles & responsibilities

Operational Lead – lead officer	Stephanie Canham, Social Care 01432 260320
Support/Facilitator	Jean Howard, IMPACT 01432 363942
Data owner for PI	Ian Lamputt PCT 01432 363907

Indicator: HCS 16 **The number of people aged 65 and over helped to live at home, per 1000 adults aged 65 and over**

HCS Theme Healthier communities and older people

HCS Outcome Independence and choice for older people and vulnerable adults

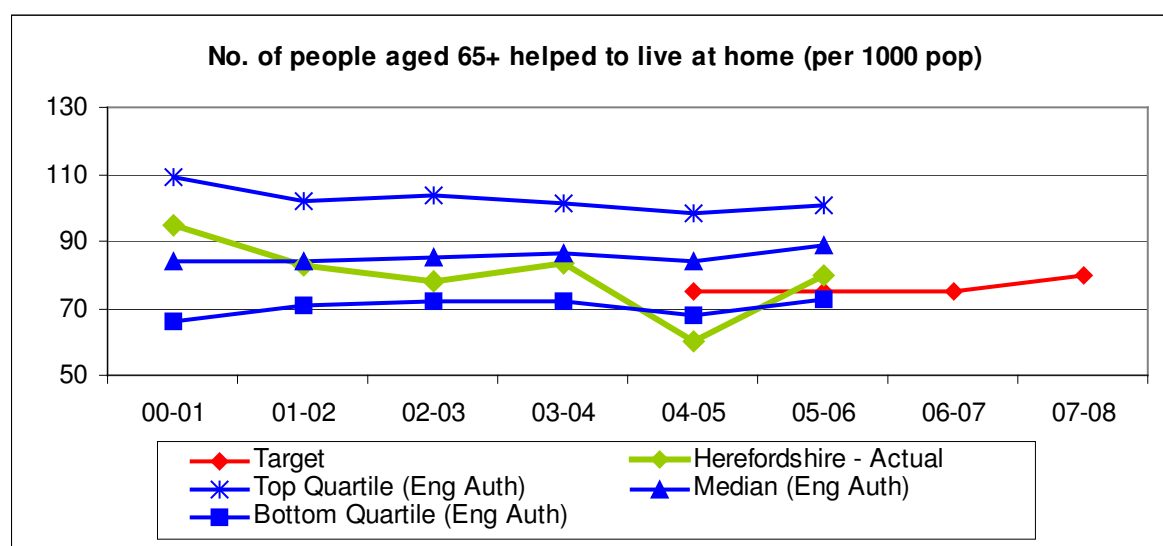
Council Priority To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes

Council Objective To maximise the independence of older people

Judgement R **A** **G**

Cabinet Lead: Cllr Mrs Barnett **Strategic Lead-HP Board** Neil Pringle (Herefordshire Council)

Council Lead: Mr Hughes **Features in:** CP, LAA



Low level care received at home can prevent or postpone a person needing more intensive care packages or residential care

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<ol style="list-style-type: none"> Re-draft the eligibility criteria to reflect the change in emphasis from critical to low/moderate. <ol style="list-style-type: none"> Key Milestones to be linked to the Improvement Plan, eligibility criteria re-drafted Dec 2006 Training for the Teams, multi-disciplinary approach to identify services users who require prevention services. 	<p>Part of improvement plan</p> <p>September sessions delivered.</p>

<p>2.1 Key Milestone to incorporate through developing Excellence Sessions which are ongoing.</p> <p>3. Developing Supporting People services.</p> <p>3.1 Key Milestone access additional funding by October 2007 to support re-ablement, telecare and Handy Man services</p> <p>4. Review literature available.</p> <p>4.1 Key Milestone: All literature to be produced by March 2007.</p> <p>4.2 Direct Payments, Carers Services, Re-ablement literature to be produced by September 2006.</p> <p>5. Target key groups and monitor the number of referrals received.</p> <p>5.1 Key Milestone awareness raising sessions with key stakeholders to be delivered by December 2006.</p> <p>6. Develop the use of assistive technology to support older people to remain in their own homes.</p> <p>6.1 Key Milestone through 3 pilot projects to be implemented by September 2006.</p> <p>7. Partnership working with the Voluntary Sector and Health to develop a joint prevention strategy and Commission appropriate services.</p> <p>7.1 Key Milestone: Prevention Strategy and Commissioning Plan drafted by November 2006. Prevention matrix to include signposting, Village/Community Wardens, Welfare Rights information and advice.</p> <p>7.1 Key Milestone: introduction of services by January 2007.</p>	<p>September sessions delivered.</p> <p>Proposals drawn up for submission to next supporting people board.</p> <p>No milestone achieved</p> <p>Awareness Raising Seminar held on the 08/08/06. Project Co-ordinator appointed, commence 02/10/06.</p> <p>Prevention Strategy Group set up and planning and commissioning framework agreed.</p> <p>Wardens Scheme now operational. Joint Team Manager is appointed</p>
<p>Resource required to deliver the action(s)</p>	
<p>Named worker to redraft eligibility criteria, provide training to teams, liaise with multi-disciplinary stakeholders to promote prevention services and prepare literature and awareness raising in the community.</p> <p>Ensure maximisation of Supporting People Monies</p> <p>Re-invest any de-investment monies e.g. SLA's reviews.</p>	<p>Part of improvement work</p> <p>On going</p> <p>Planned for New Year.</p>

Risk(s) to achievement	
Lack of investment monies to develop prevention services. Excess demand Lack of Supporting People Providers.	
Risks mitigated by	
Framework to be developed and resource identified to review all SLA's. Agreement to re-invest any savings. Develop prioritisation criteria for service provision. Work in partnership with providers to promote the development of Supporting People Providers.	

Roles & responsibilities

Operational Lead – lead officer	
Support/Facilitator -Improvement Manager	
Data owner for PI	

Indicator: HCS 30 % of pupils achieving 5+ A*-G grades at GCSE (incl. Maths & English) or equivalent

HCS Theme Children and Young People

HCS Outcome Children and young people achieve educational, personal, social and physical standards

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

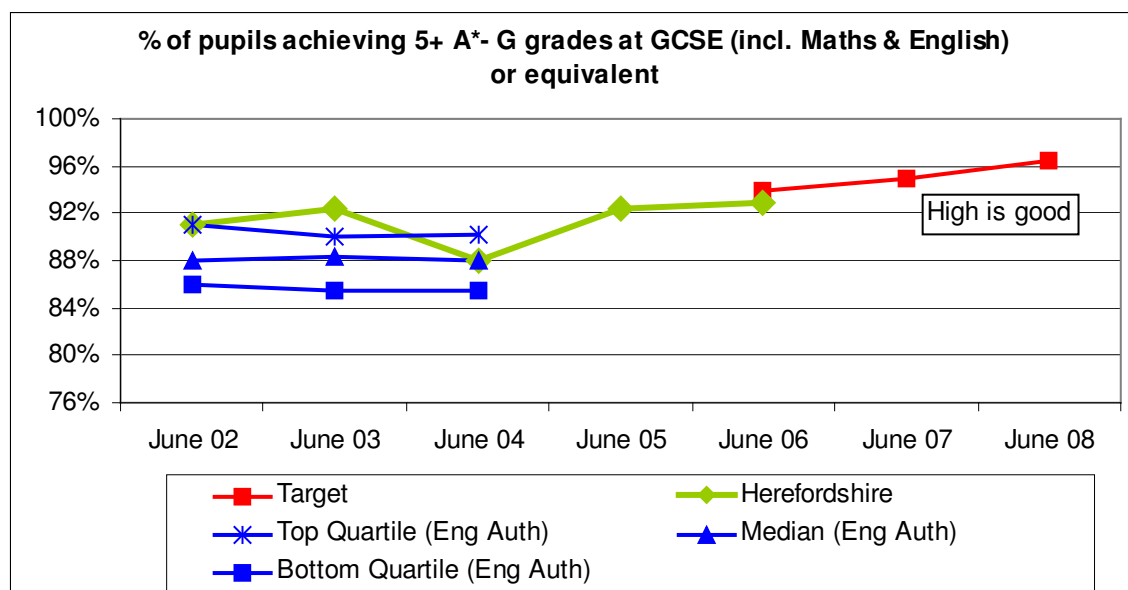
Council Objective To improve the educational attainment of Herefordshire pupils

Judgement R **A** **G**

Cabinet Lead: Cllr Rule **Strategic Lead-HP Board** Neil Pringle

Council Lead: Ms Fiennes **Features in:** LAA, LPSA2G, HCS, CP

2006 Data: Herefordshire 92.9%: 25th Centile 86.1 Median: 88.4 75th Centile 90.5



Good performance at GCSE is a crucial foundation for future educational achievement and improved life chances

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
Use Secondary Strategy Staff and expertise to: <ul style="list-style-type: none"> - analyse and interpret individual school and pupil related performance data for all secondary schools - identify schools below the national floor targets at KS3 Maths, Science & English 	2006 GCSE Results: 5+ A* - G (E,M) 92.9% No schools below target.

<ul style="list-style-type: none"> - identify schools with low contextual value added (CVA) between KS2 – KS3, KS3 – KS4 & KS2 – KS4 - identify schools with low conversion rates from KS2 – KS3 – KS4. - identify schools with low or declining performance in 5A*-G grades. - Data is provided by QCA, NCER late August-October. <p>Target consultant teaching, learning & leadership support at the identified schools or departments.</p> <p>Initial analysis by late September using QCA data.</p> <p>Detailed analysis by late October.</p> <p>Target setting data provided to schools and SIS team by autumn half term break.</p>	<p>CVA to be published January 2007.</p> <p>4 schools identified.</p> <p>1 school identified.</p> <p>Data received and analysed.</p> <p>Support plans in place.</p> <p>Initial analyses conducted. Meeting with Regional advisors 13/10/2006.</p> <p>Detailed analyses underway.</p> <p>Target setting planned for w/c 16/10/2006.</p>
Resource required to deliver the action(s)	
<p>Annual DfES Grant: £332,835 (2006/7) to support Secondary Strategy Staff and administration costs</p> <p>Additional targeted support provided by central inspection team</p>	
Risk(s) to achievement	
<p>Loss of staff</p> <p>Restructuring</p> <p>Gender imbalance in cohort</p>	
Risks mitigated by	
<p>Monitoring of pupil progress.</p> <p>Early intervention strategies for pupils falling behind</p> <p>Schools provide end of year progress information via teacher assessments (May/June)</p>	

Roles & responsibilities

Operational Lead – lead officer	
Support/Facilitator -Improvement Manager	
Data owner for PI	

Indicator: HCS 35a Absenteeism of looked after children**HCS Theme** Children and Young People**HCS Outcome** Children and young people achieve educational, personal, social and physical standards**Council Priority** To maximise the health, safety, economic wellbeing, achievements and contribution of every child, including those with special needs and those in care.**Council Objective** To improve the outcomes for looked after children by increasing school attendance**Judgement** **R** **A** **G****Cabinet Lead:** Cllr Rule **Strategic Lead-HP Board** Neil Pringle (Herefordshire Council)**Council Lead:** Ms Fiennes **Features in:** LAA, LPSA2G, HCS, CP

		00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-Sep
Herefordshire	Target						9	9	8	7
	Number	26	20	8	13	14	11			
	Percentage	21%	16%	6%	12%	13%	9%			
English Authorities	Top Quartile	7%	8%	8%	9%	10%				
	Median	11%	12%	11%	12%	12%				
	Bottom Quartile	15%	16%	15%	16%	15%				

The number children looked after by Herefordshire continuously for at least 12 months during the previous year missing 25 days or more for any reason.

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
<p>ELSS attendance monitoring officer to commence bi weekly attendance collection from primary schools. Sept 2006</p> <p>Members of EWS to raise profile of service in schools via assemblies, leaflets etc. To form part of SLA with each school. To be reviewed termly.</p> <p>Principal officer EWS invited to speak at Foster Forum</p> <p>Use LPSA2 funding to recruit an additional EWO from September 2006. Review effectiveness on annual basis.</p> <p>Use LPSA2 funding to appoint an attendance-monitoring officer within ELSS.</p> <p>Monthly meetings with other colleagues / services monitoring attendance data to assess</p>	<p>Data collection commenced. A member of ELSS follows up children for whom attendance is a concern.</p> <p>Creating extra posters for distribution during August 2006</p> <p>Foster Forum 13th October 2006</p> <p>Post advertised, interviews held appointee commences on September 1st 2006.</p> <p>Agreed at recent policy review and dates set. Meetings have taken place.</p>

effectiveness of actions.	Meetings have taken place.
Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
ELSS to establish a system of recording and tracking the attendance of all looked after children and young people	System established June 2006
ELSS team members to discuss attendance with schools, carers and social workers to raise the awareness of the LPSA target and need for care and vigilance when appropriate opportunities arise.	ELSS/PEWO to present at a foster forum- Oct 06
Resources required to deliver the action(s)	
Attendance Monitoring Officer required	Attendance Monitoring Officer started 17 th May.
Certificates and reward vouchers to reward attendance to be ordered	Certificates ordered July 2006. Voucher orders to be placed October 2006
Risk(s) to achievement	
<p>Unexpected absence due to ill health or exclusions from school cannot be anticipated</p> <p>Delays in school admission particularly when moving out of county- e.g. when placed for adoption.</p> <p>Holidays taken in term time.</p> <p>Time lost during school transition, particularly for children placed for adoption</p> <p>Inability to collect data from all schools in the same format and using the same absence coding structure</p>	<p>Carers prompted to contact ELSS or EWS to support at Foster Forum talk</p> <p>Discussion with Adoption manager to take place a.s.a.p.</p> <p>Resources manager has included guidance relating to this in the Fostering Handbook</p> <p>Discussion with Childcare managers to take place a.s.a.p.</p> <p>Standardised format use becoming more frequent</p>
Risks mitigated by	
<p>Close monitoring of the LAC cohort with very high-risk group and CYP causing concern.</p> <p>Access to home tutorial or Hospital school with long-term sickness.</p> <p>Liaison with Social Inclusion officer where at risk of exclusion.</p> <p>Support from colleagues in EWS</p> <p>Visits from family social worker or family support where discerned</p>	<p>Carried out by monitoring officer on a bi-weekly basis and followed up by team members</p> <p>Regular meetings to discuss issues and concerns</p>
Budget and financial performance	
£10k per annum for three years to include new post and certificates and rewards for attendance.	

Roles & responsibilities

Operational Lead – lead officer	
Support/Facilitator -Improvement Manager	
Data owner for PI	

Indicator:	HCS42a British Crime Survey comparator crimes
HCS Theme	Safer and stronger communities
HCS Outcome	Reduced levels of, and fear of, crime, drugs and anti-social behaviour
Council Priority	Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.
Council Objective	To reduce British Crime Survey (BCS) Comparator Crime Figures by 2007-08

Judgement	R	A	G
------------------	----------	----------	----------

Cabinet Lead:	Clr Stockton	Strategic Lead-HP Board	West Mercia Constabulary
Council Lead:	Ms Fiennes	Features in:	LAA, HCS, CP

Performance:

04/5 6207 05/6 6002

06/7 -

Apr 530 May 480 Jun 514 Jul 490 Aug 558 Sep 584 Oct 621

Nov 554

Year to date total - 4331

To reduce outturns by 15% by 2007/08.

Baseline 6909 (03/4)

Targets

06/07 5986

07/08 5872

Action(s) required to achieve the target (including key milestones):	Progress against action/resource/risk/mitigation/budget:
<p>Implementation of the Herefordshire Crime, Disorder and Drugs Reduction Strategy 2005-08 as follows:</p> <ul style="list-style-type: none"> - Recruit Marketing Officer to promote work of partnership, deliver crime reduction and harm minimisation messages – in post by September. - Recruit Community Development Workers (2) to engage with the community and enable them to tackle community safety issues – by September. - 3 month radio campaign to promote Domestic Violence Helpline, Road Safety and Zig Zag (young people's drug service). - Drug Intervention Programme – assessment to be carried out on 60% of adults with whom 	<p>1 Community Development post already started. There has been a considerable delay due to team restructure. This is now moving forward, issues around staff contracts with partners agencies have been resolved and so progress can be made. Recruiting in new year, expect to have posts filled February 2007.</p> <p>Radio campaign completed on 31st July 2006.</p> <p>100% have received assessment by the Drug Intervention Programme. (Jul – Sept results,</p>

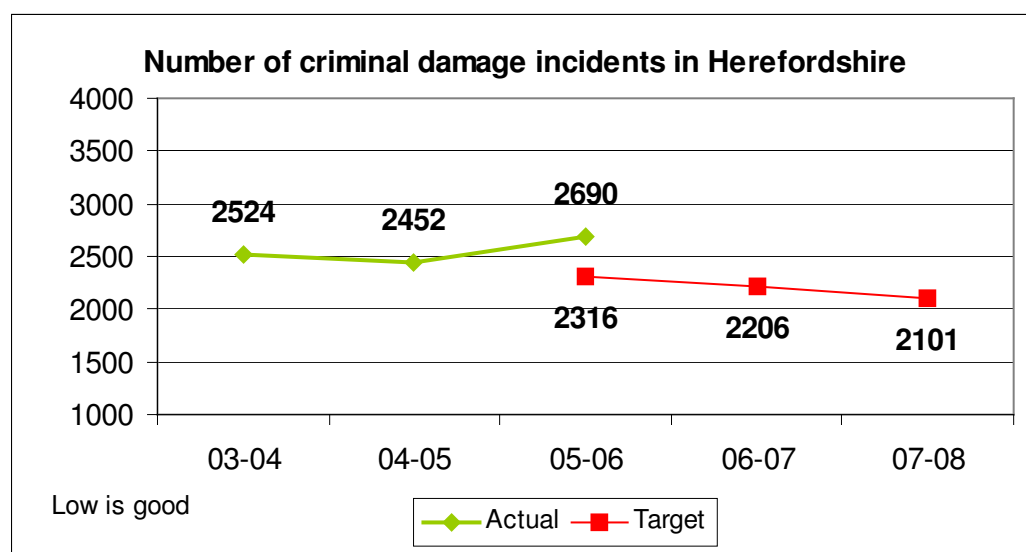
<p>initial contact is made and who are not already on the DIP caseload.</p> <ul style="list-style-type: none"> - Drug Intervention Programme – Direct 95% of adults on the caseload into treatment. - Promote services of DASH (adult Drug Treatment service) and at key locations in county. <p>Review progress against outturn and agree remedial action – Mar 07</p>	<p>delay in data reports from H.Office)</p> <p>Achieved to date 89.5%. (Jul – Sept results, delay in data reports from H.Office)</p> <p>Developing a leaflet for promoting drug services to clients. Due to be printed early in the new year and then distributed.</p> <p>National Drug Treatment Monitoring System report due out in Aug 06. Positive report, performance good against targets.</p> <p>Next report due January 2007.</p>
Resource required to deliver the action(s)	
Herefordshire Community Safety and Drugs Partnership team and police Community Safety team, plus partner agency staff	See all other templates for progress reports.
Risk(s) to achievement	
As per details on other templates	See all other templates for progress reports.
Risks mitigated by	
As per details on other templates	See all other templates for progress reports.

Roles & responsibilities

Operational Lead – lead officer	
Support/Facilitator -Improvement Manager	
Data owner for PI	

Indicator: HCS 42b No. of criminal damage incidents**HCS Theme** Safer and stronger communities**HCS Outcome** Reduced levels of, and fear of, crime, drugs and anti-social behaviour**Council Priority** To sustain vibrant and prosperous communities, including by providing more efficient, effective and customer-focused services, clean streets and emergency planning**Council Objective** To reduce the number of criminal damage incidents in Herefordshire**Judgement****R****A****G****Cabinet Lead:** Cllr Stockton**Strategic Lead-HP Board**West Mercia
Constabulary**Council Lead:** Ms Fiennes**Features in:**

LAA, LPSA, CP



Criminal damage is one of the major factors affecting the quality of life in communities

The number of criminal damage incidents

Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	YTD
252	211	245	211	254	266	294	296					2029

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
Establish sub-group of Anti-social Behaviour Group to tackle this area, by July, working with StreetScene Carry out hotspot analysis using police and environment data, by July	Sub group established. Hotspot analysis completed, however no pattern emerged or concentration of crimes.

<p>Develop action plan, by August</p> <p>Introduce team of Ward Officers, by September – led and managed by Police</p> <p>Introduce tasking for Community Development Worker, via ASB Group, and link in with Ward Officers, by August</p> <p>Work with the police to set up PACT (Partners and Communities Together) meetings across county, as part of Local Policing Project, by October - led and managed by Police</p> <p>Recruit Community Development Workers (2) to engage with the community and enable them to tackle community safety issues – by September</p> <p>To track progress on agreed performance targets with police, on a quarterly basis Re-establish graffiti database between environmental services and the police , to aid hotspot analysis and evidence gathering.</p>	<p>Action plan delayed due to no identified hotspots. Establishing best practise around the country to assist.</p> <p>There has been a delay in police recruitment due to lack of training courses available. This has now been rectified and recruitment processes started.</p> <p>Tasking of the Community Development worker is currently being formalised; it is however working in an informal manner now.</p> <p>The PACT process is being developed across the county and will assist us tackling this area of work; any areas of concern highlighted through this route will tasked via Anti-social Behaviour Group</p> <p>One worker has been recruited, other delayed due to team restructure.</p> <p>Anti-social behaviour group is regularly reviewing performance and analysing data to identify trends and then tasking. The re-establishment of the database is being investigated, however staff shortages may have a negative impact, as the post holder responsible has been seconded elsewhere. This is being pushed forward.</p>
Resource required to deliver the action(s)	
<p>LPSA2 Funding from a range of organisations to include LPSA2 funding</p> <p>Co-operation of staff from other agencies and officers to drive work forward</p> <p>Additional staffing (Community Development Workers and Ward Officers)</p>	
Risk(s) to achievement	
<p>Community apathy to engagement work</p> <p>Delays in employment</p> <p>Relationship with key stakeholders</p>	
Risks mitigated by	
<p>Wide ranging publicity campaign to ensure awareness of partnership work and key educational / prevention messages</p> <p>A robust performance management framework</p> <p>Maintain a positive relationship with key stakeholders</p>	

Roles & responsibilities

Operational Lead – lead officer	
Support/Facilitator -Improvement Manager	
Data owner for PI	

Indicator:	HCS 42c Numbers of all recorded crime (overall crime rate)
HCS Theme	Safer and stronger communities
HCS Outcome	Reduced levels of, and fear of, crime, drugs and anti-social behaviour
Council Priority	Reduce crime, the harm caused by illegal drugs and to reassure the public reducing the fear of crime.
Council Objective	To reduce British Crime Survey (BCS) Comparator Crime Figures by 2007-08

Judgement	R	A	G
------------------	----------	----------	----------

Cabinet Lead:	Cllr Stockton	Strategic Lead-HP Board	WMC
Council Lead:	Sue Fiennes	Features in:	LAA HCS CP

Baseline 2005/6 – 12,034 Target 2005/6 – 11,418 Performance – 11,535 2006/7 – 10,831 2007/8 – 10,229	Actual performance 06/7 – Apr 984 May 961 Jun 971 Jul 971 Aug 1133 Sep 1045 Oct 1018 Nov 1036 Year to date total - 8119
--	--

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
Implementation of the Herefordshire Crime, Disorder and Drugs Reduction Strategy 2005-08 as follows: <ul style="list-style-type: none"> - Recruit Marketing Officer to promote work of partnership, deliver crime reduction and harm minimisation messages – in post by September. • Recruit Community Development Workers (2) to engage with the community and enable 	Job description has been developed and currently being evaluated. Aiming to recruit Feb 07. 1 Community Development post already started. There has been a considerable delay due to team

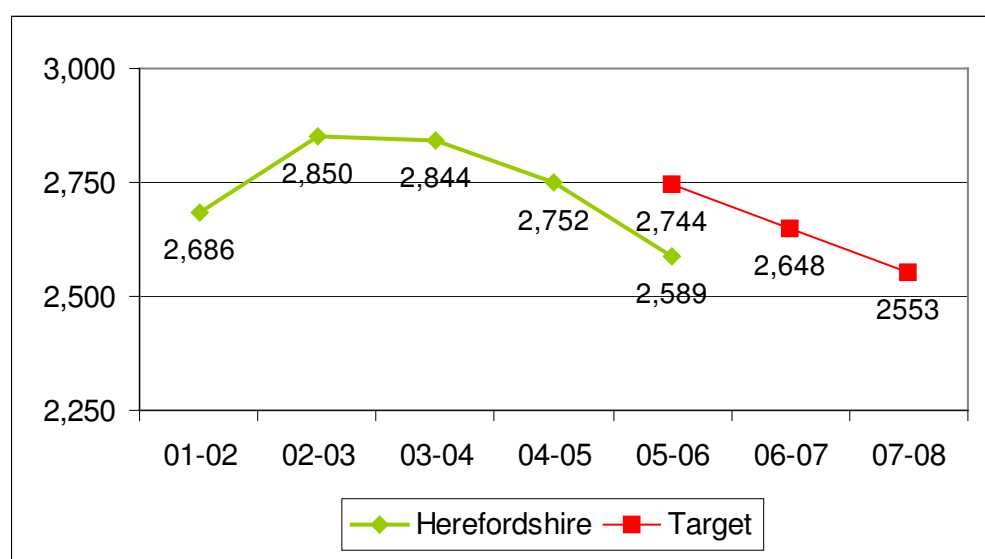
<p>them to tackle community safety issues – by September.</p> <ul style="list-style-type: none"> - 3 month radio campaign to promote Domestic Violence Helpline, Road Safety and Zig Zag (young people’s drug service). - Drug Intervention Programme – Direct 95% of adults on the caseload into treatment. - Promote services of DASH (adult Drug Treatment service) and at key locations in county. <p>Review progress against outturn and agree remedial action – Mar 07</p>	<p>restructure. This is now moving forward, issues around staff contracts with partners agencies have been resolved and so progress can be made. Recruiting in new year, expect to have posts filled February 2007.</p> <p>Radio campaign completed on 31st July 2006.</p> <p>89.5% previously received assessment by the Drug Intervention Programme. 90% now achieved. 100% of the client caseload is engaged with treatment.</p> <p>(Jul – Sept results, delay in data reports from H.Office)</p> <p>Developing a leaflet for promoting drug services to clients. Due to be printed early in the new year and then distributed.</p> <p>National Drug Treatment Monitoring System report due out in Aug 06. Positive report, performance good against targets. Next report due January 2007.</p>
Resource required to deliver the action(s)	
Herefordshire Community Safety and Drugs Partnership team and police Community Safety team, plus partner agency staff	See all other templates for progress reports
Risk(s) to achievement	
As per details on other templates	See all other templates for progress reports.
Risks mitigated by	

Roles & responsibilities

Operational Lead –	
Support/Facilitator-	
Data owner for PI	

Indicator: HCS 45 Number of Violent Crimes**HCS Theme** Safer and stronger communities**HCS Outcome** Reduced levels of, and fear of, crime, drugs and anti-social behaviour**Council Priority** To sustain vibrant and prosperous communities, including by providing more efficient, effective and customer-focused services, clean streets and emergency planning**Council Objective** To reduce the number of violent crimes in Herefordshire**Judgement****R****A****G****Cabinet Lead:** Cllr Stockton**Strategic Lead-HP Board**West Mercia
Constabulary**Council Lead:** Ms Fiennes**Features in:**

LAA, LPSA, CP



LPSA2G Target 7

Target

2648 (06/07)

2553 (07/08)

Baseline 03/4 2844

Performance 04/05

2752

Performance 05/06

2589 (target 2744)

The number of violent crimes in Herefordshire (LPSA2G)

Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Y.T.D.
220	204	203	219	239	261	242	236					1824

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget:
1. Work with police to introduce an Alcohol Co-ordinator, by September – led and managed by police Develop work action plan for post holder, by September	1. Alcohol Co-ordinator now in post, induction and initial training completed. Work programme currently being developed by line manager

<p>2. a) Continuation of the Alcohol Referral Scheme, on-going – led by Partnership, PCT and Police</p> <p>b) Improve effectiveness of bail condition part of referral scheme, by September – led by police</p> <p>c) Improve relationships with A&E, by September – led by PCT</p> <p>d) Review Alcohol Referral Scheme, September - Partnership, PCT and Police</p> <p>3. Introduction of Night-time Economy Beat Manager, by September – led and managed by police</p> <p>Develop work action plan for post holder, by September</p> <p>4. Develop CCTV service to provide improved monitoring for evidence gathering</p>	<p>2. a) Alcohol Referral Scheme has recently been reviewed.</p> <p>b) Bail conditions are being used more effectively, after custody staff received training and support and planning a trial with a Fixed Penalty Scheme referral for 6 months, from 1st November 2006.</p> <p>c) Meetings been held with A&E staff. Assessing alternative ways of relationship building, considering new post to act as a conduit.</p> <p>d) Alcohol Co-ordinator is monitoring all referrals and assessing effectiveness of scheme.</p> <p>3. Delays in recruitment by West Mercia.</p> <p>4. Installation of new camera in Union Street started. Commercial Street BT Fibre Optic links have been replaced. Questionnaire sent to all Heads Of Service to assess where CCTV can assist across the council.</p>
Resource required to deliver the action(s)	
<p>LPSA2</p> <p>Officer and other agency staff time to support developments</p> <p>Additional staff (Alcohol Co-ordinator and Night-time Economy Beat Manager)</p>	
Risk(s) to achievement	
<p>Delays in employment</p> <p>Changes to PCT</p> <p>Relationship with partners</p>	
Risks mitigated by	
<p>Maintain a positive relationship with key stakeholders</p> <p>A robust performance management framework</p>	

Roles & responsibilities

Operational Lead – lead officer	
Support/Facilitator -Improvement Manager	

Data owner for PI	
--------------------------	--

Indicator **HC 74b** **Adults with mental health problems helped to live at home per 1,000 population aged 18-64**

HCS Theme

HCS Outcome

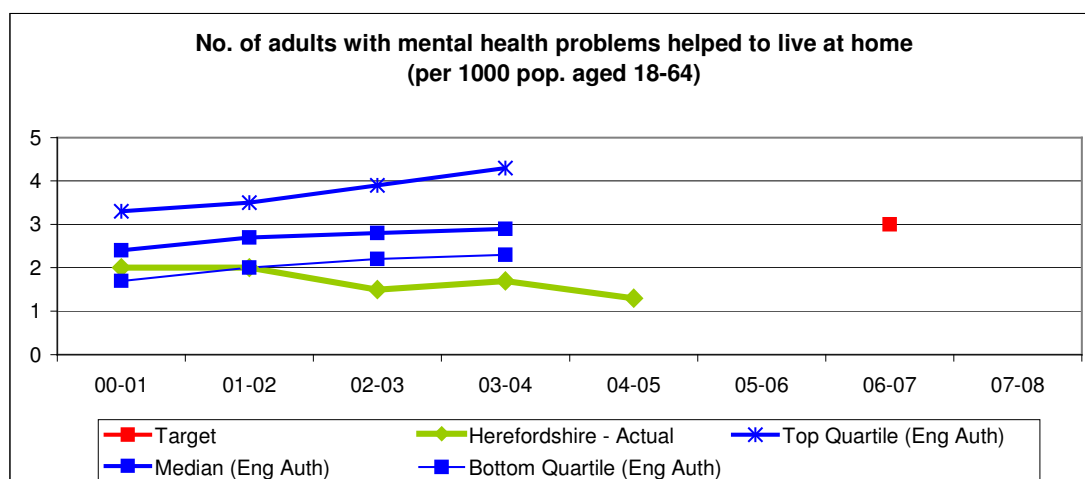
Council Priority To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes

Council Objective To maximise the independence of vulnerable adults

Judgement **R**

Cabinet Lead: Cllr Mrs Barnett **Strategic Lead-HP Board** N/a

Council Lead: Mr Hughes **Features in:** CP



Low level care received at home can prevent or postpone a person needing more intensive care packages or residential care

Target:

06/07 = 4.0

Out Turn = 37

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<ol style="list-style-type: none"> Expand early intervention service and carers' support. Expand deliberate self-harm service Ensure all activity is recorded on Clix, as well as CPA (activity is currently under-reported) Housing strategy to be developed. 	<p>Position on hold as part of PCT cost improvement plan (CIP)</p> <p>This has been expanded through the Crisis Assessment & Home Treatment Team providing 24/7 availability to A&E</p> <p>Need to review roles of admin' staff to input CPA data into CLIX</p> <p>Housing Strategy is currently being developed, anticipated to be finalised early in the new year</p>

Resource required to deliver the action(s)	
Additional resource identified through PCT LDP Crisis team to expand their role to incorporate deliberate self-harm Clix clerk to be deployed 2 days per month to reconcile data	Review of CIP to release savings and re-visit CIP
Risk(s) to achievement	
Resource could be withdrawn due to PCT budget recovery plan Non-identified Recruitment timescales could mean data not fully reconciled by out-turn in March 2007. Affordable housing not easily available.	Formal consultation required with staff to incorporate Crisis and Deliberate Self-Harm teams into one team
Risks mitigated by	
CMHT absorbs the role Action plan developed to prioritise activities Work with Strategic Housing to develop alternative options	

Roles & responsibilities

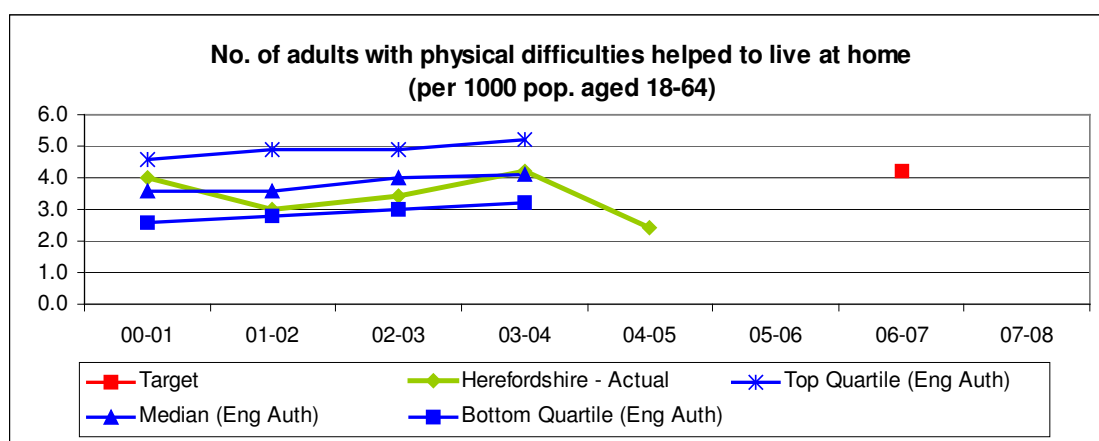
Operational Lead	
Support/Facilitator	
Data owner for PI	

Indicator: HC 74c **Adults with physical disabilities helped to live at home**
HCS Theme N/a
HCS Outcome N/a
Council Priority To enable vulnerable adults to live independently and, in particular, to enable many more older people to continue to live in their own homes
Council Objective To maximise the independence of vulnerable adults

Judgement R **A** **G**

Cabinet Lead: Cllr Mrs Barnett **Strategic Lead-HP Board** N/a

Council Lead: Mr Hughes **Features in:** CP



- Low level care received at home can prevent or postpone a person needing more intensive care packages or residential care

Target 06/07 = 5.0

Adults with physical disabilities helped to live at home per 1,000 population aged 18-64

Action(s) required to achieve the target (including key milestones)	Progress against action/resource/risk/mitigation/budget
<p>1. Implement the Best Value Review Action Plan</p> <p>1.1 Key Milestones: Meet the key milestones identified in the Best Value Review Action Plan. Ongoing. A Best Value Action Plan has been developed and the Implementation Group works to the key milestones identified in the plan.</p> <p>2. Modernisation of Day Opportunities, moving from a building based approach to a community-based model. Promoting employment, training and volunteering opportunities.</p>	<p>Community Equipment</p> <p>Transport and programme board have been signed off by the group</p> <p>Involving people training for consultation</p>

2.1 Key Milestone: Strategic Plan and Commissioning Strategy to be completed by December 2006. Change Programme to be commenced March 2007.

3. Promote flexibility within Direct Payments, through the setting up of an Operational Group and the development of team plans and targets to increase the uptake of Direct Payments.

3.1 Key Milestone: is to develop reference group and operational group by July 2006. How will these groups promote flexibility? Will they produce a plan or strategy?

4. Re-model transport provision.

4.1 Key Milestone: to implement Transport Strategy groups findings and recommendations December 2006.

5. Implement Assistive- Technology Projects.

5.1 Key Milestone: Implement 3 pilot projects September 2006.

6. Maximise welfare benefits, through the development of a model for partnership delivery with the Voluntary Sector. Outcome based SLA's to be agreed.

6.1 Key Milestone: Current SLA's reviewed and services re-commissioned, September 06.

7. Development of a Prevention Strategy to be delivered in partnership with the Voluntary Sector.

Work ongoing to feed into the commissioning strategy

Operational Group will meet second time in December.

Reference Group members identified and meeting being arranged for new year

Operational Group will meet second time in December.

Reference Group members identified and meeting being arranged for new year

Transport planning post agreed and Job Description and Person Specification drafted.

Supporting People Bid drafted to include an independent travel training services.

Criteria redrafted for transport.

Charging to be reviewed as part of improvement plan.

Transport planning post agreed and Job Description and Person Specification drafted. Supporting People Bid drafted to include an independent travel training services. Criteria redrafted for transport. Charging to be reviewed as part of improvement plan.

Project fully operational. Currently 28 referrals being processed,

Joint Team Manager appointed and Customer Service Officer post appointed.

<p>7.1 Key Milestones: Prevention Strategy and Commissioning Plan drafted by November 2006. Introduction of services January 2007.</p> <p>8. Develop Supporting People services.</p> <p>8.1 Key Milestone: Commissioning of new services through approved providers by Oct 2006, to include handy persons schemes, re-ablement services and telecare. These new service won't have an effect on this year's target if the deadline is the end of the year.</p> <p>9. Develop advocacy services.</p> <p>9.1 Key Milestone: Benchmark existing services September 2006. Draft service specification by December 2006.</p>	<p>This work is now part of the transformation board.</p> <p>Handy Persons Scheme proposal completed and to be taken to the next Supporting People Commissioning Board.</p>
Resource required to deliver the action(s)	
<p>Physical Disabilities Team Manager in post.</p> <p>Project Manager identified to lead modernisation of Day Opportunities and Transport</p> <p>Telecare Grant</p> <p>Joint Team Management</p> <p>Investment needed for advocacy services.</p>	
Risk(s) to achievement	
<p>Budgetary Pressures</p> <p>Excess demand</p> <p>Failure to award Supporting People Funding</p> <p>Resistance to manage change.</p>	
Risks mitigated by	
<p>Appropriate eligibility Criteria</p> <p>Working with providers to develop the market</p> <p>Change management programme- awareness raising training</p>	

Roles & responsibilities

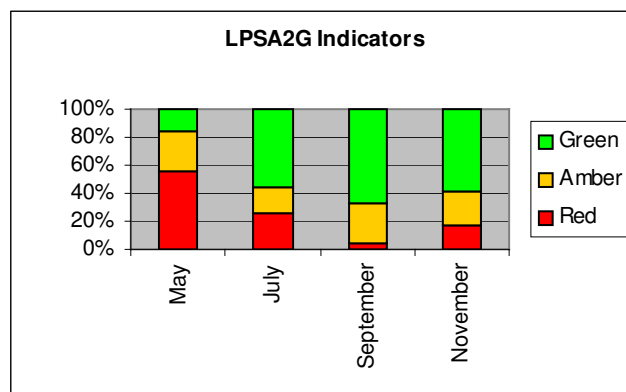
Operational Lead	
Support/Facilitator	
Data owner for PI	

The Local Public Service Agreement (LPSA2G)

As at the end of November **4** indicators are marked **R**, compared to 1 at the end of September. The 4 indicators are HCS 15 'No. of emergency unscheduled hospital bed days occupied by a person 75 and over', HCS 30 '% of pupils achieving 5 or more GCSEs at grades A* - G or equiv. including Maths and English (LEA schools)', HCS 42b 'No. of criminal damage incidents' and HCS 45 'No. of violent crimes'. The assessment for HCS 15 is based on information from the PCT suggesting unreliability in the collection of data, HCS 42b and HCS 45 has been based on data figures for the first 6 months of the year, which shows performance is below target. Although West Mercia Constabulary are suggesting performance will improve before year-end, based on current figures many targets will not be achieved.

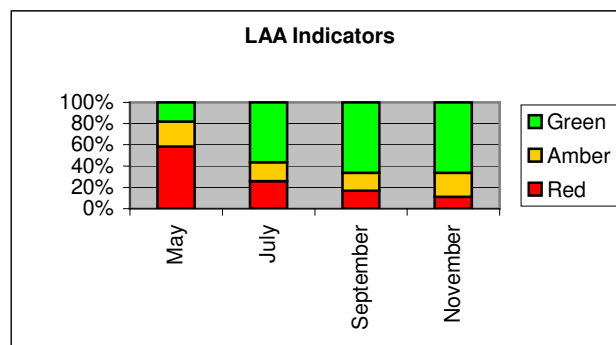
In the report to September HCS 17 'Satisfaction with homecare services' had been assessed as **R** because there was a lack of understanding of the indicator guidance against which a baseline could be established. Communication is ongoing with GOWM to obtain further guidance, and the assessment has now moved to **A** to reflect increased belief that the survey results will be capable of being used to establish the baseline.

The following chart shows the change in the proportions marked as **G**, **A** and **R**.



The Local Area Agreement (LAA)

At the end of November **6** indicators have been assessed as **R**, compared to 13 at the end of September. The reason for the drop in the number of indicators assessed as **R** between reports is explained by reference to paragraphs 3-6 of the main report, and the 'removal' of a number of indicators for the purposes of in-year reporting. In terms of real performance, there has been little change against the LAA since the last report to September.



Overall Performance Improvement Plan: exceptions report to the Leader and Chief Executive from the meeting of the Board on 21 December 2006

Children and young people's services - Status Amber

It was always the attention, agreed with Government and the inspectorates, that the Joint Area Review (JAR) Improvement Plan, produced in response to the JAR report in late 2005, should be substantially completed by the end of 2006, with any remaining actions taken forward as part of mainstream programmes for the improvement of children and young people's services.

The JAR Plan having mostly been completed, the GOWM Herefordshire Council Improvement Project Board has agreed that the continuing work should be rolled up into the wider programme of the Children and Young People's Directorate Improvement Board. This has now happened.

This involves no let up in the pace of improvement: the implementation of the JAR Improvement Plan has laid foundations on which has to be built sustainable long-term success. The coming months, in particular, are crucial, as the GOWM Board takes stock of the Council's progress and performance and recommends to the Government Minister whether the GOWM Board needs to continue beyond 31 March 2007.

In that context, it is significant that, at the GOWM Board meeting on 20 December 2006, the GOWM representatives accepted the attached statement of the achievements the Council had made with its partners in 2006.

Within the context of this record of significant overall achievement, the Overall Performance Improvement Plan Board draws attention to two elements of the original JAR Improvement Plan that will not be achieved within the target timescales.

The first is the **targets for the completion of initial and core assessments of children in need**: initial assessment completion is likely to be 65% to the end of March 2007, against the stated target of 75%; and core assessment completion is likely to be nearer to 70% than the target of 80%.

This is the result of the earlier reported good news about the enormous increase in referrals of children in need. This has meant that, while many more assessments are being carried out, it has not yet been possible to attain the numbers necessary to reach the targets.

Robust arrangements are in place to ensure that all priority needs are being identified and addressed. There is also a well-developed programme to continue to improve performance.

All this was reported to the GOWM Board at its December meeting and accepted by GOWM as a sound response.

The second exception is the **delay in developing a full, multi-agency workforce strategy for children and young people's services**. This was originally scheduled for May 2006 and then, following more detailed consideration of what would be involved, for December 2006.

A Project Initiation Document has now been approved by the Children and Young People's Partnership Board (CYPPB). It is intended that the finalised strategy and implementation plan will be submitted to CYPPB for approval in May 2007.

The GOWM representatives expressed concern about these delays at the December meeting of the GOWM Board. A meeting is to take place between the lead Cabinet member and the Director of Children and Young People's Services and GOWM's Children and Young People's Services Adviser in early January to discuss this and other issues that may affect the Government's judgement as to the need for the continuation of the GOWM Board beyond the end of March 2007.

STATEMENT OF ACHIEVEMENTS 2006

- APA grades of **adequate/satisfactory for services**.
- Staying Safe – **good overall**.
- **Outcomes**
 - (a) Staying Safe
 - **More children in need being assessed**.
 - Numbers of referrals – well in excess of target. (969 at the end of November 06 against a target of 823 for the year to April 07)
 - Numbers of assessments.- The rolling year initial assessment level in November is 200 greater than in April (552 compared with 352). Similarly the core assessment level in November is 55 higher than in April (165 compared with 110)
 - Tight management and regular review is ensuring more effective and robust risk management, providing greater assurance that safeguarding activity is both effective, appropriately targeted and prioritised.
 - **More children with disabilities being assessed** by social care and occupational therapists
 - OT assessments during the period April – November 2006 have increased by 41% (86 – 121) when compared with the same period for 2005. Over the same period social care assessments have increased by 100% (22 to 44).
 - Increase in family support services. On target to increase the number of short breaks provided by 10% (63 – 70). Negotiations well developed with independent sector provider for a jointly funded £100,000 plus contract to provide expanded family support services.
 - (b) **Achieving Economic Well Being**
 - **Increase in suitable accommodation and support for care leavers**. On target to deliver 10 additional units. 4 of the 6 units of accommodation purchased and 3 occupied. Purchase completion of a further 2 units scheduled for January 07. Negotiations progressing well to secure nomination rights to 4 additional units with support provided by Supported Housing for Young People (SHYP)
 - **Decrease in numbers of families housed in bed & breakfast**.- On target to have no families in B&B by April 2007. Down from over 40 in

April 2006 to 5 at the end of November 2006. Families housed in B&B for more than 6 weeks down from 28 in April 2006 to 2 at the end of November 2006.

- **Service Management/Performance Management**
 - APA grade for capacity to improve – adequate A programme of 4 projects is in place to improve performance management and a joint commissioning strategy is nearing finalisation with the aim of securing integration, effective, efficient and cost effective provision of services.
 - C&YP Plan – mid year review concluded performance on track and satisfactory Key initiatives going into 2007 include the CAF pilot.
- **Workforce Capacity**
 - Social workers above current establishment target. Cabinet have prioritised budget proposals for C&YP and Adult Services recognising the challenges being faced.
 - Effective Workforce Strategy development in place – for “children’s social care” and connected as 1 of the 4 priorities for the wider workforce strategy. The on-going recruitment campaign for qualified social workers is starting to deliver results.
- **Performance Management**
 - Internal and External assessments of performance management – all point to going in the right direction, performance improvement plans in place to ensure that good practice is followed and becomes embedded over the coming year.
 - Prince 2 disciplines for improvement plan quality assured and in place.
 - Performance Management system agreed and reporting arrangements in place.
 - Performance Data Management and Performance Team now on sound basis and a positive evaluation report is anticipated from IPC in March 2007.
 - Council’s Corporate Policy and Performance Unit regard the draft Directorate and Service Plans for 2007/10 as of a good standard which will facilitate effective performance monitoring. (Work continues to complete them, particularly in respect of targets and key milestones for years 2008/09 and 2009/10.

2006-07 REVENUE BUDGET MONITORING

Summary

1. The following table summarises the 2006-07 projected outturn as of the end of November 2006. It also includes figures from the previous report to permit comparison between current and previously reported figures.

	November 2006 Net over or (-) Underspending £000	September 2006 Net over or (-) underspending £000
Adult and Community	+1,424	+2,783
Children & Young People's	+214	+167
Customer and Corporate	+1	+83
Environment	+25	+25
Resources	<u>+19</u>	<u>-30</u>
Net position	+1,683	+3,028
Less:		
Social Care Contingency	-1,302	-1,302
Financing Transactions projected surplus	<u>-750</u>	<u>-500</u>
Net Council projected overspend	- 369	+1,226

2. The overall position shows a projected £0.37 million underspend. This is 0.3% of the Council's £118.285 million revenue budget (excluding Direct Schools Grant funding). The position has improved by £1.53m since the last report where a £1.226million overspend was projected. The projected position is after allowing for use of the Social Care contingency and the impact of the revised cash flow profile. Slippage in the capital programme has helped this improved position. The report details the reasons for the movement but the headline areas are as follows:
- £1.4m reduction in projected overspend for Adult and Community Services due to inclusion of grant income
 - £0.25m improvement in the projected interest from investments
3. As previously reported, there is a key concern around the potential overspend position on Adult Social Care budgets. As part of the overall 2006-07 budget, some contingency funding is available to mitigate this problem. The medium term financial management strategy identifies that the social care contingency will be increased by £1.7million, topping it up to £3m given the previous forecasted overspend. However, the use of the contingency can only be sanctioned after a review of the causes for the overspend and assurances that mitigating action was taken.
4. The position in Children and Young People's Services remains in a projected overspend position and must also be viewed as a key risk for the remainder of the financial year.
5. Future projections may also see the impact of a potential receipt in excess of £1m from the Local Authority Business Growth Incentive (LABGI) scheme. In February 2006, central government allocated the first year (2005-06) of the three-year LABGI

grant programme to local authorities. The LABGI scheme aims to reward authorities that continue to encourage business growth, with the grant based upon the authority's increase in rateable value over the previous calendar year. The 2006-07 allocation will not be announced by central government until February 2007 but the allocation for Herefordshire may be significant if current estimates are correct.

Revenue Reserves Position as at 30th November 2006

General Reserves

6. The General Revenue reserves as at 30th November totalled £14.525 million including £3.72 million of underspendings carried into 2006-07 from 2005-06.
7. The Council's draft Medium Term Financial Management Strategy includes proposals for managing General Fund Balances and specific reserves and ensuring a balanced budget. A key message is a move away from a higher level of General Fund balances to specific Reserves to deal with key corporate financial risks.

Earmarked Reserves

8. At 30th November 2006 the Council held £13.9 million of earmarked reserves. The three largest reserves are:
 - Waste Management Reserve £1.386m;
 - Herefordshire Connects £1.928m; and
 - School Balances £8.739m
9. School balances are ring fenced and will reduce at year-end as the Balance Clawback scheme is implemented.
10. It is expected that a proportion of the Herefordshire Connects Reserve will be used to fund 2006-07 revenue expenditure and that some of the smaller revenue reserves will be utilised in 2006-07.

DIRECTOR OF ADULT AND COMMUNITY SERVICES**Directorate Summary as at 30th November 2006**

	November 2006 Net over or (-) underspending £000	September 2006 Net over or (-) underspending £000
Adult Services	+1,530	+2,743
Strategic Housing	-45	+8
Community Services	+54	+79
Commissioning and Improvement	-115	-47
Total	+1,424	+2,783

Adult Services

11. The projected outturn for Adult Social Care is an overspend of £1.53 million. Details of the projected area overspends are as follows:
- Learning Disabilities - £1,241,000 overspend
 - Older People – (£512,000) underspend
 - Physical Disabilities - £327,000 overspend
 - Mental Health - £442,000 overspend
 - Service Strategy - £53,000 overspend
12. A cautious approach was taken at the start of the year in respect of the Access and Systems capacity grant, to ensure the grant was used appropriately and met its terms of use. The grant has been predominately utilised within the older people client group. The main aim of the grant funding is to assist vulnerable older people.
13. The Access and Systems grant funding for financial year 2007-08 has been notified to the Council. Work is underway to ensure that recurrent commitments are allocated to the funding. Any uncommitted funding will be allocated to specific client groups in the next couple of months.

Strategic Housing

14. The projected outturn for Strategic Housing is an underspend of £45,000 based on current demand levels for temporary accommodation. The situation is being closely monitored in case demand increases. However, this year has seen good progress to reduce pressure.
15. The projection does include an allowance for seasonal trends. One trend is an

increase in the number of clients presenting and being accepted as homeless during the Christmas and New Year period. The trend has been built into the projected outturn figures.

16. The projections reflect the decrease in the number of people presenting themselves as homeless. The decreasing numbers are reflected in lower spending in line with planned budget reductions. Details of numbers involved are as follows:
 - Highest 2005-06 98
 - Lowest 2005-06 66
 - Average 2005-06 82
 - Highest 2006-07 58
 - Lowest 2006-07 18
 - Average 2006-07 29.67
17. Since January 2006 there has been a prevention team within the homeless section. The team's key objective is to prevent service users going into temporary accommodation.
18. Some non-recurrent staff vacancy savings have assisted the underspend position. Once these posts have been filled the saving will cease.

Community Services

19. The projected overspending of £54,000 is a net position made up of Public Rights of Way (PROW) work, the accumulated leisure deficit brought forward and additional traffic modelling costs for the Edgar Street Grid. These overspends are partially offset by under-spending on staff within Community Regeneration.
20. The projected under-spend on Community Safety relates to home office grant funding received in the current and previous year. The extent to which this funding could be re-directed within the division whilst still meeting the grant conditions is currently being explored.
21. Halo has agreed in principle to assist in the managed reduction of the accumulated Leisure deficit over the medium-term. A decision will need to be made as to whether the deficit should again be carried forward into 2007-08, in expectation of a managed reduction, as was the case for 2006-07.
22. Grounds Maintenance costs are being managed within budget, however the severe weather conditions currently being experienced are likely to put extreme pressure on the budget over the coming months. The position will be closely monitored and budgets will be re-allocated wherever possible to mitigate the impact.

Efficiency Savings

23. All the Adult Services efficiency savings have been allocated out to client groups. Discussions are on going about Mental Health and work is in hand to ensure savings are being achieved.

24. The Community Services efficiency savings were all implemented into the base budget at the start of the year and the required savings are being achieved on an on-going basis.

DIRECTOR OF CHILDREN AND YOUNG PEOPLE'S SERVICES**Directorate Summary as at 30th November 2006**

	November 2006 Net over or (-) underspending £000	September 2006 Net over or (-) underspending £000
Directorate Central Budgets	-573	-421
Children's Social Care/Safeguarding and Assessment Services	+787	+588
Total	+214	+167

25. The current position is a projected overspend of £214,000. In the last report the overall position for the Directorate was an overspend of £167,000. There is a significant risk that the overspend will increase as the projection assumes no additional external placements for the remainder of the financial year.

Dedicated Schools Grant

26. Most (80%) of the former Education budget is now funded by Dedicated Schools Grant. This funds delegated school budgets and central services to schools and pupils. Any under or overspending will be carried forward into the Dedicated Schools Grant for 2007-08.
27. Schools Forum set the schools' budget in February 2006 and subsequent finalisation of DSG has resulted in a £185,000 budget deficit to be carried forward to 2007-08. It is anticipated there will be an underspend of around £185,000 to meet this shortfall.

Directorate Central Budgets

28. The Dedicated Schools Grant does not fund the remaining education services such as strategic management, SEN assessment, asset management and transport. The projected underspend is £573,000, mainly on school transport (£278,000), Special Education Services (£91,000) and staff vacancies in the Youth Service (£140,000).

Children's Social Care/ Safeguarding and Assessment Services

29. The projected overspend on Children's Social Care has risen by nearly £200,000 to is £787,000 and is mainly related to external residential agency placements (£520,000), fostering (£235,000) and Social Work (£150,000). These are offset by savings in Assessment and Family Support (£119,000). External agency placements have risen from 24 at the beginning of the year to 29 with each placement costing approximately £150,000 pa. Unless numbers can be reduced, this cost pressure will continue into the new financial year. The number of children in foster care has also risen from 111 at the beginning of the year to 121.
30. A further pressure remains around Out of Area Placements for children with complex needs, which are jointly funded through a section 31 agreement between Health and Children and Young People's Directorate (Schools Budget and Social Care elements). An overspend is projected as more children are expected to be placed

during the remainder of this year. A claim on the social care contingency for the appropriate contribution will have to be considered.

Summary

31. Overall, the Children and Young People's budget continues to overspend with a project deficit of £214,000 at the end of November compared with a projected overspend of £167,000 at the end of September.

Efficiency Savings

32. The efficiency savings required for 2006-07 have been fully taken into account in the Directorate's budget planning for the year. The transport savings identified from route reviews last September are being maintained and further savings will be identified this September on an academic year basis. Efficiency savings are a key part of containing social care spending.

DIRECTORATE OF CORPORATE AND CUSTOMER SERVICES**Directorate Summary as at 30th November 2006**

	November 2006 Net over or (-) underspending £000	September 2006 Net over or (-) underspending £000
Herefordshire Partnership	-40	-40
Communications	-20	-20
Director and Administration	-50	-50
Emergency Planning	+6	+6
Legal and Democratic Services	+187	+187
Info. By Phone	0	0
Policy & Performance	-82	0
Information Services	0	0
Corporate ICT Projects	0	0
Total	+1	+83

Corporate and Customer Services

33. The projected overspend in Legal and Democratic Services should be mitigated by under-spends in other areas. A view will need to be taken regarding the on-going provision for possible reductions in partner contributions within Herefordshire Partnership.
34. The launch of the proposed INFO by phone centre will bring significant budget pressures for start-up and on-going costs. Detailed work is on going to identify resources to fund the project. It is the intention that related savings in service directorates will be identified and re-directed. A clear benefits realisation plan has yet to be agreed by the Corporate Management Board to avoid uncertainty. The Resources Directorate is working with the Corporate and Customer Services Directorate to review budgeted and actual spending and income on the ICT Trading account for 2006-07. ICT are also currently looking at their ability to support corporate priorities and there may be some further cost implications.

DIRECTOR OF ENVIRONMENT**Directorate Summary as at 30th November 2006**

	November 2006 Net over or (-) underspending £000	September 2006 Net over or (-) underspending £000
Environmental Health and Trading Standards	0	0
Planning	+25	+25
Highways and Transportation	0	0
Total	+25	+25

Environmental Health and Trading Standards

35. The overall year-end position is estimated as break even. The level of payment against the Waste Management contract is below the profiled budget, this is mainly due to the slippage in the contract variation on the PFI Disposal contract and will continue to be monitored over the coming months for its impact on future projections. The current position indicates an underspend is likely to occur due to lower levels of activity and this will be confirmed in the next report. Any underspend against the contract will need to be earmarked for reserves to meet future waste management pressures.

Highways and Transportation

36. A number of budgets remain under pressure. Although steps are being taken to ensure, in the absence of Street Lighting managers in both HC and HJS, that a programme of works is being carried out in 2006-07 it is unlikely that this budget will be fully spent. Budget will be reallocated to meet pressures in other areas such as adverse weather, street cleansing and car parking.

Planning

37. An overspend of £25,000 is projected after assessing fee income to the end of the year. Planning fee income is treated as a corporate resource.

Efficiency Savings

38. The efficiency savings have all been taken into account in the Directorate's budget. Action is being taken to ensure the savings are made.

DIRECTOR OF RESOURCES**Directorate Summary as at 30th November 2006**

	November 2006 Net over or (-) underspending £000	September 2006 Net over or (-) underspending £000
Corporate Budgets	-114	-150
Property Services	0	0
Finance	+103	+120
Procurement	+30	0
Total	+19	-30

Corporate Budgets

39. At this stage in the year a net overspending of £114,000 is expected. Anticipated savings on corporate subscriptions, insurance and Environment Agency levies will be offset by an amendment to previous grant settlements of £165,000.
40. There is the potential for a significant underspend against Corporate budgets due to the Local Authority Business Growth Incentive (LABGI) scheme. The LABGI grant scheme is a three year programme of allocation that depend on the increase in rateable value of business properties in a local authority's area. The scheme aims to reward authorities that continue to encourage business growth. Analysis of the current position shows a rise in rateable value but the allocation won't be announced by central government until February 2007 and at this stage any income can only be estimated.

Finance

41. It is assumed costs of the Directorate restructure are met by the reserve for organisational development. However, until a decision is made on its use, the costs will be shown against the relevant service areas.

Property

42. The net position is break-even although some significant variations exist within the service area. There is additional income for rent that offsets overspending on buildings and corporate property maintenance. The Director of Resources is currently working towards achieving greater transparency in the Asset Management and Property Services budgets to improve financial management reporting.

Efficiency Savings

43. All the efficiency savings have been allocated to cost centres and services. Careful budget monitoring will help ensure that the savings will be achieved.

FINANCING TRANSACTIONS

44. At this stage in the year an underspending of £750,000 is being estimated representing an increase of £250,000 on the previous report. This results from careful investment management as well as the effect of capital programme slippage. Slippage has occurred in previous years and 2006-07 is no exception. This has increased the underspending on financing transactions. If slippage continues to grow it will further increase the position.

2006-07 CAPITAL PROGRAMME BUDGET MONITORING

Summary

1. The revised forecast for 2006-07 as at 30th November totals £51,801,000, which is a decrease of £8,002,000 from the September forecast. The main reason for this decrease is a reduction in both Corporate Accommodation (£3,800,000) and Herefordshire Connects (£4,503,000). The expected use of Prudential Borrowing has decreased by £7,920,000 as result of this. This will cause slippage on capital financing costs incurred in the revenue budget this year.
2. Each individual capital project has an expected spend profile and expected spend totalled 58% of the revised forecast. The actual spend of £25,361,000 represents 49% of the revised forecast. Including commitments this rises to 55% of the revised forecast. The under spend to date mainly relates to the expected spend on Herefordshire Connects not being incurred. A summary of the expenditure for each service area is set out in table D2.

Capital Receipts Reserves Position as at 30th November 2006

3. The capital receipts reserve totals £14,696,000, £5,754,000 of which is ring fenced to housing. The remaining balance is earmarked, along with expected future capital receipts, to fund the next three financial years capital budget including Corporate Accommodation costs of £8,256,000.

DIRECTOR OF CHILDREN AND YOUNG PEOPLE'S SERVICES

Directorate Summary as at 30th November 2006

Budget Reported as at 30 th September 2006	£11,690,000
Capital Budget Increases	
• School Building Improvements (new budget)	£150,000
Capital Budget Decreases	
• Weobley High Sports Hall (slippage)	(£200,000)
Other budget revisions (<£100k)	(£48,000)
Revised Budget	£11,592,000

4. The school building improvements budget is to be funded through a revenue contribution. The various building project works are being undertaken to reduce future revenue insurance costs.
5. The Weobley High sports hall works are scheduled for completion in March, spend and funding have been re-profiled to reflect this.
6. The predicted funding shortfall has been delayed by the offer of an advance of formula capital grants. This is not extra funding but the early receipt of future funding allocations. This position will be reviewed regularly through the capital monitoring process.

DIRECTOR OF RESOURCES

Directorate Summary as at 30th November 2006

Budget Reported as at 30 th September 2006	£5,726,000
Capital Budget Increases	
• Purchase of Franklin House (new budget)	£1,256,000
Capital Budget Decreases	
• Leominster Broad St Car Park (slippage)	(£114,000)
• Salix Fund (slippage)	(£120,000)
• Corporate Accommodation (reduction)	(£3,800,000)
Other budget revisions (<£100k)	£11,000
Revised Budget	£2,960,000

- Franklin House is being purchased as part of the Edgar Street Grid development. This purchase is being funded through grant from Advantage West Midlands.
- Leominster Broad Street car park work has slipped due to only testing works being carried out this year. The Salix Fund 'invest to save' energy costs projects will carry on into next year. The funding of these schemes has been carried forward.
- The purchase of Plough Lane offices budget has been removed; subject to developments in the accommodation strategy. This highlights the close links between capital financing issues and the Medium Term Financial Management Strategy (MTFMS). The accommodation strategy capital financing costs are included in the MTFMS at a level of £146,000 in 2007-08. This is now being reviewed.

DIRECTORATE OF CORPORATE AND CUSTOMER SERVICES

Directorate Summary as at 30th November 2006

Budget Reported as at 30 th September 2006	£12,245,000
Capital Budget Decreases	
• Herefordshire Connects (no spend)	(£4,503,000)
Revised Budget	£7,742,000

- There has been no updated forecast provided in this round of capital monitoring however the Herefordshire Connects spend has been reduced to an estimate of £4,000,000 due to no spend being incurred to date. As with the issues raised in the accommodation strategy section a similar link with the MTFMS exists for Herefordshire Connects where £1.336m is included for capital financing costs in 2007-08.

DIRECTOR OF ENVIRONMENT

Directorate Summary as at 30th November 2006

Budget Reported as at 30 th September 2006	£13,810,000
Capital Budget Decreases	
• Crematorium (slippage)	(£423,000)
• Safer Routes to Schools (slippage)	(£112,000)
Other budget revisions (<£100k)	£112,000
Revised Budget	£13,387,000

11. The capital forecast has been reviewed and changed slightly to accommodate the slippage identified on the St Thomas Cantilupe and St Martins safer routes to schools schemes.
12. The Crematorium forecast has slipped to reflect that a contractor has not yet been appointed. Tenders are under review and a contract should be awarded shortly.

DIRECTOR OF ADULT AND COMMUNITY SERVICES

Directorate Summary as at 30th November 2006

Budget Reported as at 30 th September 2006	£16,330,000
Capital Budget Decreases	
• Social Care ICT Development (slippage)	(£132,000)
Other budget revisions (<£100k)	£78,000
Revised Budget	£16,120,000

13. Social Care ICT development is now part of the Herefordshire Connects programme, funding has been carried forward.

TABLE D1

FUNDING OF REVISED 2006-07 CAPITAL PROGRAMME

Capital Programme Area	2006-07 Revised Forecast 30/09/06	SCE(R)	Prudential Borrowing	Grant	Revenue Contribution	Capital Receipts Reserves	Unfunded
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children & Young People's Services	11,592	2,459	2,000	4,305	342	2,486	-
Resources	2,960	-	251	1,567	30	1,112	-
Corporate and Customer Services	7,742	-	7,472	270	-	-	-
Environment Services	13,387	10,475	2,034	801	-	77	-
Adult and Community Services	16,120	217	4,130	7,528	17	4,228	-
Total Revised Forecast	51,801	13,152	15,887	14,471	388	7,903	-
<i>September 2006 Forecast</i>	<i>59,803</i>	<i>13,152</i>	<i>23,807</i>	<i>13,209</i>	<i>378</i>	<i>9,257</i>	<i>-</i>
<i>Change from September Forecast</i>	<i>(8,002)</i>	<i>-</i>	<i>(7,920)</i>	<i>1,262</i>	<i>10</i>	<i>(1,354)</i>	<i>-</i>

<u>Reported to date</u>							
<i>Original Budget</i>	<i>37,015</i>	<i>13,197</i>	<i>9,499</i>	<i>9,431</i>	<i>33</i>	<i>4,855</i>	<i>-</i>
<i>July 2006 Forecast</i>	<i>60,671</i>	<i>13,152</i>	<i>23,491</i>	<i>13,483</i>	<i>96</i>	<i>10,410</i>	<i>39</i>
<i>September 2006 Forecast</i>	<i>59,803</i>	<i>13,152</i>	<i>23,807</i>	<i>13,209</i>	<i>378</i>	<i>9,257</i>	<i>-</i>
<i>November 2006 Forecast</i>	<i>51,801</i>	<i>13,152</i>	<i>15,887</i>	<i>14,471</i>	<i>388</i>	<i>7,903</i>	<i>-</i>

TABLE D2

CAPITAL EXPENDITURE BY PROGRAMME AREA

	Outturn	Original Budget	Revised 2006-07 Forecast as at 30/11/06	Actual spend at 30/11/06	Actual spend as a % of the revised forecast	Committed Spend as a % of the revised forecast	Expected spend as a % of the revised forecast
Programme area	2005-06	2006-07	2006-07	2006-07	2006-07	2006-07	2006-07
	£'000	£'000	£'000	£'000	%	%	%
Children & Young People's Services	7,907	8,048	11,592	6,707	58%	58%	54%
Resources	662	520	2,903	602	21%	21%	48%
Corporate & Customer Services	4,623	1,760	7,742	2,003	26%	26%	48%
Environment Services	10,288	12,554	13,387	6,099	46%	65%	60%
Adult & Community Services	8,365	14,133	16,120	9,950	62%	66%	67%
Total	31,845	37,015	51,801	25,361	49%	55%	58%

Managing Risk - Corporate Risks



Stage One				Stage Two					
Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Responsible Directors	Assessment of Residual Risk (With control Measures Implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating			Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Improvements around managing the reputational impact of the 'Staying Safe' rating being 'inadequate' in the JAR assessment have been noted in the Annual Performance Assessment letter. The challenge is now to ensure the Council secures the completion of the formal engagement with DFES on Children & Young People's outcomes and project and performance management.	CR1	4	3	High	Measures put in place to tackle the shortcomings against a planned and timed programme drawing in the assistance of better performing authorities as may be required. External risk management experts engaged to preliminary assess level of risk in plan. Favourable initial assessment of Action Plan - good steps have been made to improve the position. Institute of Public Care engaged to work with staff to build a performance management culture as part of JAR Action Plan together with support from Department of Health.	SF	4	3	High
Corporate spending pressures outweigh the level of resources available to meet them. Particular pressures prevalent in Adult Social Care.	CR2	4	4	High	Medium Term Financial Strategy now adopted by Cabinet and highlights the need for corporate capacity to be created to meet future spending pressures. Social Care overspend has been highlighted at Cabinet and at Scrutiny Cttee. Budget Plan adopted to minimise pressures and needs analysis identifying future patterns of service with costed options. This will be reported by the end of August.	ALL/SR	4	3	High
Herefordshire Connects: Programme does not go through robust investment appraisal and subsequent savings not being realised leading to service cuts.	CR3	4	4	High	Robust appraisals are carried out based on hard data, comparative and sensitivity analyses and deliverability. Strong corporate governance arrangements are in place. Change Manager appointed. Business Transformation Board created and the new governance arrangements approved. Procurement approach agreed. Benefits realisation framework to be developed. The MTFS highlights both the investment required for Herefordshire Connects and the expected savings both in the short and long term. A key risk will continue to be the timing and identification of savings flowing from the programme whilst minimising the risk of service cuts needing to be made to balance the budget.	NP	4	3	High
Failure to maintain CPA "3 star" rating and move from improving adequately to improving strongly	CR4	4	3	High	Capacity created at a senior level and adherence to the Overall improvement Plan agreed in March. Board to monitor progress set up under Director of Corporate & Customer Services. It requires effective implementation of the corporate planning and performance frameworks, including the full integration of financial planning. Use of Resources Improvement Plan being implemented included VFM self assessment in August. Considerable work has taken place in embedding a strong performance management framework including structured meetings between Chief Executive and Directors. Improvement manager posts have been approved for all Directorates and recruitment is well advanced with most posts to be filled by early 2007.	ALL/NP SR NP/JJ	3	3	Medium

Managing Risk - Corporate Risks



Stage One		Stage Two					
Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Residual Risk (With control Measures Implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating			
					Residual Priority Rating		
Business continuity management	CR5	3	4	High	3	3	Medium
Continuity of Herefordshire Jarvis Services and successful partnering arrangements	CR6	4	3	High	3	3	Medium
Corporate Capacity to deliver a range of changes the Council has embarked upon.	CR7	4	3	High	4	2	Medium
Achievement of LPSA 2 targets and hence the Performance Reward Grant (PRG). Failure to manage future PRG will have a significant and detrimental impact on the Council's ability to invest in future performance gains in services.	CR8	3	3	Medium	3	3	Medium
Delivery of Local Area Agreement	CR9	3	2	Medium	3	2	Medium
Recruitment and retention of staff where there are national skills shortages and including the impact of Job Evaluation. Ensuring consistent treatment of Equal Pay Claims	CR11	3	3	Medium	2	2	Medium
		4	4	High			

Risk Controls Measures

Substantial capital investment made in ICT network and disaster recovery arrangements. Workshops held for all directorates and service continuity plans have been prepared and due for testing during the year in business critical systems and services. Monthly checks made to ensure amendments are made to all plans. Annual update of Community Risk Register to inform the review process of Council emergency response plans in support of the emergency services and teh Council's arrangements to assist recovery and return to normality of teh community & environment following an emergency. Bi-annual exercising of eth Emergency Response Team. Annual exercising of emergency response plans.

Regular consultation held between senior management from both sides of the partnership.

Programme Management, Clear Leadership and Senior Management Restructuring. Capacity issues identified within CPA inspection and will be part of Improvement Plan. A minimum of 20% of corporate directors' time will be spent on corporate issues.

LPSA. Partnership Manager and the Head of Policy & Performance now met regularly with the assigned project manager and have agreed responsibilities for chasing progress and ensuring action. In addition performance indicators are received every 2 months, in line with the Council's performance management arrangements, enabling proactive management through this management group.

LAA - Partnership team and Policy & Performance have agreed a joint approach to including the LAA review issues and LAA refresh mandatory indicators in the preparations for the Corporate Plan thus ensuring that there is only one process and no confusion about targets.

Succession planning as part of management development provision Utilise SRDs / implement career development posts and conclude job evaluation. 93% SRDs completed by the end of May. Further work being carried out on identifying gaps. HR to support Directorates deliver to identified training needs, to work to investor in People standard.

Focused recruitment activity to support identified shortages e.g. Social Work (Childrens), plus development of a workforce plan, and work to implement national data sets. Work to set and establishment for the Council has begun.

Promote professional development support through training agreements and payment of professional fees. Develop secondment opportunities internally and with partners. Improving leadership and management through a review of management development

Pride in Herefordshire approach to be implemented. Implement software to review new pay structure to ensure that it is equality proofed.

Managing Risk - Corporate Risks



Stage One				Stage Two					
Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Responsible Directors	Assessment of Residual Risk (With control Measures Implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating			Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Approach to Diversity: Risk of not achieving level and not improving Standard	CR12	3	2	Medium	Long term development plan produced. EIA action plans to be incorporated into Service Plans and monitored through the performance management process.	JJ	3	2	Medium
Successful implementation of Accommodation Strategy.	CR13	4	4	High	Issues concerning the acquisition of the property following a meeting with Scottish & Newcastle where Council were notified of a property review of all production sites. Initial moves within property to continue. An emerging risk is the move towards flexible working. Homework place assessments will need to be carried out for all staff formally working from home.	SR DJ/JH	3	2	Medium
Herefordshire Connects: Management capacity and capabilities not sufficiently developed to plan in advance, and deliver, the service changes required for realisation of efficiency savings.	CR14	4	4	High		NP	4	3	High
Development of a Public Services Trust for Herefordshire	CR15	3	2	Medium	External assistance for the first phase of development has been secured.	GH	3	2	Medium
Failure of Waste Management Contract leading to failure to meet diversion targets and the potential for the Authority to be paying £150 per tonne extra on our missed target tonnages. Failure of the contract would also lead to the loss of PFI credits	CR16	4	2	Medium	Ongoing commitment from Herefordshire and Worcestershire to retaining the existing contract. The incorporation of subcontractors into the existing contract as a variation should enable adequate waste to be diverted to ensure the authority does not become subject to penalties under the Landfill Allowance Trading Scheme (LATS). Herefordshire and Worcestershire have an agreement to Trade LATS between the two authorities at "no cost" to offset risks - this risk needs to be formalised.	GD	4	1	Low
Use of Resources Judgement	CR17	4	2	Medium	Managers have been allocated elements of the Key Lines of Enquiry so that all required actions have been completed. The Audit Commission's inspection has been completed. Any action plan produced by the audit commission will be given priority.	SR	3	2	Medium
BFI Inspection	CR18	2	2	Low	BFI report on interventions has made a number of recommendations and an action plan has been drawn up to deal with these. Monthly monitoring is in place by the Head of Service to ensure we deliver this plan which will enable us to meet both the performance measures and enablers aspects of the the benefit performance standards.	SR	2	2	Low

Signed: _____ Position: _____

Date: _____

ASSET MANAGEMENT PLAN : OVERVIEW ISSUES REPORT

PORTFOLIO RESPONSIBILITY: RESOURCES

CABINET

18TH JANUARY, 2007

Wards Affected

County-wide

Purpose

To endorse the Asset Management Plan 2006/07, approve revised Asset Management arrangements and to inform Cabinet of the key issues and actions relating to the implementation of the Council's Asset Management Plan 2006/07.

Key Decision

This is not a Key Decision

Recommendations

- THAT (a) the Asset Management Plan for 2006/07 be endorsed;**
- (b) the revised Asset Management arrangements outlined at Appendix 2 be approved in principle; and**
- (c) the key issues and actions identified be noted.**

Reasons

To comply with the requirement to obtain Cabinet endorsement of the Asset Management Plan.

Considerations

1. There is a continuing requirement to produce an annual Asset Management Plan (AMP) that sets out the Council's approach to managing its property assets.
2. There is no longer a requirement to submit the AMP to the Government Office of the West Midlands (GOWM) but there is an expectation that it will continue to represent a significant statement of the Council's intentions in respect of how it uses its resources and will, therefore, form a key part of the Use of Resources Assessments by the Audit Commission.
3. There is an expectation that the AMP will be reported annually to the Cabinet and endorsed as Council Policy.

Key Issues and Actions

4. Restructuring Asset Management and Property Services

The Council has recognised a need to manage its assets more strategically and has appointed an Interim Head of Asset Management & Property Services to manage the transition of the property service as part of the new Directorate of Resources.

The capacity of the service is currently limited and there is an urgent need to build in additional capacity and resilience. There is a need to reflect the competitive nature of the market for professional staff in recruiting and retaining staff.

Asset Management & Property Services will be reorganised to provide a Strategic Asset Management and Property Operations focus structured around five main areas of operation plus business support {As shown in Appendix 1}.

Actions:

- Detailed work on developing the team structures and implementation plan will commence and will include discussions on identifying staff to transfer from other Directorates and funding streams – target date for completion - end January 2007.
- A detailed financial appraisal of the impact of the proposals and the additional costs of implementing the proposed management structure will be undertaken and will identify possible sources of funding to deliver an affordable solution – target date – January 2007.
- Recruitment of the Head of Asset Management & Property Services will start in January 2007 – target for appointment - mid to end March 2007.
- The definition of the job role and evaluation of the new posts of Strategic Asset Manager and Property Operations Manager will be commenced and recruitment start – target for appointment - end March to mid April 2007.
- The definition of the job roles of the Group Leader posts and recruitment to new posts will commence following appointment of the Strategic Asset Manager and Property Operations Manager.

5. Review of the Corporate Asset Management arrangements

Work to review the suitability of current organisational arrangements for corporate asset management outlined in Appendix 3 of the Asset Management Plan will be undertaken.

The purpose of this review will be to streamline the reporting arrangements and secure greater senior officer involvement in owning the development of the asset management plan and capital strategy.

It is proposed that the principles shown in the outline diagram at Appendix 2 of this report be developed as the preferred model and that a Corporate Property Strategy Group {CPSG}, chaired by the Director of Resources, and reporting directly to the Corporate Management Board, take the place of the Capital Strategy Group {CSG}.

Actions:

- The revised management and reporting arrangements will be introduced by the end of March 2007.

6. **Strategic Fit Property Review**

There is a need to develop an improved understanding of the contribution of property assets to the Council's {and its partners'} plans by carrying out a 'Strategic Fit Property Review'.

The aim of the review will be to identify strategic issues and opportunities for the built estate, which support the Council's Corporate Strategy, Community Plan and Service Plans and inform business decisions in respect of its own {and partners} property assets.

The Review will comprise a 'high-level' exercise to establish the current position in respect of the Council's property interests and focus attention on properties identified as no longer meeting an identified service priority or requiring significant investment to make them fit for purpose.

It will include engagement with key stakeholders and partners to identify service issues and priorities and will identify the current and future need for property by the Council (and its external partners in so far as they affect the Council).

The outcome will be recommendations for a prioritised programme of more specific property reviews and site studies to work up the range of options available and develop outline business cases (OBC) and project plans for securing improvements in the performance of property.

Actions:

Work has commenced on a Strategic Fit Pilot project in Hereford City –

- Hereford City Pilot – complete by end February 2007 (to inform accommodation strategy)
- Market Towns – rolling programme March to June 2007

7. **Support to Corporate Projects**

A number of the Council's corporate projects are dependent upon property advice and support will be provided as follows:

Public Service Trust (PST). The development of the model for the PST will require detailed consideration of the respective partners' property assets and identification of the opportunities and constraints for improved partnership working and joint ownership.

Actions:

- The potential for new ways of working and the possibilities for disposing of assets to fund the property strategy of the PST will require detailed professional property input from an early stage.

Herefordshire Connects. The ability to translate the aspiration of transforming the way services are accessed by the public through the exploitation of developments in communications technology and local customer access points (Info shops etc.) requires property needs to be identified and integrated to ensure that future customer needs and property requirements are aligned.

Actions:

- Detailed professional property input will continue to be provided to the project.

New Ways of Working. The importance of matching future property needs to reflect changes in the way services are delivered in future has been recognised.

Actions:

- Property and facilities management expertise will be required in translating future service models into functional workspace environments incorporating a mix of solutions ranging from home-working; hot-desking and touch-down facilities to fully dedicated workstations.
- Provision of support areas comprising break-out areas; informal and formal meeting areas; cyber cafes; archiving and storage will also be included.

Accommodation Strategy. The reconsideration of the Council's Accommodation Strategy, following the decision by Scottish & Newcastle to postpone a decision on the sale or otherwise of their Plough Lane offices and additional land to the Council, will require significant property input.

Actions:

- The development of the strategy for accommodating the Council's 'back office' staff and those staff delivering services in the community will include examining single site, dual site and multi site options and will depend upon translating needs identified through the Herefordshire Connects and New Ways of Working projects.
- Translating the strategic requirement into an operational delivery plan will involve detailed site identification and evaluation and will include examining availability of sites close to Hereford City Centre (e.g. Edgar Street Grid) and also elsewhere within the city.

Edgar Street Grid Development. Representation of the Council's property interests as a partner in the Edgar Street Grid joint venture will require input at both strategic and operational levels.

Actions:

- A strategic objective for the provision of professional property support will be input to the development of the Master Plan to ensure the proposals recognise the Council's position as major land-owner and protect the duty to demonstrate best consideration, whilst using the well-being powers where appropriate.
- At an operational level, assistance will be needed to manage the acquisition of identified properties {where necessary by use of compulsory purchase powers} and to manage properties bought in until required for redevelopment.

Rotherwas Futures. The management of the Council's investment in the Rotherwas Industrial Estate and the continued realisation of the significant revenue and employment opportunities will remain a high priority.

Actions:

- The potential for additional investment in the area and the release of further employment land offered by the proposed Rotherwas Relief Road will be closely monitored and promoted.

8. **Maintenance Backlog needs and Building Condition**

The outstanding backlog maintenance of the Council will be systematically reduced through continued focus including:

Assessment of priority need. The amount of outstanding backlog maintenance needing to be addressed over the next five years has been assessed at £17.75 million. Of this £10,000 is categorised as Unavoidable (i.e work to prevent immediate closure of buildings) whilst £9,400,000 is categorised as Essential (i.e. work required within 2 years to avoid significant deterioration).

Action:

- A range of strategies to maintain the Council's buildings at an acceptable standard are in place and, where necessary, disposal is pursued as an alternative option to major repairs.

Disability Discrimination Act (DDA) adaptations. The number of buildings open to the public which fully comply with the requirements of the DDA (excluding schools) are 38 out of a total of 72. This represents 53% of the assets.

The investment needed to bring the rest of the estate up to the required standard is estimated at between £2million and £3million although a number of buildings could be disposed of as an alternative to carrying out the adaptations.

Action:

- As above a range of alternative strategies are in place to improve the proportion of Council buildings which comply with the requirements of the DDA.

Energy & waste reduction initiatives. The importance of carbon management in reducing the amount of energy consumed and wasteful emissions is a financial imperative as well as a corporate priority in respect of the Council's sustainability objectives.

Action:

- Carbon management initiatives and the use of external sources of grant funding will continue to be identified and the return on investment measured.

9. **Partnerships – Partnering Contracts: HJS and Owen Williams**

The Strategic partnerships that the Council has in place will be actively managed in respect of:

Contract monitoring and compliance - ensuring delivery of quality outcomes throughout the supply chain.

Leveraging the relationship - in respect of knowledge transfer and innovation and supporting development of supply chain partners.

Capacity building - providing confidence that peak demands can be met in a cost effective way that retains access to skills and expertise.

Action:

- Liaison with the Council's partners will continue to obtain the additional benefits that should result from close co-operation in the areas of innovation and knowledge transfer.

10. **Service Reviews**

Advice and support will be provided to service directorates in respect of service planning and fundamental service reviews e.g.

Schools Review;

Adult & Community Services property rationalisation;

Strategic Housing Needs & Affordable Housing.

Action:

- Liaison with service clients through regular workshops to understand service priorities and identify opportunities for improved asset management and rationalisation will take place.

11. **S106 Planning Obligations**

The need to contribute to work to identify the property requirements arising from the impact of new development proposals as part of the negotiating of S106 Planning Obligations will continue and participation in the major sites review group will be a continuing priority.

Action:

- The provision of property input and subsequent monitoring and application of funds received through S106 contributions will be managed as a function of the Strategic Asset Manager's role and through the revised asset management arrangements.

12. **County Farms Rationalisation Programme**

The programme to realise capital receipts from the disposal of farm buildings in accordance with the management plan for rationalising the agricultural estate will continue with an annual target of £1 million.

Action:

- The strategy of rationalising the Council's agricultural estate will continue and opportunities to reduce the size of the estate and realise capital receipts will be pursued.

13. **Development Projects**

Two major property development projects are programmed to start over the next twelve months as follows:

Relocation of Cattle Market.

Building Schools for the Future – Replacement for Minster College.

Action:

- Professional property project management of these schemes will be prioritised to ensure delivery on time and budget and to the quality specified.

14. **Disposals**

A number of disposals are programmed to take place over the next twelve months.

Action:

- The programme of disposals will be supported to deliver the required level of capital receipts to support the Council's priorities.

Appendices

Appendix 1 – Asset Management & Property Services Proposed Organisation

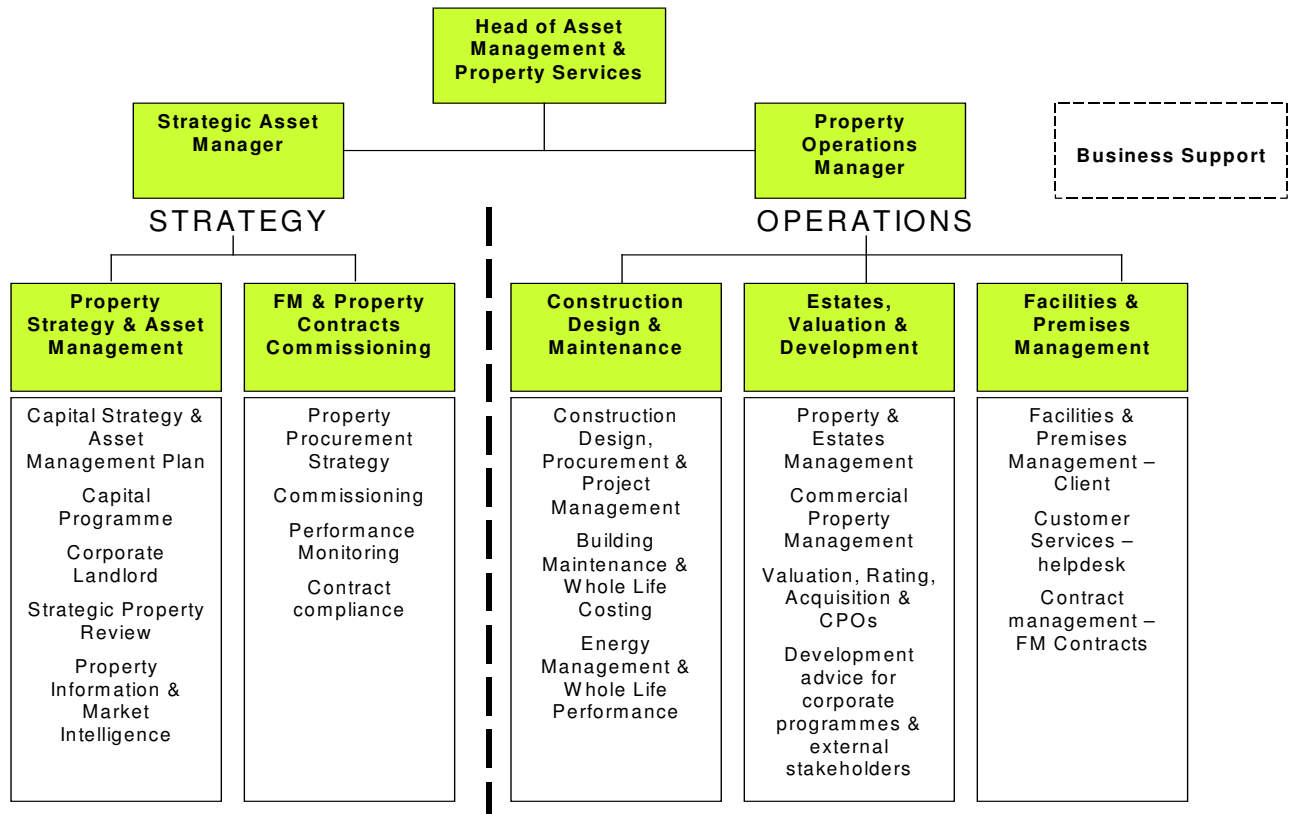
Appendix 2 – Organisational Arrangements for Corporate Asset Management

Background Papers:

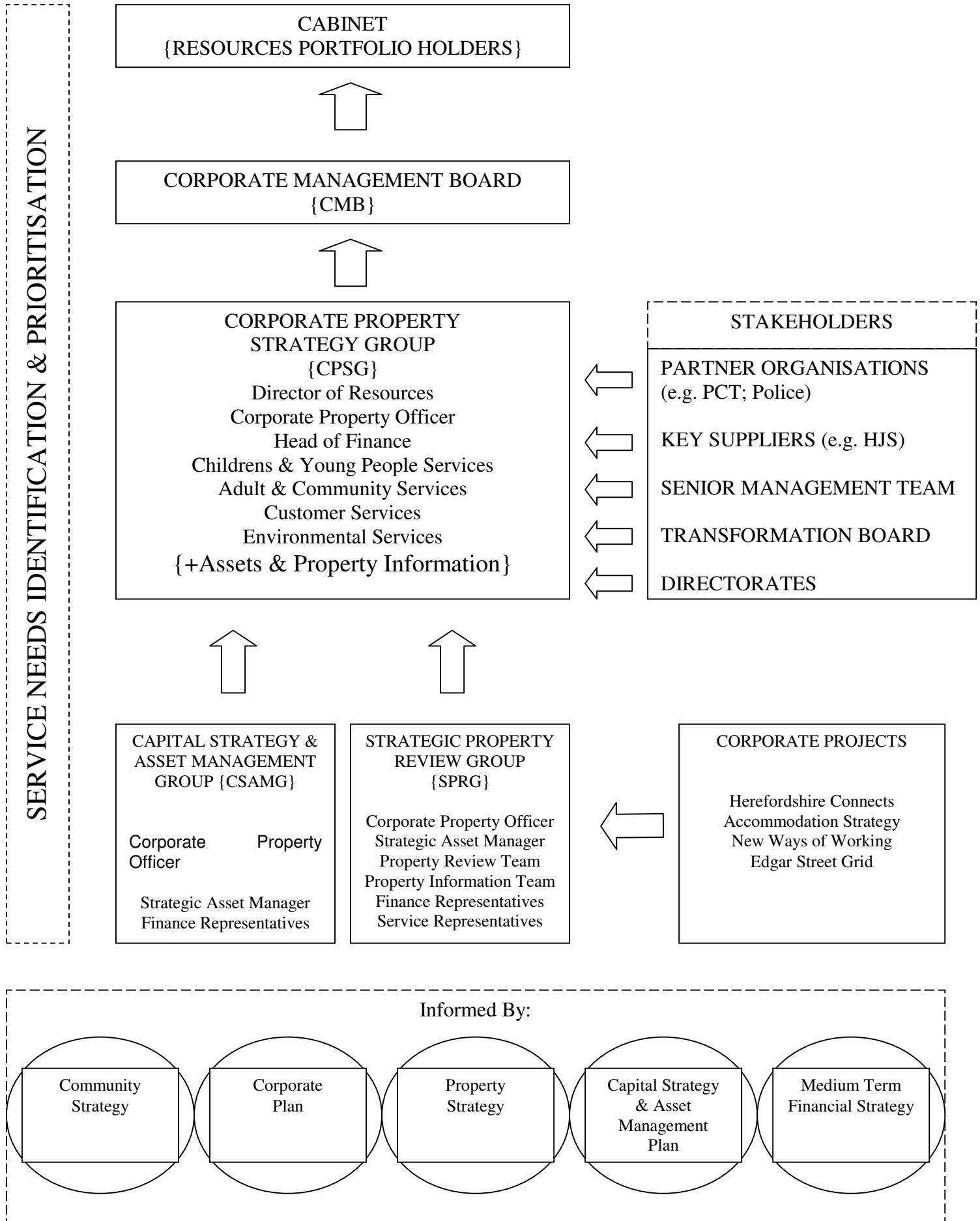
Herefordshire Council Asset Management Plan July 2006

ASSET MANAGEMENT & PROPERTY SERVICES

PROPOSED ORGANISATION



ORGANISATIONAL ARRANGEMENTS FOR CORPORATE ASSET MANAGEMENT



PAY AND WORKFORCE DEVELOPMENT STRATEGY 2005-8

PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

18TH JANUARY, 2007

Wards Affected

None

Purpose

To provide an update on progress on the Council's Pay and Workforce Development Strategy, following the report to Cabinet on 13th July, 2006.

Key Decision

This is not a Key Decision.

Recommendations

THAT progress against the Strategy and key actions for the forthcoming year be noted.

Reasons

The report is being presented as part of the performance management arrangements for the Pay and Workforce Development Strategy.

Considerations

1. The Council's Pay and Workforce Development Strategy 2005-8 was agreed by Cabinet on 9th June 2005. The five areas identified for priority action were Pay and Rewards, Developing Leadership Capacity, Resourcing, Developing the Skills and Capacity of the Workforce, and Developing the Organisation.
2. Activities within each key theme act in support of each other and have been designed to help support delivery of the Corporate Plan, so that the Council:
 - has the right people in the right places, with the right skills, to deliver the agenda and priorities set out in the Corporate Plan (improved services with greater efficiency and better customer focus) and is well-placed to respond to environmental and societal changes, and emerging technology;
 - meets its statutory obligations, and where possible exceeds those to demonstrate best and leading edge practice as the largest local employer;
 - becomes an employer of choice amongst those seeking employment and career

Further information on the subject of this report is available from Human Resources
on 01432 383055

opportunities. The Strategy includes a major focus on improvements to resourcing activity.

Key achievements to date during 2006-7 are set out below, under each key theme heading, plus challenges for the year ahead.

Pay, Reward and Recognition

- Reduced numbers in receipt of pay protection from 838 at 31st March 2005, to 305 at end October 2006;
- A formal approach to achievement has been set in place with ceremonies to recognise success in gaining qualifications. Two events were held for employees gaining generic and professional (social care) qualifications;
- Updating of employment policies has continued. Policies currently being drafted include managing change, managing attendance and flexible working;
- Ensured compliance with Age Discrimination legislation effective from 1 October 06;
- Reduced timescales for referrals to Occupational Health and reduced pre-employment documentation processing time.

Key challenges for 2007 include:

- a formal response to the statutory consultation on proposals for changes to the Local Government Pension Scheme;
- Implement equal pay reviews using a comprehensive analysis of pay data in order to ensure the maintenance of a fair pay and grading structure.

Resourcing

- Social Work recruitment was identified as a key issue. The national picture shows Social Work recruitment as top out of the ten most hard to fill occupations (closely followed by Occupational Therapist, Environmental Health and Trading Standards, Planners, Building Control, Educational Psychologists, Teachers, Librarians). Capacity around permanently employed social workers has increased - 13 employed since April 2006. This has led to a reduced reliance on temporary and agency workers. Improvements to the use of agency workers have included the establishment of a Preferred Supplier list (PSL) of social work staffing agencies, resulting in making permanent appointments and a faster response to satisfying temporary needs;
- The Recruitment Centre approach has been embedded. The first two full quarters performance of the Central Recruitment Team to end September 2006 showed time to recruit at 54 days and 39 days respectively, against a target of 62 days (down from 72 days in 2005-6);
- Actions are in place to deliver a Master Vendor Agency solution to agency worker requirements by April 2007, in order to reduce the cost of, and over-reliance on, agency workers. The CRT has set in place a diversity action plan to reduce barriers to employment – this included improvements to address the impact of Age legislation;
- Youth Work recruitment was identified as a key issue. A local event held at Job Centre Plus offices resulted in 10 applications for Youth Workers, 5 for Senior Youth Worker, and 3 volunteers;

- Since the Council began its New Deal placement partnership with Job Centre Plus, 15 placements have been made with 2 people employed permanently;
- Employee turnover remains stable at 7.31% (as at end November 2006) compared with a target of 9% and a median average for Unitary Councils of 16.5%;
- A process for Market Forces Supplements has been developed and is being utilised to recruit to hard to fill vacancies where appropriate.

Key challenges for 2007 include:

- Development of a resourcing strategy for Social Workers;
- Embedding the recruitment centre and agency worker approach;
- Setting an establishment for the Council and further targeted action on shortage area;
- Development of a resourcing and retention strategy for ICT services.

Developing Leadership Capacity

- Following the review of management development provision, roll-out of the improved provision has commenced. Provision includes competency assessment, improved succession management, aspiring manager development, and improved induction of new managers, and the introduction of internally delivered core modules for managers. Three have been delivered already - Recruitment and Selection, Managing Attendance (Sickness Absence) and Performance Improvement (SRD);
- Continuing participation in the joint Herefordshire and Worcestershire Leadership programme funded by regional capacity building funding. Four participants have completed, four are on a current programme, two more will start in January 2007; and two in May 2007;
- A 'Common Purpose' leadership development programme has been agreed by Corporate Management Board, and Herefordshire Partnership Board. It will be launched in 2007;
- Work to improve induction for managers (and others) starts in January 2007.

Key challenges for 2007 include:

- Embedding the revised management development provision

Developing the skills and capacity of the workforce

- The Social Care National Vocational Qualification (NVQ) Centre became corporate Skills for Work Centre to better support the Council's drive to improve customer services, and continues to deliver NVQ's in Customer Service. The Centre achieved 'A' grade assessment for delivering NVQ's in Care in a recent external inspection;
- Work in progress to accredit Corporate training courses against National Occupational Standards;
- Worked in collaboration to acquire regional funding to provide level 2 city and guilds awards in literacy, numeracy and ITC;
- Secured agreement for Council-wide assessment against the Investor in People Standard in October 2007, and now working with Heads of Service to identify

areas for improvement to work to the Standard;

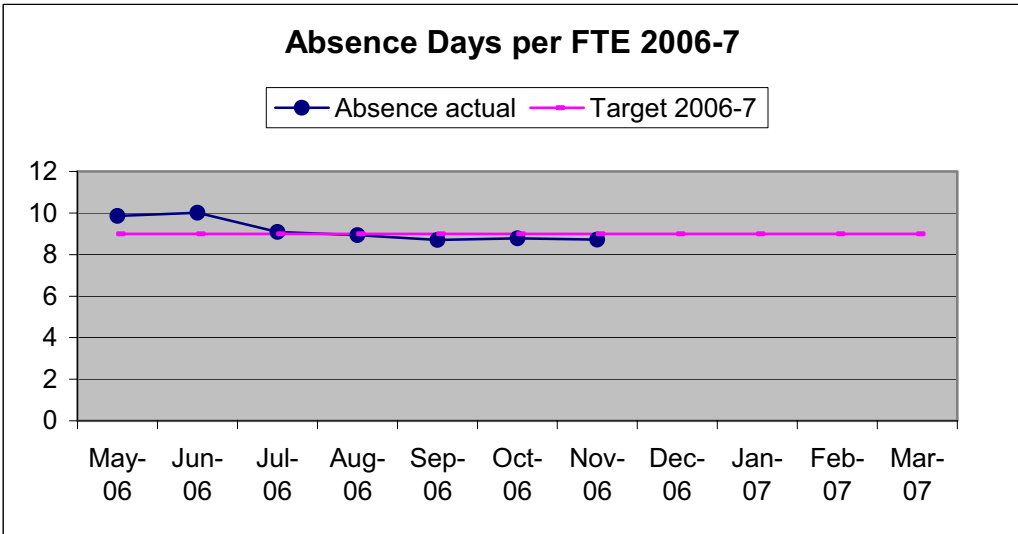
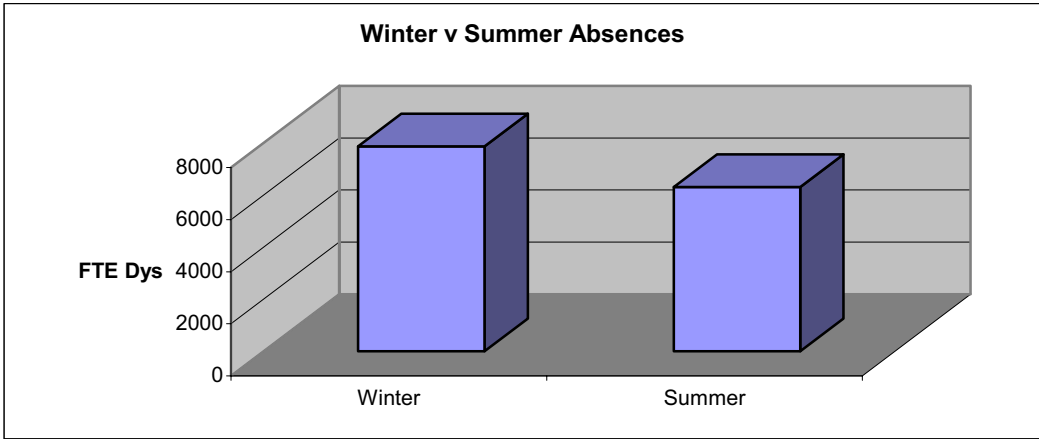
- Delivered minimum qualifications and skills for social care workforce across Herefordshire, and Post Qualifying and Practice Assessor programmes in partnership with Bournemouth, Birmingham, Bristol, Gloucester and Worcester Universities;
- Work is currently underway on developing multi-agency Adult Services and Children's Services workforce strategies. The Children's Strategy is to be completed and submitted to the Children and Young People partnership Board by May 2007. Implementation plan to be launched in June 2007. The Adults' services strategy framework is being developed, to be completed by January 2007;
- Work on career progression paths has commenced, to be continued in line with skills sector standards, qualification targets and recommendations in Options for Excellence paper (Department of Health, October 2006);
- Work to deliver Common Induction Standards has continued in all areas that offer direct services to Children and Young People or Adults;
- Development opportunities continue to be offered to the Voluntary and independent sector in Herefordshire, including mandatory training, LDAF training, NVQ's Social work Practice Learning support and active support to the work of the Association of Care Training in the region.

Key challenges for 2007 include:

- Implementation of the Adult Services and Children's Services workforce strategies;
- Supporting the Council's transformation programme in respect of skills development.

Organisational Development

- A programme of tailored Diversity awareness has been rolled out and is continuing, over 600 managers and teams have attended training. A voluntary language register is in place and is being utilised;
- Agreement secured to work to the Investor in People standard. Human Resources are working with the Performance Management Head of Service Group to lead the improvement work needed;
- Core module for managers on Managing Attendance - Sickness Absence, introduced.
- Absence rate at end November 2006 was 8.72 days FTE (10.5 FTE days in 2005-6), against a target of 9 days, and a median average of 10.2 days for local government. An analysis of absences over winter and summer months shows generally increased levels of absence over winter months (see chart below). Levels of absence coming into the winter 2006-7 months are reducing (see chart below) and have been below target since September.



The Human Resources Management Information systems (CHRIS) is being used to produce absence management information on a monthly basis. HR Officers are in regular dialogue with Directorate Management Teams regarding management interventions and compliance with policy and guidance. Comprehensive revisions have been made to the Managing Attendance course for managers, giving them the tools and confidence to manage and reduce absence levels.

- Improved response rate to Staff Opinion Survey – 48.4% against 40% in 2005 and 38% in 2004. Just under a quarter responding used the on line completion option. Response to the Employee Opinion Survey was the best to date. Managers have been asked to commit to actions to address 5 key points from the results, identified for corporate action (via Leadership Forum and News and Views).

Key challenges for 2007 include:

- Achievement of the Investors in People award;
 - Achievement of top quartile performance for sickness absence.
3. Leavers from the Council's employment continue to be surveyed for their reasons for leaving in order to generate improvements. The latest survey data (July-Sept 06) shows

- The main attractors to a new organisation were 'career progression', cited by 21% of respondents. "Other" reasons were cited by 26% of respondents, and covered a range of issues, including 'promotion' In 2005-6 'career progression', and 'pay' were cited as the main attractors.
- 69% of respondents in the recent survey felt their work either satisfying or very satisfying.

Action to address identified issues is contained in the Pay and Workforce Development Strategy, in particular through Pay, Reward and Recognition, Resourcing, and Developing Skills and Capacity as highlighted above. The Leaver Survey process will be reviewed in 2007 to ensure it fully meets the Council's requirements.

The impact of the Pay and Workforce Development Strategy is reflected in the 2006 Employee Opinion Survey, where responses have improved over a range of areas. Highlights were reported to Cabinet 28th September 2006.

During November and December 2006, Council Directorates reviewed results for their areas and are building improvement actions into service and Directorate plans. Council-wide improvement actions will form part of the Pay and Workforce Development Strategy for 2007 onwards.

Risk Management

The risks with mitigating actions are contained in the Pay and Workforce Development Strategy.

Consultees

N/A.

Background Papers

Employers' Organisation Pay and Workforce Development Strategy, and People Skills Scoreboard 2004 and 2005 both available from www.lg-employers.gov.uk.

CARE MATTERS: TRANSFORMING THE LIVES OF CHILDREN AND YOUNG PEOPLE IN CARE

PORTFOLIO RESPONSIBILITY: CHILDREN AND YOUNG PEOPLE

CABINET

18TH JANUARY, 2007

Wards Affected

Countywide.

Purpose

To inform Cabinet of the Government Green Paper *Care Matters: Transforming the Lives of Children and Young People in Care* and to seek approval for the proposed response from Herefordshire Council to the Consultation Exercise ending on Monday, 15th January, 2007.

Key Decision

This is not a Key Decision.

Recommendation

- THAT**
- (a) the Green Paper, Care Matters: Transforming the Lives of Children and Young People in Care and the implications for the future of Children's Services in Herefordshire be noted;**
 - (b) the attached information relating to the performance of Herefordshire Council against a range of relevant performance indicators be noted; and**
 - (c) the proposed response to the Consultation Exercise ending on 15th January, 2007 be approved. (Given the consultation deadline of 15th January, 2007, the response has been approved by the Cabinet Member (Children and Young People), subject to final approval by Cabinet and any other comments that Cabinet would wish to make, which can be forwarded separately).**

Reasons

To inform Cabinet of the content of the Green Paper *Care Matters: Transforming the Lives of Children and Young People in Care* and the views of stakeholders in Herefordshire in relation to this.

Further information on the subject of this report is available from
Sue Fiennes, Director of Children's Services on 01432 260039

Considerations

Background

1. Although it is acknowledged that outcomes for looked after children have improved in recent years, there remains a significant gap when compared with all children. The Government has therefore published the Green Paper *Care Matters: Transforming the Lives of Children and Young People in Care* in order to begin the process of consultation in relation to a range of proposals for change.
2. *Care Matters* builds on the principle of earlier intervention and support for families whilst further emphasising the role of Local Authorities as Corporate Parents. A copy of the Executive Summary is attached as Appendix 1, whilst the full document can be found at:

[http://www.dfes.gov.uk/consultations/downloadableDocs/6731-DfES-Care Matters.pdf](http://www.dfes.gov.uk/consultations/downloadableDocs/6731-DfES-Care_Matters.pdf)

3. In general, *Care Matters* has been well received as further raising the profile of looked after children and strengthening the role of Local Authorities and partner agencies as Corporate Parents. As far as Herefordshire is concerned, the majority of proposals are, subject to resources being made available, to be welcomed. It is worth pointing out that many are based on existing good practice from a variety of Local Authorities nationally and as such some elements are already firmly established within the county.
4. Clearly it is important that *Care Matters* is properly considered by the full range of professionals working with looked after children in Herefordshire, together with the looked after children and care leavers themselves, and a full and comprehensive response is submitted by the due deadline of 15th January, 2007.

Consultation Methodology

5. A comprehensive consultation exercise has been embarked upon to secure as wide ranging a response as possible within the timescale.
6. 65 looked after children and young people (age 10+) were sent copies of the young people's version of *Care Matters* with their own questionnaire and an explanatory letter from Voices, the local participation group. Views were sought from a further eight young people including five care leavers in the course of two day sessions where they were involved in interviewing for professional staff. Copies of the young people's version of *Care Matters* were also made available to over 60 looked after children and young people and their carers at a recent celebration event.
7. A further 19 looked after children and young people aged 7-16 attended two focus groups held during December organised by one of our own care leavers. These events were imaginatively combined with Breakdancing workshops to ensure maximum participation of children and young people.
8. Over 200 key stakeholders in Herefordshire were contacted by email and asked to complete an electronic questionnaire. This group included all Primary and Secondary Headteachers (including special/independent schools and Pupil Referral Units), Corporate Parenting Group, Children and Young People's Partnership Board, Herefordshire Safeguarding Children Board, Key Managers in Children and Young People's Directorate and key individuals in other Directorates and partner agencies in the statutory, voluntary and independent sector.

9. The Director of Children's Services, Head of Safeguarding and Assessment together with Cabinet Member and Support Member to the Cabinet Member attended a *Care Matters* consultation event in Birmingham on 20th November, 2006 which provided the opportunity for more in depth discussion with DfES and GOWM colleagues around some of the key proposals and enabled us to share examples of good practice from Herefordshire. As a result of this, we were invited to share some of our good practice in relation to the participation of looked after children and young people at a Sub Regional Consultation Event in Worcester on 14th December, 2006.

The Herefordshire Context

10. It is worth considering current performance in Herefordshire against a number of relevant performance indicators. A performance summary, including comparisons with IPF and national averages is attached as Appendix 2.
11. Whilst there is no room for complacency, outcomes for looked after children in Herefordshire compare very favourably with other Local Authorities as demonstrated by the recently published Commission for Social Care Inspection (CSCI) Social Services Performance Assessment Framework Indicators (Children) for 2005-06.
12. On two performance indicators, Herefordshire achieved outstanding results: In relation to the educational qualifications of looked after children (PAF CFA2) Herefordshire was 1st nationally, whilst on stability of placements for looked after children (PAF CFA1) Herefordshire was 2nd nationally. On several others performance indicators, Herefordshire performed very well: In relation to the employment, education and training for care leavers (PAF CFA4) Herefordshire was 6th nationally, children looked after in foster placements or placed for adoption.

(PAF CFB7) Herefordshire was 21st nationally and health of looked after children (PAF CFC19) Herefordshire was 23rd nationally.

Responses Received

13. Whilst overall the response has been very encouraging and will enable a comprehensive and detailed response to be submitted, despite concerted efforts there has been no formal response from the Secondary School sector. This is particularly disappointing given the significance of Care Matters for the education of looked after children.
14. There has also been no response from the voluntary and independent sector. Whilst some voluntary and independent organisations may well be intending to respond to the consultation exercise independently, it is unfortunate that the Herefordshire response will not contain any representation from this sector.
15. Attempts to engage both Herefordshire Association of Secondary Headteachers (HASH) and the Voluntary Sector Alliance will continue in the New Year but due to the consultation deadline of 15th January, 2007, it may not be possible to incorporate any views obtained into the Herefordshire response.

Consultation Response

16. The proposed Herefordshire response is attached as Appendix 3.
17. As far as possible, views expressed by different stakeholders have been attributed to those groups in order to add weight and credibility to Herefordshire's response.

18. In particular, views expressed by children and young people have been clearly marked as such, including the use of verbatim quotes wherever possible so as not to dilute or misrepresent these views.
19. Where differing or conflicting views were received, no attempt has been made to suppress views or reach an artificial consensus. Instead the views received have been presented as received.

Alternative Options

No alternative options proposed.

Risk Management

No specific risks identified.

Consultees

As outlined in section 2.

Appendices

Appendix 1 – Executive Summary – Care Matters: Transforming the Lives of Children and Young People in Care

Appendix 2 – Performance Summary

Appendix 3 – Proposed Herefordshire Consultation Response

Background Papers

'Care Matters: Transforming the Lives of Children and Young People in Care'



Care Matters: Transforming the Lives of Children and Young People in Care

Summary

Care Matters: Transforming the Lives of Children and Young People in Care

Summary

Although outcomes for children in care have improved in recent years, there remains a significant and widening gap between these and the outcomes for all children. This situation is unacceptable and needs to be addressed urgently. This Green Paper sets out a radical package of proposals for change which will be delivered only through absolute commitment from central and local government and from professionals working on the front line. We have no doubt that this commitment exists.

In setting our priorities for change, we are driven by the knowledge that these are our children, and that the childhood we are giving them has not been good enough. We have an excellent legacy of achievement on which to build, and a dedicated workforce standing ready to deliver. The time has come to accelerate the pace of change, and to make care not only a way out of difficult situations at home, but a bridge to a better childhood and a better future.

The case for reform

- 1** Chapter 1 sets out the shocking statistics on the education of children in care. Only 11% of children in care attained 5 good GCSEs in 2005 compared with 56% of all children, and similar performance gaps exist at all ages both before and after Key Stage 4.
- 2** The long-term outcomes of children in care are also devastating. They are over-represented in a range of vulnerable groups including those not in education, employment or training post-16, teenage parents, young offenders, drug users and prisoners.
- 3** A lot of progress has been made for children over the last decade. We have seen an increase of eleven percentage points in the proportion of all young people gaining 5 A*-C GCSEs, and the proportion of young people in education, employment or training by 19 now stands at 87% – the highest it has ever been.
- 4** In the early years too, the dedication of local residents and professionals to the Sure Start agenda has contributed to a rise in registered childcare places to 1.26 million – almost double the level in 1997 – and the creation of 894 Children’s Centres, offering services to over 715,000 children and their families.

- 5 We have also taken a range of steps to address directly the problems experienced by children in care, and progress has been made through a number of reforms including:
- Quality Protects in 1998;
 - The Care Standards Act 2000;
 - The Prime Minister's adoption initiative;
 - The Children (Leaving Care) Act 2000;
 - The Social Exclusion Unit 2003 report on the Education of Children in Care; and
 - The duty in the Children Act 2004 for local authorities to promote the education of children in care.
- 6 The outcomes of the 60,000 children in care at any one time have improved in recent years: the proportion gaining 5 A*-C GCSEs has risen from 7% in 2000 to 11% in 2005 and the proportion known to be participating in education, employment or training at age 19 has increased by 8% since 2002, when the Children (Leaving Care) Act 2000 came into effect. But it is clear that they are not improving at the same rate as those of all children.
- 7 Children in care are a group who are especially deserving of our help precisely because they are in care. As their corporate parent the State cannot and must not accept any less for them than we would for our own children.

Children on the edge of care

- 8 While most of the proposals in this Green Paper are aimed at children who are already in the care of the local authority, it is important also to recognise that many children come in and out of care in a short space of time, and several spend more than one period in care. Chapter 2 looks at the sorts of interventions which can help to prevent children needing to come into care in the first place, and to resettle them with their families after being in care where that is the best option for the child.
- 9 This means – in line with our reforms of children’s services through the *Every Child Matters* programme – identifying problems early and responding to them quickly by offering sustained, multi-disciplinary support.
- 10 Our proposals include:
 - New research on identifying and responding to neglect;
 - Testing out a model of intensive whole-family therapy which aims to keep families together where possible;
 - Improving the links between adults’ and children’s services in order to ensure that professionals working with either group see the family as a whole; and
 - Creating a National Centre for Excellence in Children’s Services in order to identify and spread evidence-based solutions to the problems experienced by families whose children are on the edge of care.

- 11** Chapter 2 also launches a national debate on the future of care. We want to use the Green Paper to explore who care is for, whether there are any groups of children for whom care is not an appropriate response, and what we want the population of children in care to look like in the future.

The role of the corporate parent

- 12** Children have told us that the lack of a consistent adult in their lives is a major and harmful feature of being in care. Chapter 3 sets out in detail how the corporate parenting role should be carried out in order to address this gap.
- 13** Our proposals include:
- Exploring the feasibility of piloting new independent ‘social care practices’, small independent groups of social workers who contract with the local authority to provide services to children in care;
 - Piloting the use of individual budgets for each child in care to be held by their lead professional – the social worker;
 - Clarity over the role and use of care plans; and
 - A revitalisation of the independent visitor scheme in order to provide ‘independent advocates’ for children in care.

Better placements

- 14** Evidence shows that frequent moves between care placements have a drastic effect on the ability of children

and young people to succeed both in education and in other areas of their lives. Currently children in care are moved between placements far too frequently.

- 15** Chapter 4 sets out proposals radically to reform the placements system, improving the number and quality of foster carers and ensuring that children are only placed in residential children's homes which meet high standards of care.
- 16** Our proposals include:
- Introducing a tiered framework for foster placements to respond to different levels of need, underpinned by a new qualifications framework, fee structure and national minimum standards;
 - Piloting for younger children the use of intensive foster care with multi-agency support;
 - Improving the recruitment of foster carers through specially-tailored recruitment campaigns;
 - Extending use of specialist foster care for children with complex needs; and
 - Introducing new regional commissioning units to secure better value for money and introduce placement choice for children.

A first class education

- 17** While the experiences they have in their placement are critical to children in care, the school environment and the way in which teachers and other school staff work with them are also vital to their chances of success. But many children in care currently have a poor experience of school: they tend to be in lower performing schools, be moved round between schools too often, and receive insufficient support within school to flourish.
- 18** Chapter 5 sets out how we will work with local authorities as corporate parents and with schools to secure the very best education possible for these children. We want to ensure that every child in care is in a good school, and is given the support they need to make the most of being in that school. We are committed to ensure that children in care also fare well in our further education system.
- 19** Our proposals include:
- A ‘virtual headteacher’ in every local area responsible for driving up the performance of schools in relation to children in care;
 - Providing local authorities with the power to direct schools to admit children in care, even where the school is fully subscribed;
 - An enhanced entitlement to free school transport to ensure that where children do move placement they do not necessarily also need to change school;

- Better support in school to prevent exclusions of children in care; and
- A dedicated budget for each social worker to spend on improving the educational experience of every child in care.

Life outside school

20 This Green Paper is not only about the part which education and social services have to play in improving the lives of children and young people. It is truly a cross-Government agenda. Taking as its starting point the aim of securing for children in care the kind of happy, fulfilled childhood which we would want for our own children, the Green Paper also has a range of proposals for ensuring that children in care access all the other types of positive activities and support which children generally tend to enjoy.

21 Our proposals include:

- Encouraging local authorities to provide free access for children in care to all their facilities including leisure centres, sports grounds and youth clubs;
- A new model of comprehensive health provision for each child in care;
- Better training for a range of professionals including paediatricians on how to work with children in care;
- Improved access for children in care and their foster parents to Children's Centre provision; and

- Enhanced opportunities for them to participate in stimulating and rewarding personal development activities and volunteering.

The transition to adult life

- 22** We know that the long-term outcomes of many people who were in care as children are distressing: care leavers are over-represented in some of our most vulnerable groups of adults including young parents, prisoners, and the homeless. They are also under-represented in further and higher education, and the proportion of young people leaving care aged 19 without any form of purposeful activity such as employment, training or education is much higher than that of their peers.
- 23** This Green Paper signals a turning point in the way young people in care are treated as they grow older. We want to abandon a system where young people are forced to leave care as early as age 16. We want an approach which continues to support them as long as they need it, which ceases to talk about ‘leaving care’ and instead ensures that young people move on in a gradual, phased and above all prepared way.
- 24** Our proposals include:
- Piloting a veto for young people over any decisions about moving on from care before they turn 18;

- Piloting allowing young people to continue to live with foster carers up to the age of 21, receiving the support they need to continue in education;
- Providing a top-up to the Child Trust Funds of young people in care;
- Creating more supported accommodation for older young people; and
- Introducing a national bursary for young people in care going to university.

Making the system work

- 25** We are confident that the proposals set out in this Green Paper will deliver a step change in the outcomes of children in care. But as the corporate parent of children in care we cannot rely on expectations alone: we need to take decisive action in instances of failure. Chapter 8 sets out a new accountability framework which works with the grain of the forthcoming Local Government White Paper to ensure that failure for this group of vulnerable children is identified and addressed.
- 26** Our proposals include:
- Asking Ofsted to carry out a regular inspection of how each local authority is meeting the educational needs of children in care;

- Introducing an annual national stock-take by Ministers of the progress of children in care;
- Expecting every local authority to set up a ‘children in care council’;
- Making Independent Reviewing Officers more independent; and
- Making the education of children in care one of the DfES’s key national priorities for local government.

Next steps

27 We want to hear a range of views on this package of proposals – particularly those of children and young people who are or have been in care. We are offering a range of ways to take part in this consultation exercise, which runs from 9 October until 15 January. This will include conferences and events throughout the country as well as the setting up of working groups looking at:

- **The future of the care population;**
- **Social care practices;**
- **Placement reform; and**
- **Best practice in schools.**

28 We value your responses to this document highly and we will take into account the views which you give us during the consultation period. After the consultation we will publish an initial response, including a version for young people in 2007. Final decisions on proposals with cost implications from 2008/09 onwards will be taken in the context of the 2007 Comprehensive Spending Review.

You can download this publication or order copies online at:
www.teachernet.gov.uk/publications

Search using the ref: 03978-2006BKT-EN

You can also download this publication at www.everychildmatters.gov.uk

Copies of this publication can be obtained from:

DfES Publications
PO Box 5050
Sherwood Park
Annesley
Nottingham NG15 0DJ
Tel: 0845 6022260
Fax: 0845 6033360
Textphone: 0845 60 555 60
Please quote the ref: 03978-2006BKT-EN

PPFM/D16/6781/1006

© Crown copyright 2006

www.dfes.gov.uk

Published by the Department for Education and Skills

Extracts from this document may be reproduced for non-commercial research, education or training purposes on the condition that the source is acknowledged. For any other use please contact HMSOlicensing@cabinet-office.x.gsi.gov.uk

75% recycled

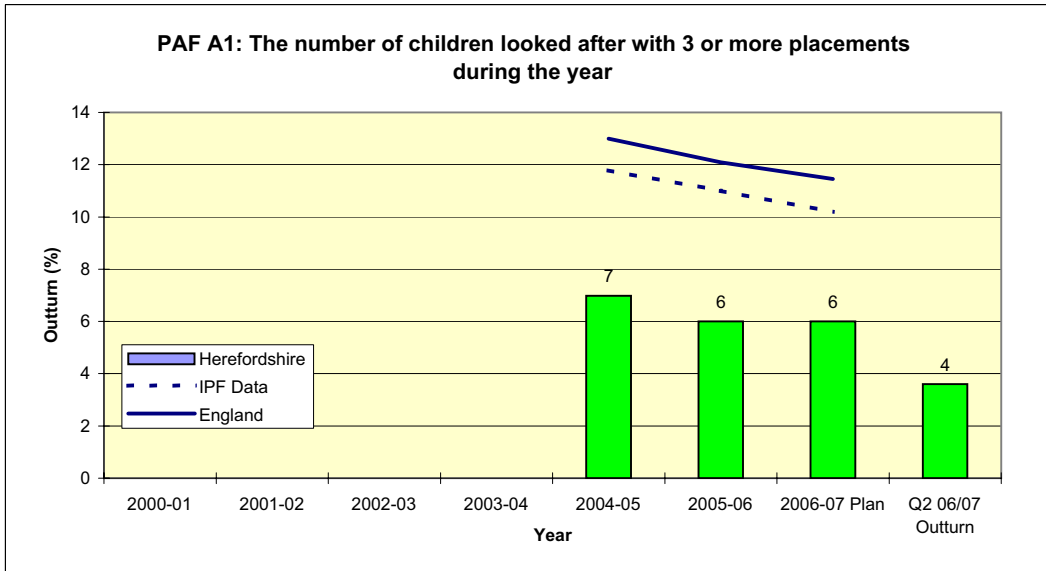
This leaflet is printed
on 75% recycled paper



When you have finished with
this leaflet please recycle it

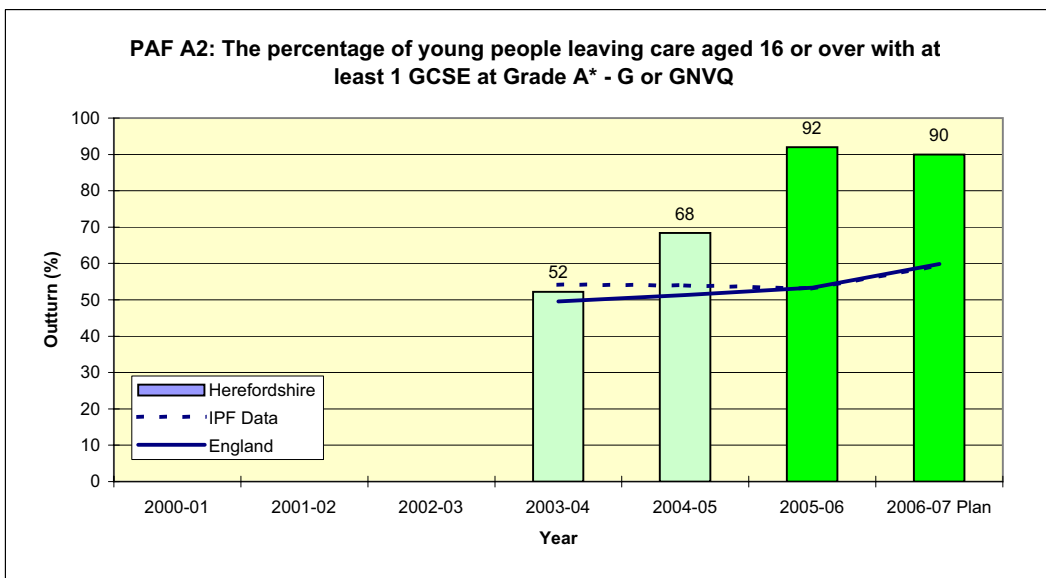
PAF CF/A1: The number of children looked after with 3 or more placements during the year (BVPI 49)

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07 Plan	Q2 06/07 Outturn
Herefordshire					7	6	6	4
IPF Data					12	11	10	
England					13	12	11	



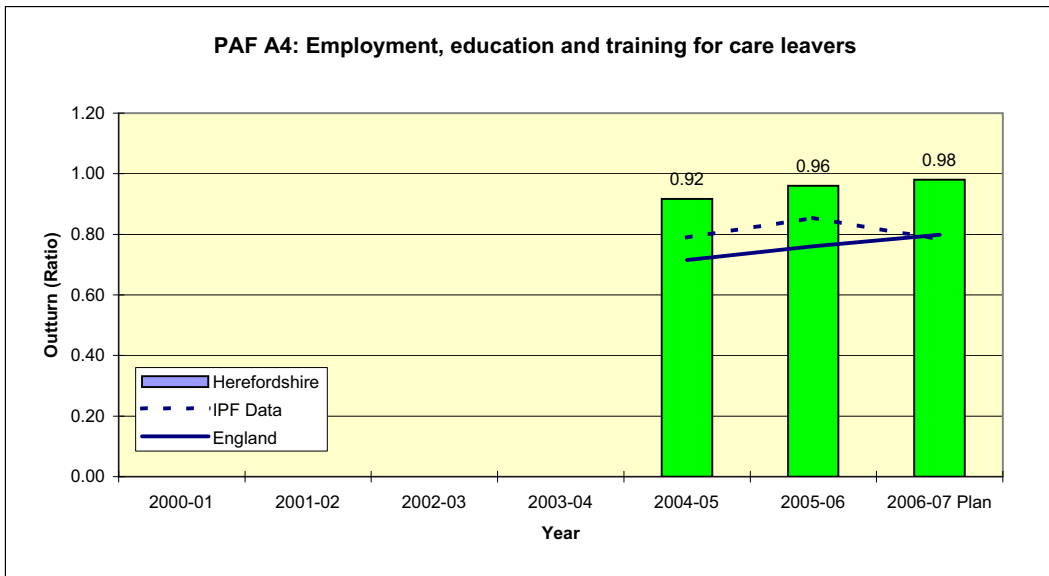
PAF CF/A2: The percentage of young people leaving care aged 16 or over with at least 1 GCSE at Grade A* - G or a GNVQ (BVPI 50) - Calculated Annually

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07 Plan	
Herefordshire				52	68	92	90	
IPF Data				54	54	53	60	
England				50	51	53	60	



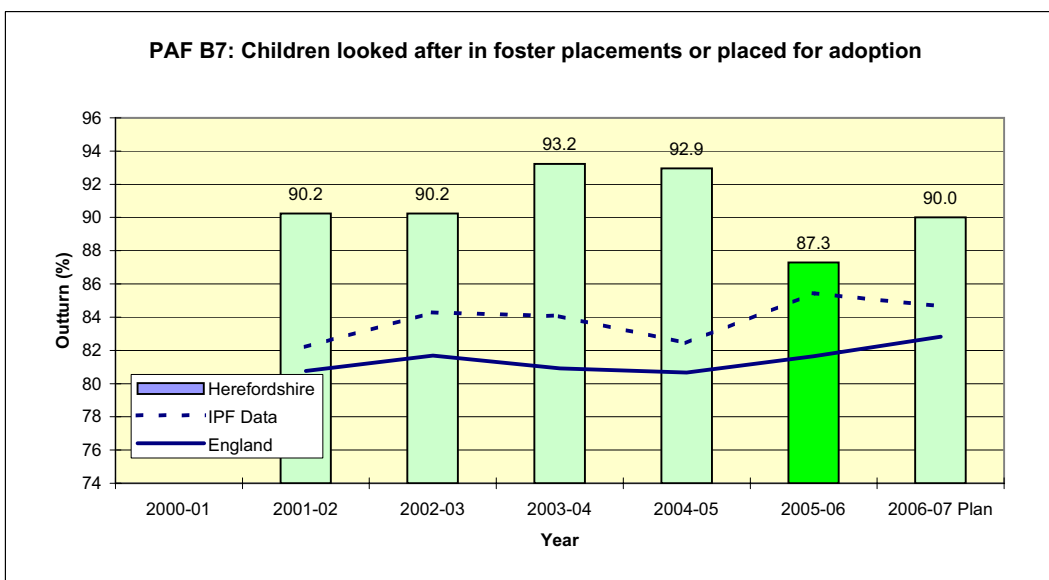
PAF CF/A4: Employment, education and training for care leavers [joint working] (BVPI 161) - Calculated Annually

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07 Plan
Herefordshire					0.92	0.96	0.98
IPF Data					0.79	0.85	0.78
England					0.72	0.76	0.80



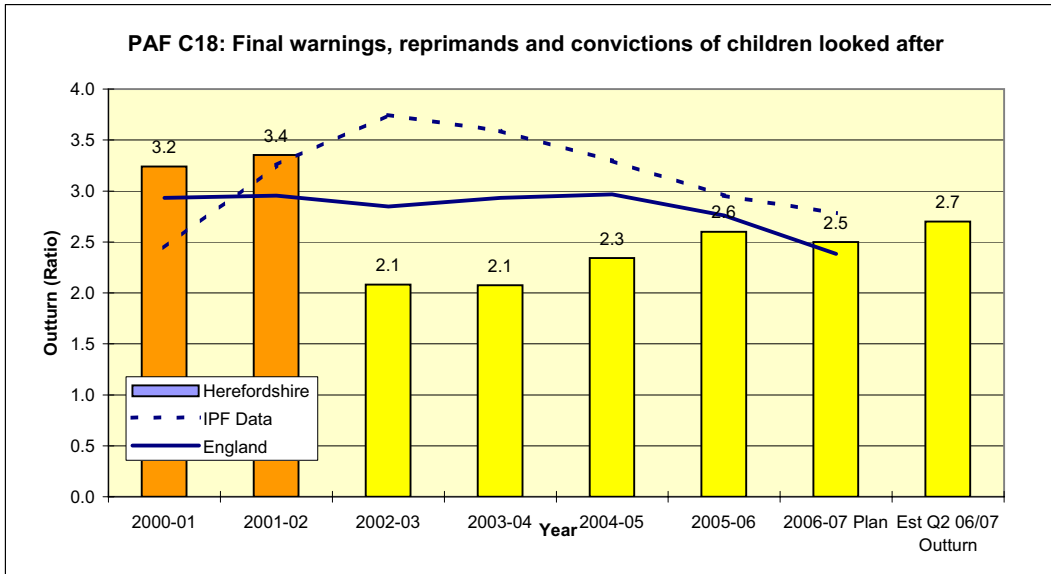
PAF CF/B7: Children looked after in foster placements or placed for adoption - Ceased 06/07

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07 Plan
Herefordshire		90.2	90.2	93.2	92.9	87.3	90.0
IPF Data		82.2	84.3	84.1	82.4	85.4	84.7
England		80.8	81.7	80.9	80.7	81.7	82.8



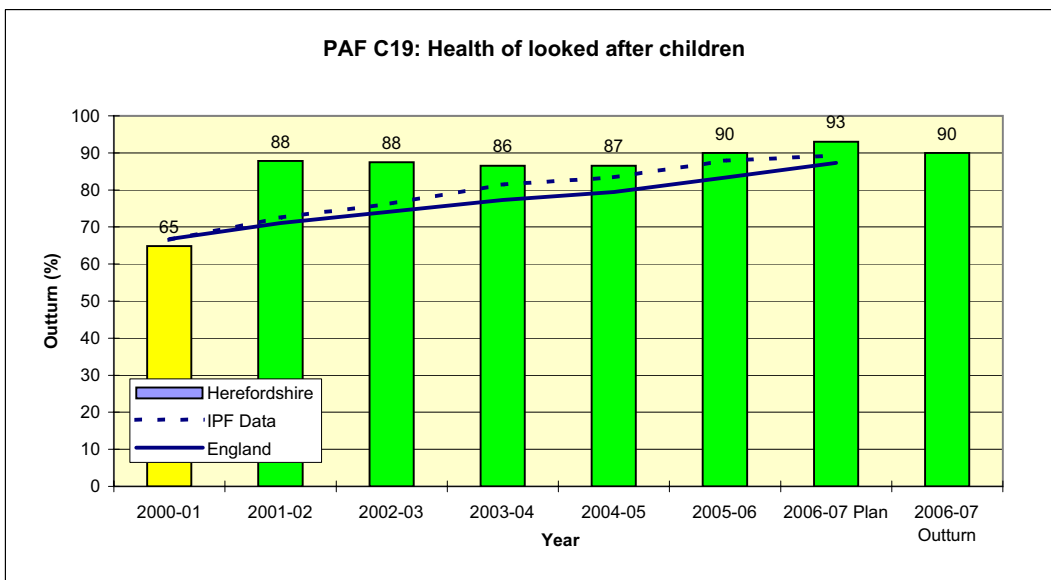
PAF CF/C18: Final warnings, reprimands and convictions of children looked after - 06/07 Outturn is an Estimate using 2005 Denominator - Will Change (Dec 06)

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07 Plan	Est Q2 06/07 Outturn
Herefordshire	3.2	3.4	2.1	2.1	2.3	2.6	2.5	2.7
IPF Data	2.4	3.3	3.7	3.6	3.3	3.0	2.8	
England	2.9	3.0	2.8	2.9	3.0	2.8	2.4	



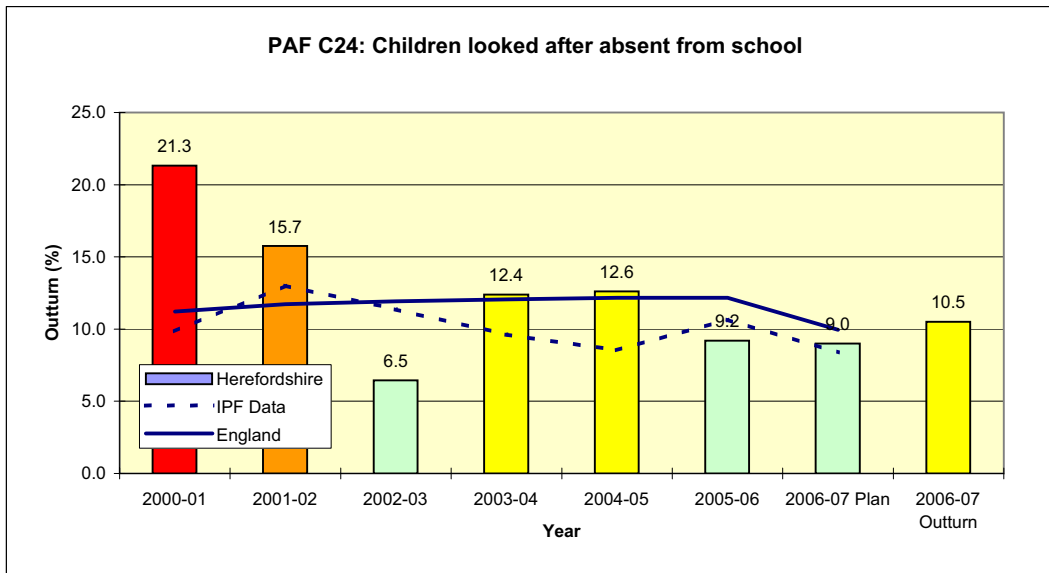
PAF CF/C19: Health of looked after children

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07 Plan	2006-07 Outturn
Herefordshire	65	88	88	86	87	90	93	90
IPF Data	67	73	76	81	83	88	89	
England	67	71	74	77	79	83	87	



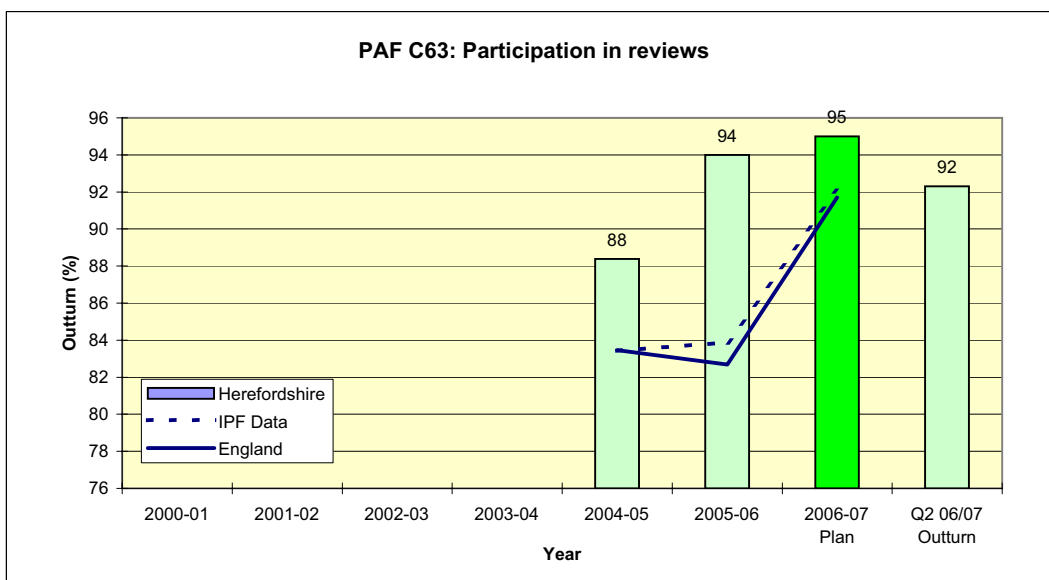
PAF CF/C24: Children looked after absent from school [joint working]

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07 Plan	2006-07 Outturn
Herefordshire	21.3	15.7	6.5	12.4	12.6	9.2	9.0	10.5
IPF Data	9.8	13.0	11.4	9.6	8.5	10.7	8.4	
England	11.2	11.7	11.9	12.1	12.2	12.2	10.0	



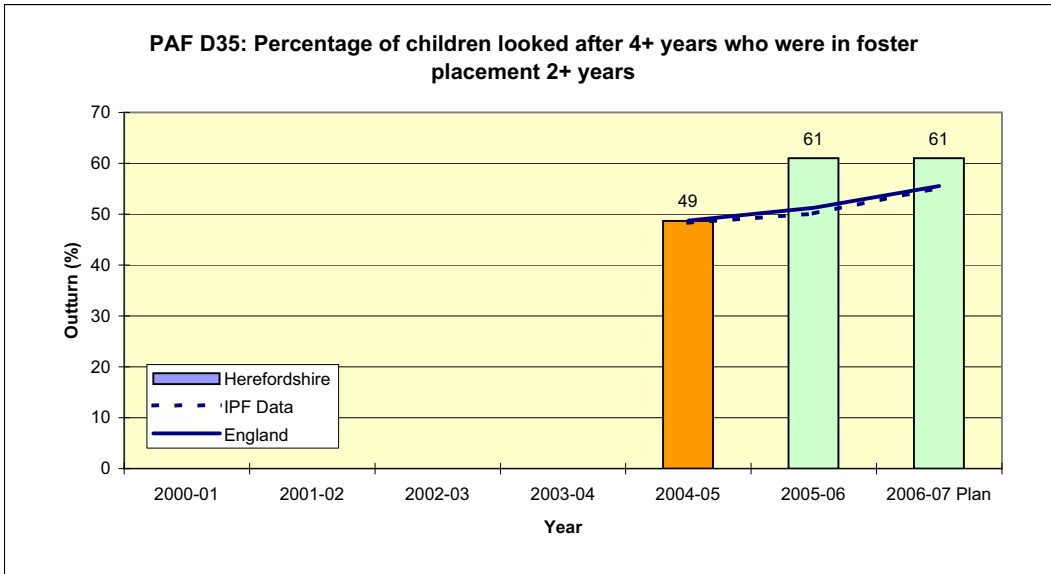
PAF CF/C63: Participation in reviews

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07 Plan	Q2 06/07 Outturn
Herefordshire					88	94	95	92
IPF Data					83	84	92	
England					83	83	92	



PAF CF/D35: Percentage of children looked after after 4+ years who were in foster placement 2 + years - Ceased 06/07

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07 Plan
Herefordshire					49	61	61
IPF Data					48	50	55
England					49	51	56



Care Matters: transforming the lives of children and young people in care

Consultation Response Form

The closing date for this consultation is: 15
January 2007

Your comments must reach us by that date.

THIS FORM IS NOT INTERACTIVE. If you wish to respond electronically please use the online or offline response facility available on the Department for Education and Skills e-consultation website (<http://www.dfes.gov.uk/consultations>).

The information you provide in your response will be subject to the Freedom of Information Act 2000 and Environmental Information Regulations, which allow public access to information held by the Department. This does not necessarily mean that your response can be made available to the public as there are exemptions relating to information provided in confidence and information to which the Data Protection Act 1998 applies. You may request confidentiality by ticking the box provided, but you should note that neither this, nor an automatically-generated e-mail confidentiality statement, will necessarily exclude the public right of access.

Please tick if you want us to keep your response confidential.

Name Shaun McLurg
Organisation (if applicable) Head of Safeguarding and Assessment
Address: Children and Young People's Directorate
Herefordshire Council
Blackfriars Centre
Blackfriars Street
Hereford
HR4 9ZR

If you have an enquiry relating to the policy content of this consultation you can contact Helen White by email: helen.white@dfes.gsi.gov.uk or by telephone: 0870 000 2288.

If you have a query relating to the consultation process you can contact the Consultation Unit by:

Telephone: 01928 794888

Fax: 01928 794 113

e-mail: consultation.unit@dfes.gsi.gov.uk

Which of the following best describes you:

<input type="checkbox"/> Child in care (under 13)	<input type="checkbox"/> Child in care (under 18)	<input type="checkbox"/> Care leaver
<input type="checkbox"/> Foster carer	<input type="checkbox"/> Residential carer	<input type="checkbox"/> Professional working with young people
<input type="checkbox"/> Volunteer working with young people	<input checked="" type="checkbox"/> Other	

Please Specify:

Head of Safeguarding and Assessment Services for children and young people in a unitary authority

If you work with children or young people in care, which best describes the organisation you work in:

<input checked="" type="checkbox"/> Local Authority	<input type="checkbox"/> School	<input type="checkbox"/> Further or higher education institution
<input type="checkbox"/> Private sector organisation	Voluntary and community sector organisation	<input type="checkbox"/> Health organisation
<input type="checkbox"/> Youth justice organisation	<input type="checkbox"/> Other	

This document is a joint response on behalf of children, young people and those who work with them and their families in Herefordshire.

Methodology

Children and Young People

Young people who are or have been in Herefordshire’s care have taken a lead role in consulting their peers on *Care Matters*. Questionnaires, interviews and activity based focus groups led by Care Leavers have drawn out direct contributions from over 30 young people aged between 7 and 19. The views and feelings they have expressed about being in care are significant and powerful. As well as contributing to this response they will guide and inform the *Every Child Matters in Herefordshire* agenda..

NB The use of Italic text indicates direct quotes from children and young people.

Professionals

Over 200 stakeholders were invited to contribute to this consultation. Several of the formally completed questionnaires received represented joint responses on behalf of teams or wide professional networks. Direct feedback has also been received from individuals and from focus groups specifically convened for the purpose. Contributions have been amalgamated where themes are shared, but contributors' original text remains intact wherever this captures a distinctive professional perspective.

Stakeholder groups consulted included:

- All Primary and Secondary Headteachers in Herefordshire, including special and independent schools and pupil referral units
- Members of Herefordshire Safeguarding Children Board, the Children and Young People's Partnership Board and the Corporate Parenting Group
- Key Managers across the Council and in all sectors of the Children and Young People's Directorate
- Key individuals in partner agencies in the statutory, voluntary and independent sector

Chapter 1: The need for reform

1 Are the elements we suggest for our 'pledge' the right ones?

Yes

No

Not Sure

There is broad agreement with the concept of a corporate parenting pledge, though **Connexions** expressed the view that the word is 'old fashioned, lacks weight and clarity and that *entitlement* may be more appropriate'.

There is a strong message that pledges, if offered, must be realistic and achievable, and shared concerns that without additional resources some – for example placement choice and 24/7 support - will be impossible to honour.

The point was made by the fostering team that the principal funding implications for central government appear to be the cost of inspecting and evaluating performance rather than actually delivering the means of improvement, which will fall on the Local Authority.

Primary School Headteachers expressed the view that each Local Authority should determine its own set of pledges and that young people should be included in his process. The pledges, they suggest, should include access to independent counselling for children and young people in care, as well as the opportunities to meet with others in a similar situation.

The need for better availability and access to mental health services for children, young people and their families is a consistent theme throughout this consultation process.

Specific comments were made on:

1. Offering young people a choice of placements

Professionals and young people share a view that children's active involvement in choosing a placement at initial entry point would add an unfair burden at a time when they are already facing separation and loss. At later stages and prior to a planned move this option may be more realistic.

Young people said that:

- *This would not be fair on us, specially at the beginning when there is so much going on*
- *It is the social worker's job to get to know us well enough to choose the right place and explain what is going to happen and why. It is important for social workers to be really honest. The most important part of their job when you first come into care is sorting out how you can keep in contact with your family and friends.*

- *Having pictures of the foster family and the house – specially the kitchen, any pets, and the room you will be sleeping – would be really good for people coming into care for the first time, so they can prepare for what it is going to be like.*

2. 24/7 support from Social Workers

A range of differing views on what is realistic and achievable for different groups.

Young people felt that, while they can and do leave voicemail or text Social Workers they would not expect a call to be picked up out of hours unless it was an emergency when their worker or a manager who knows them would probably be contacted anyway. What is more important is that they know the office number and can get through or leave a message for their Social Worker or his/her Manager.

Workers from Aftercare and Social Work Teams where mobiles or email are often the preferred means of contact find young people rarely if ever abuse this facility and **Children's Rights and Participation Workers** confirmed this view

For a **Service Manager** the suggestion prompted reflection on 'what the social work task is, and why it is thought that social workers should not have a life separate from their professional life'. The idea was thought to be 'reminiscent of the county GP or parish priest who could be contacted at any time of the day or night. It encapsulates the dilemmas of public care and the values of professional versus voluntary philanthropy. There is a similar sort of dilemma with what we ask of Foster Carers'

3. Independent Advocates

While welcomed in principle there is lack of clarity over the respective roles of the professional independent advocate (as set out in DoH National Standards) and the new role outlined in the Green Paper. Further comment on the detailed rationale for this view from the Children's Rights and Advocacy Worker is in Section 3.

4. Choice of when to move on, up to 18

Young people and professionals share the view that the duty to provide support including a home base should extend to 24 if needed in line with national average for young adults achieving independence.

There should be an option to move back into supported living for those young people who are determined to leave a care placement early and who can be highly vulnerable when things go wrong. Many of these young people might choose to keep some support systems in place if it meant practical help – ie money and advice – could be there if and when needed.

Specific additional proposals that **young people** would like to see in the pledge include:

- *Help to understand why you are in care – some people may need this to be explained often while they are growing up*
- *Making sure you can have a say in your care plan if you want to and have your own copy of it, which you can keep and understand*
- *Having one person who knows you and can stick with you throughout care. This could be a teacher or a family friend. It could be someone of your own age*
- *Sorting out regular groups for people in care to meet up and talk to each other*
- *Telling people in care if what they say has made a difference to the way things work*

And from **professionals**:

- Expectation that the UNCRC should be adopted by all Local Authorities so that all children in care are aware of their rights
- The right to a high quality education with support to 25 as needed
- Ensuring those who go on to higher education get the option of returning in holidays to a home that will save them expense and support them with their studies

2 Are there other key barriers to attainment which we should address in order to transform outcomes?

Yes

No

Not Sure

Comments:

Professionals

The resource implications for the many excellent proposals in *Care Matters* are considerable. Additional funding from central government will be required if these are to be fulfilled.

Chapter 2: Children on the edge of care

3 What more can be done to reassert the responsibility of parents and help them to fulfill those responsibilities?

Comments:

Professionals

A strong set of responses, summarised as follows:

- 1 It is essential to do more preventative work at the earliest stages coupled with robust, consistent inter-agency assessments
- 2 Parenting courses should be compulsory for those on the 'edge' with intensive support and guidance which should be proactive rather than reactive
- 3 Work should be done with parents after children have been removed to give them a chance to address what has gone wrong and to improve outcomes for other children they might have in the future.
- 4 Family Group Conferencing (FGC) and family functional therapy would be welcomed as long as it is properly resourced. FGCs could be held as part of planning to reintegrate following a period in care to promote wider engagement
- 5 The right to an independent advocate should be extended to children in need and children and families involved in child protection enquiries.
- 6 Children should have more opportunities to challenge care plans if these are not in line with their own wishes and needs

From Primary Headteachers

- 7 A parenting support worker should be allocated to maintain the link between parents and children/young people in care. This worker could promote involvement of parents in the day to day life of the child (at a distance if appropriate)

From Long Term Social Work Teams

- 8 Parents should be reminded about their parental responsibilities and should contribute financially to the cost of care.
- 9 Perhaps parents who abandon their children and refuse to have them back should be prosecuted more routinely, and the threat of this might encourage them to work to improve their family situation.

4 a) Do you agree that there is a need for a more systematic approach to sharing effective practice in children's services?

Yes

No

Not Sure

Comments:

Professionals

1. Information needs to be disseminated down through organisations as practitioners do not have the time to identify all current research
2. We need a change of culture. More inter-agency training would help, and possibly resident 'experts' and Centres of Excellence. Services and expertise could be focused on distinct age groups.
3. There is currently a mismatch between thresholds for different services. This should be addressed via the Common Assessment Framework.
4. More integrated systems of team working across agencies at early intervention stages would help.

4 b) If so, how can we ensure maximum impact in supporting evidence-informed commissioning and practice?

From Health professionals

Audit impact of evidence informed practice via inter-agency case reviews and develop training accordingly

From Primary Headteachers

1. There needs to be a more consistent approach from GPs to mental health referrals. From the school perspective, if more families were referred for mental health assessment early on the number of children at risk would decrease and so would (probably) the number of referrals to social care for neglect. As a school, we remain to be convinced that GPs are in the best position to co-ordinate multi agency involvement and working. This needs to come (instead) from family support workers and schools – perhaps there is a role for the 'Virtual Headteacher' post here.
2. We need to reduce the bureaucracy regarding confidentiality – we find that social care and GPs hide behind it, keeping many valuable services out of the 'loop'.

5 What more can be done to support links between adult and children's services, particularly in relation to drug abuse and mental health support?

Comments

Professionals

Several respondents expressed concern that the Government's lead on bringing Education and Children's Social Care together means practitioners and managers are increasingly removed from their counterparts in Adult Services, with adverse consequences for children.

Joint training to promote shared learning on safeguarding issues and children's needs was considered to be the best way forward, with all welcoming the potential of the Common Assessment Framework as a shared working tool.

Several respondents proposed a single referral point for both adult and children's services.

Specific suggestions to promote maximum impact for the CAF included

- Involving parents with mental health/substance/alcohol misuse issues in training for practitioners – with specific reference to debating the ethics and practicalities of information sharing and developing local protocols
- Including carers and children in support groups for substance or alcohol dependent adult parents as part of re-unification planning

Additional points

- 1 Schools' own perceived need for better link-up with Community Psychiatric Nurses, Occupation Therapists and School Nurses.
- 2 Mental health assessment of children and young people as they become adults must involve joined up provision by local authorities and PCT (children's and adults' services) to avoid gaps in provision and consistency for the child as they grow up.
- 3 Transition plans should be drawn up, with 'overlap' years when both services have responsibility for care (16-18yrs)
- 4 The specialist court proposal is not well thought out and would probably prolong existing delay.

6 What more could be done to support family and friends carers?

Comments

Professionals

Fostering team

- 1 Develop a separate support unit for kinship care alongside existing Foster Carer support, with specially focused training.
- 2 Reappraisal of 'standards' is required for approval and would acknowledge reality of double standard currently in operation

Long Term Social Work Teams

- 3 More transparency about assessment processes would be helpful, and more information about what can be offered to family and friends who may be able to offer care – for example support to apply for a Residence Order and how benefits may be affected
- 4 Increasing financial/support/respite care on a par with mainstream Foster Carers.
- 5 A clearer national lead would be helpful on use of Section 17 as opposed to the child entering care and being placed with the family.

Primary Headteachers

Care with relatives is good in theory but it might not be appropriate to place with the family. Our experience is that the child/children may still be at risk, or families become further divided with conflict of one family member becoming a carer. From a mainstream school perspective, we find that behaviour management issues are the most complex need and this tends to tear families apart – much more support and guidance is needed to manage this group of children.

7 Is it right for us to work towards an increase in the number of children supported in families and, as a result, a small younger care population with more complex needs?

Yes

No

Not Sure

Comments:

Young people

This question, chosen by the young people for discussion within focus groups, elicited strong responses. All who expressed a view were very clear that while help should be offered to keep families together wherever possible some children would always need to be in care

I think this is a really silly idea. If children are not being properly looked after they need to go into care and have a safe place to live.

If they did decide go this way it might mean there wouldn't be enough foster carers to go round

Several young people recognised that being a foster carer is a hard job and there are too few foster families as it is. They thought some older children could go home if and when things at home settle down rather than stay in care.

Put kids that really need it in care and sort out counselling for the others who just have a few blips now and then

Many thought Social Workers should look harder among relatives or friends for an alternative

They only asked my one auntie. My gran or my uncle would have had me but they never got the chance.

But some whose placement with relative carers which had not worked out were cautious

It all depends. I did go to my nan's house for a bit but I trashed my room. She hasn't written to me since I moved to my new carers.

Professionals

Whilst there was a shared welcome in principle for this objective the following specific concerns were expressed

- 1 We must not reduce numbers without consideration and assessment of the risk of significant harm
- 2 It is essential that help is offered early and *sustained where needed* to prevent a situation becoming an emergency. Some families who are supported 'on the edge' through early and middle years break down when children reach early adolescence.

- 3 A cooling off/time out period should be available for teenagers pending mediation to resolve conflict.
- 4 A proportion of older children will continue to need care are the result of adoption breakdowns, disabilities, and carers being unable to manage challenging behaviour. Services must still be geared to meeting these needs.
- 5 A younger care population brings with it new challenges for including the voice of the child in care planning.

Chapter 3: The role of the corporate parent

8 Do the proposals in this chapter add up to a sufficient strengthening of the corporate parenting role? If not what more should be done?

Yes

x No

Not Sure

Comments

Professionals

- 1 The meaning of 'Corporate Parenting' and lines of accountability need to be more clearly understood. Government has a role here in following through reminders to all councillors of their responsibilities as corporate parents.
- 2 Children's champions should be nominated at senior management level to take forward issues affecting children in care individually and collectively.
- 3 Young people in care and care leavers could be asked to complete a feedback form (with help if appropriate) or take part in an exit interview to comment on the performance of their 'corporate parents'
- 4 Corporate Parents' responsibilities should include monitoring of pledges (or 'entitlements') and oversee progress of young people through and beyond school

9 Would a 'social care practice' help give social workers more freedom to support children?

Yes

No

x Not Sure

Comments:

Professionals

The overall consensus from respondents was that this proposal, while interesting, requires further thought. Senior managers within the Local Authority expressed concerns in relation to the accountability of these arrangements and the potential impact on recruitment and retention of Social Workers. One long term social work team thought independent practices could possibly provide a more a child focused service, though believed this work should be conducted on a not for profit basis.

Concerns expressed included

- 1 The financial advantage of shortening interventions would become more important than continuity for children,
- 2 The phrase “commissioned by but independent of local authorities” is an inherent contradiction. Realistically, service level agreements limit independence due to concerns over renewing contracts.
- 3 Being budget holders and care managers increases paperwork and takes away the time that workers have to spend with children. In the main it is supporting complex systems that gets in the way of direct work with children not caseloads.
- 4 Section 3.26 of the Green Paper talks of practices with specialisms e.g. working with disabled children. There is therefore an issue of how many different practices children would have to access within one Local Authority and maintenance of standards across them and ensuring issues of equity.
- 5 Potential for a postcode lottery. How would the practices be monitored?
- 6 The difficulty in retaining clarity of accountability.
- 7 The likely impact on recruitment and retention of qualified Social Workers, particularly on those posts remaining within the direct employment of the Local Authority.

10 Should the Independent Visitor role be revitalised and renamed as 'independent advocate' to introduce advocacy as a key element of the role?

Yes

No

Not Sure

Comments

Young people

We think this is a really good idea. It would be important, though, to be able to choose who your independent person would be. Adults move on so it could be that someone of your own age or someone who has been in care would be best. We (ie Voices, the group for young people in Herefordshire's care) could help by finding out what sort of things would be important to the children, and getting involved with choosing people and telling them what it would be like'.

Professionals

While there is broad support for the proposal that the role should be reviewed and revitalised further thought is needed about how the role would fit and function for an individual child. Recruiting independent visitors is already problematic and there is no consistency nationally about their employment terms. Maintaining consistency over time will remain a challenge.

The Children's Right and Advocacy Officer expresses the following views

1. The Independent visitor should NOT be revitalised and re-named. Independent Visitors should be retained, with clarity about their role, function, payment, terms and conditions as set against independent advocates. Young people have a right to two services here, with very different roles and functions.
2. Advocacy is already defined through the National Advocacy Standards and in the legislation relating to complaints. Using the term advocate in different contexts confuses what is already a complex role.
3. Advocacy is about presenting the views and voices of children as they want them to be presented, without interpretation. Employees of the Local Authority cannot fulfil this role, neither can befrienders who are not properly supported, trained or professionally recognised.
4. The tasks outlined for an 'independent advocate' combine a number of different functions i.e. those of an advocate, an independent visitor, a mentor and a befriender. Paragraph 3.48 confuses rather than clarifies: "Children in care who make a formal complaint to the local authority are already entitled to advocacy services for the duration of that complaint and they may or may not want their new independent advocate to become involved".

Chapter 4: Ensuring children are in the right placements

11 a) Should a 'tiered' approach to fostering placements be developed?

Yes

Comments

Professionals

1. Yes. There is a need to attract more Foster Carers via training, leading to formal qualification, and higher status and greater financial rewards
2. Payments to Foster Carers should be improved to recognise the difficult nature of the work, and perhaps increase payment according to experience and training received
3. Proactive training is needed, particularly on the health and development and mental health needs of children and young people in care.

11 b) If so, should this be underpinned by a formal qualification framework?

Yes

No

Not Sure

Comments:

Young people

1. *Some people who are really good foster carers might not feel confident about this sort of training and I would not want them to feel bad about themselves. It should be the social worker's job to realise if carers are not good at helping with school work or other things they want to do, and sort out other ways of supporting the child.*
2. *I think it's more important for carers and staff to get more training in sport, art, things that young people are more likely to like*

Primary Headteachers

For some children, the level of qualification is less important than having a foster or adoptive family that WANTS them in their home and is prepared to love and care for them as 'normal' parents do their children. Such demands on competencies would certainly alienate many of my better parents!

Other professionals

1. Existing formal qualifications are not a guarantee of capacity to deliver skilled care for complex needs but do provide additional evidence of ability to achieve academic targets, improve self esteem, skills and confidence.

2. This level of expectation may put people off and it is difficult enough to recruit already.
3. Unless the Government wish to professionalise foster care there is a danger that good quality carers might lose out if they have other work and commitments apart from fostering and therefore find it hard to take on extra training.

12 How can we increase placement choice without increasing financial burdens on the system?

Comments:

Professionals

1. We can't!
2. Keep more children out of care, thus releasing more placements with existing Foster Carers
3. Offer 24/7 support to carers to keep them in the job – though this will not solve the placement shortage problems alone

13 Should local authorities be required to consider whether disabled children in 52 week specialist residential provision should have the 'looked after' status?

Yes

No

Not Sure

Comments:

Children With Disabilities Team

There are very vulnerable children in these placements who require our oversight as part of a formal process. If they are not in care another formal system which has the same powers to check accommodation, care plans etc would be required. This would cause confusion and lead potentially to a two-tier system meaning that children with disabilities could be perceived as '2nd class citizens'.

Other professionals

Yes. The needs of children in this group are sometimes not recognised, and this anomaly denies protection to the most vulnerable. However

1. The proposal would be controversial, especially with some parents who do NOT want children to be 'in care'
2. More paperwork, reviews and so forth implies more social workers, reviewing officers etc, hence resource issues

Chapter 5: A first class education

14 How might the role of the Designated Teacher for children in care be strengthened further?

Comments:

Young people

Generally positive response to the idea of a strengthened role for the Designated Teacher, though important notes of caution about the potential risks as well as benefits.

1. *Children in care do not want to be singled out and treated differently*
2. *Not all teachers need to know who is in care*
3. *They (designated teacher) could teach everyone working in schools about the problems of children in care. They don't seem to realise what it's like for when everyone else is making mother's day cards or doing their family tree.*
4. *The school could encourage carers to come into school to talk about their foster children*

With regard to £500 per year for the Social Worker to spend on extras to help with education

1. *This is a really good idea because it would mean I could have extra help to catch up with things I couldn't learn when I was small*
2. *No, I think it should go on counselling, and more places for young people to hang out and talk because there aren't enough youth clubs*

Professionals

- 1 This is a great idea. We need to build on what is already working well locally (a specialist Education, Liaison and Support Service acting as champions for children in care)
- 2 We like the idea of someone with an identified role, not part of many other roles. In an ideal position to look at a variety of placements, take an active role in parents evening, arranging and attending medical appointments etc.
- 3 Grant them the same legal status as SEN co-ordinators in schools and introduce reporting mechanisms that outline the tracking and "value added" models that are in place for other children.
- 4 Give schools funding to allow designated teachers to gain specialist training in the developmental and additional needs of children in care, and encourage them to assist in delivery of training to teaching staff
- 5 Designated teachers could take the lead in developing and monitoring Personal Education Plans – or the education component of the 'single conversation' approach outlined in the green paper. They need time out from teaching to perform this role.
- 6 Improve support for the Designated Teacher, particularly from CAMHS

15 How would a 'virtual headteacher' best raise standards for children in care?

Comments:

Professionals

The **School Improvement Service** emphasised the need for the VHT to be adequately funded and to have

1. A clear overview of the data in order to monitor progress of the children across many schools
2. The power to challenge schools
3. The ability to point schools in the direction of appropriate support

The practicalities were further discussed by a **focus group of teaching staff**

4. Would a copy of the children's school report go to the VHT for signing and monitoring?
5. Will there be a virtual governors' body to support and challenge the VHT?

The challenge presented for schools by children in other Local Authorities' care were highlighted. Herefordshire is a 'net importer' of children, with 28 of our own children in care placed outside the county boundary and 149 from other areas known to be placed within it by other Local Authorities. Many of these children are in independent sector placements while others are mainstream schools.

There is a need to reassert the duty on the placing authority to inform the receiving authority for these children, and for appropriate background information and resources to accompany those who have educational support needs.

Similar concerns arise in meeting the health care needs for these children (see further comments from the Designated Doctor in paragraph 6 below).

16 What more can be done to reinforce the educational role of the carer?

Comments

Young people

Carers really should go to parents evenings so they know what's going on.

Some carers are not really comfortable going into school. Where this happens it would be good if someone from school could come out to see them.

Professionals

- 1 Changing expectations of the role need to be underpinned by better training and support
- 2 Write specific expectations, such as attending parents' evenings into 'contracts' with carers

17 Are the measures proposed in relation to the Further Education sector sufficient to achieve a step change in outcomes for young people in and leaving care?

Yes

x No

Not Sure

Comments:

Professionals

A generally positive response though the volume of additional suggestions indicate that the proposals as they stand do not go far enough. While one team felt that bursaries would help they among several others made the point that 'the reasons children in care don't achieve are far from simple'.

Connexions welcome

1. Extended entitlement to support from a professionally qualified Personal Adviser/Careers Adviser to ensure provision of appropriate and independent support and/or signposting
2. Proposals for more flexible starting dates to enable access to courses

and suggest the following

3. All young people in care should be allocated a Personal Adviser /Careers Adviser from year 8+ to help make informed option choices, develop aspirations and explore routes and pathways to occupations, education, employment and training
4. In the context of the changing qualification landscape it is vitally important that foster carers, social workers, aftercare workers and others are clear about the importance of information, advice and guidance (IAG), and that this is shared with young peoples' key workers

5. Local authorities should be required to look at their skill needs and develop apprenticeship and other routes within the organisation to enable the employment of young people. The principle of this commitment should be reflected in any external contracting arrangements – for example leisure services.
6. LSCs should be enabled to relax criteria for young people in care and care leavers to allow them to participate in any provision which is appropriate and recommended by an independent IAG provider, and allow the flexibility to settle into an apprenticeship programme, joining formal training at a time which is right for the individual concerned.
7. Opportunities should be developed within local authorities for taster/short-term placements within specific occupational areas, and school and college based work experience.
8. Guaranteed interview scheme for all young people who have been in care, to age 25
9. Ensure that the 14-19 strategy board focuses on attainment, education, and employment training needs of children and young people who are or have been in care as a separate group
10. Ensure virtual head teacher role focuses on more than just education by co-ordinating appropriate support mechanisms are in place including IAG provision and referral to any specialist support
11. Develop role of Corporate Parents to enable more monitoring of pledges (or 'entitlements'), and track progress on young people through and beyond school
12. A commitment to supporting young people into Higher Education at degree level should be included in legislation including a commitment to pay all fees and support costs for the duration of the course and to provide places to stay in holidays

Chapter 6: Life outside school

18 Have we set out the right features in the comprehensive model of health care for children in care?

Yes

No

x Not Sure

The **Designated Doctor for Looked After Children** comments:

'At a recent BAAF conference the DoH speaker suggested there was to be a recommendation in the green paper on the health care of children placed out of county and who will actually be responsible for providing it. This is a particular problem with those children and young people with complex health needs who require input from a number of services. It is all very well suggesting that the placing authority or the independent provider should address this but in actuality these children are in the local area and to return for their specialist health appointments to the other side of the country is not easy. Although there are some psychiatrists who do private work in these establishments appropriate paediatric care is less available.

I cannot find any clear guidance in the green paper on this, nor can I find anything specific about the needs of disabled children who are in care.'

Other professionals

- 1 We must do more to engage mental health support. It seems there are too many individuals with responsibilities as 'named persons' – other children don't have this many and it may lead to gaps. There should be one person championing the cause of each child in care – as a parent would do for their own child.
- 2 Relationships need to be taught to be more than about sex.
- 3 The use of screening for substance misuse is not in place for all children and may put off those in care from agreeing to health checks. Many young people use substances recreationally but do not misuse
- 4 Good training for carers and social workers in identifying the symptoms of substance misuse should be enough to create a trusting environment within which to work with children
- 5 There is no mention of dental care for children in care. We propose an entitlement to fast track dental care for children in care, who should have the option of private treatment when there is no local NHS provision or excessive waiting times

19 What more could we do to help young people in care to participate in sporting, leisure and cultural activities?

Comments:

Young people

1. *Different foster homes have sports day against each other*
2. *Make sure foster carers are aware of the importance of children taking part in activities in the community so that they can make friends outside school*

Professionals

1. We could encourage attendance at 'taster' sessions of activity sessions to promote increased self esteem, which may lead on to development of an active hobby and then community involvement.
2. It would be good if children could do these activities with friends – in school we find children in care struggle to sustain real friendship groups and this can hinder access to leisure activities.

20 Is the approach to supporting children in care who enter youth custody the right one?

Yes

No

Not Sure

Comments:

Young people

1. *Yes, they should get more support so that they know people care about them*
2. *Young people should get more support with anger management, and help with anti-social behaviour*

Professionals

In addition to having support as a child in care we would recommend that there are statutory minimum visiting requirements for children in custody as this is when they most need the support of people from outside.

21 What more can be done to support the role of carers in managing behaviour within the home?

Comments:

Young people

1. *I think it is a good idea for carers to have more training, so they understand a bit more about what we're going through.*
2. *They need help to understand why we are cross and angry, and to deal with our difficult behaviour*

Professionals

1. This is a huge problem, with little support for carers on appropriate sanctioning. Much more training and advice is needed
2. Advice and support for carers should be available 24/7
3. Carers need to understand the therapeutic needs of children, as well as their own needs, and their responses to these. This is what therapeutic foster care means
4. Specialist support which may include play therapy and mediation should be available where appropriate

Chapter 7: Making the transition to adult life

22 Should young people be allowed to remain with their foster families up to the age of 21, including when the young person is at university?

Yes

No

Not Sure

Comments:

Young people

1. *Carers and children should have more say and more choice about where they go after foster care, and more support before and after they move on*
2. *Not just kicking them out – making sure they've got somewhere to go before leaving care*

Professionals

1. Yes! Even at 21 years children/adults generally rely heavily on parents – emotionally and financially.
2. Young people who have been in care may need support for longer – up to 25 - if they slip a year or change course
3. Additional support/training will be needed for carers around the change of role and different tasks in supporting young adults

23 What is the best way of ensuring greater availability of dedicated supported accommodation for young people making the transition to adulthood?

Comments:

Professionals

1. Sheltered accommodation with 'guardian' for major needs.
2. Explore direct payments to young people to use to identify their own accommodation as long as it meets pre-determined criteria
3. Clear criteria for services, greater ring-fenced funding for accommodation and skills training for young people. May need a stage between supported lodgings and fully independent living.

24 Are there other ways in which we can increase the number of children in care progressing to university?

Comments:

Young people

I think they (the local authority) should pay something to help but young people need to learn responsibility as well

Professionals

1. Raise expectations that every child in care should go on to further education or university unless proven otherwise rather than the other way round.
2. Identify university graduates who have been in care to link with, support and encourage college leavers and rising stars
3. Link workers at universities
4. Ensure appropriate career/education guidance, and then support emotionally, practically and financially. All these proposals will need substantial standardised financial support
5. Possibly they shouldn't pay tuition fees

Chapter 8: Making the system work

25 Should we introduce a new power for local authorities to intervene in schools performing poorly for children in care?

Yes

No

Not Sure

Comments

Professionals

1. Better to reward and encourage schools who ARE performing well
2. Compulsory training on child protection and children in care. Schools need to be linked back to the local authority more formally
3. We need to encourage ALL schools to admit children in care, and not penalise those schools that do admit them by introducing more punitive measures. There may be many reasons why children do not make progress, including family and background issues.

26 What more should we do to give children in care a greater say in decisions which affect them?

Comments:

1. Annual feedback reports from children on their corporate parents' performance
2. As a part of the 'annual stock take' there should be a duty to produce an annual report to children and young people in accessible formats so that they know what has and hasn't been done in response to their suggestions and why.
3. A 'children in care council' needs direct contact with an elected member or director of service at their meetings rather than views being fed into other decision making bodies. This allows two-way communication. These councils need to be fully supported and resourced to ensure access for children and young people with needs across the spectrum.
4. An increase in emphasis on the personal qualities children want in a good social worker is contained in the report of the CSCI Children's Rights Director "About Social Workers" (2006). Young people should routinely be involved in recruitment and selection of social workers, with reference to these qualities.
5. Clear guidance from Government is needed on 'payment' or 'rewards' for young people.

27 How can Independent Reviewing Officers be made more independent and their role strengthened?

Comments:

1. A more independent footing is welcomed but must allow for contact with those who are making day to day decisions.
2. They should not be employed by the local authority and not allowed to review in areas where they have previously practised
3. The role should be more defined and the structure for reviews should be clearer
4. IROs views could be sent quarterly to Lead member and Director of Children's Services and any requested actions either confirmed as implemented or an explanation given of why not
5. If there is to be an independent body for IROs then thought must be given to the range of services that could be managed by this body including the creation of a National or Regional Independent Advocacy service, to cover all children in need as well as those who are in care
6. Partnerships with neighbouring authorities could be considered

28 What key outcomes should we measure to assess whether we are being successful in transforming the lives of children and young people in care?

Comments

Young people

Children and young people should be asked what these outcomes could be - success for a young person might be as simple as are you happier leaving care than you were when you went in.

Professionals

1. It's not just about attainment – it's about choices and empowering our families and children, and about emotional and mental health
2. Measure self-esteem of young people in care?
3. Can they parent their own children?
4. Longitudinal studies are needed to help answer this question

29 Please use this space for any general comments you would like to make

Comments:

The public needs to recognise the skills offered by good committed Social Workers, and positively support and value their role.

30 Please let us have your views on responding to this consultation. For instance did you have any difficulty understanding any of the questions and did you think we had the right number or type of questions?

Comments:

1. It is unfortunate that the themes and questions covered in the young peoples consultation guide are misaligned with some of the key issues in the Green Paper, meaning young people are not being consulted on some of the more practical changes proposed.
2. The young people's version was not available until just before the autumn half term, leaving little time for meaningful consultation with children, especially those who are disabled, over the holiday season.

Thank you for taking the time to let us have your views. We do not intend to acknowledge individual responses unless you place an 'X' in the box below.

Please acknowledge this reply x

Here at the Department for Education and Skills we carry out our research on many different topics and consultations. As your views are valuable to us, would it be alright if we were to contact you again from time to time either for research or to send through consultation documents?

Xyes	<input type="checkbox"/>	No
------	--------------------------	----

All UK national public consultations are required to conform to the following standards:

1. Consult widely throughout the process, allowing a minimum of 12 weeks for written consultation at least once during the development of the policy.
2. Be clear about what your proposals are, who may be affected, what questions are being asked and the timescale for responses.
3. Ensure that your consultation is clear, concise and widely accessible.
4. Give feedback regarding the responses received and how the consultation process influenced the policy.
5. Monitor your department's effectiveness at consultation, including through the use of a designated consultation co-ordinator.
6. Ensure your consultation follows better regulation best practice, including carrying out a Regulatory Impact Assessment if appropriate.

Further information on the Code of Practice can be accessed through the Cabinet Office Website: <http://www.cabinetoffice.gov.uk/regulation/consultation-guidance/content/introduction/index.asp>

Thank you for taking time to respond to this consultation.

Completed questionnaires and other responses should be sent to the address shown below by 15 January 2007

Send by post to: Consultation Unit, Area 1A, Castle View House, East Lane, Runcorn, Cheshire, WA7 2GJ

Send by e-mail to: carematters.consultation@dfes.gsi.gov.uk

HOMELESSNESS UPDATE

PORTFOLIO RESPONSIBILITY: SOCIAL CARE ADULTS AND HEALTH

CABINET

18TH JANUARY, 2007

Wards Affected

Countywide

Purpose

To update Cabinet on progress made in relation to homelessness prevention in Herefordshire.

Key Decision

This is not a key decision.

Recommendation

- THAT: (a) the report be noted; and**
- (b) Cabinet receive one further quarterly report during 2007 on progress and developments in homelessness prevention services and the work of the Homelessness and Housing Advice Steering Group.**

Reasons

In July 2005, Cabinet agreed a number of 'spend to save' initiatives to address the financial pressures created by the demand for homelessness services in Herefordshire. Since then, changes have been implemented, including the return in-house of homelessness and housing advice services from Herefordshire Housing Limited, which have led to an improving position around homelessness prevention in Herefordshire.

Considerations

1. The spend to save fund has enabled nearly 300 successful homelessness prevention payments to be made since the fund became active in October 2005. The total value of homelessness prevention payments made since the fund was created is now in the region of £130k, which has impacted significantly on the use of temporary accommodation. For example, since last April, the fund has helped over 70 families access the private rented sector before becoming homeless – previously these same families would have stayed in Bed and Breakfast establishments whilst the authority determined whether it had a duty to re-house them.
2. Mediation services and Sanctuary interventions continue to form an important role in preventing family exclusions, and ensuring victims of domestic violence have the opportunity to remain in their own homes. In December 2006, the Department of Communities and Local Government (DCLG) committed £9k to fund further

Further information on the subject of this report is available from Derek Allen, Change Manager-
Homelessness on 01432 261600

Sanctuary work in Herefordshire. On average, three families request Sanctuary interventions per month, and two families receive mediation services.

3. The number of new families booked into Bed and Breakfast accommodation has continued to fall, and the service is now averaging less than two new families into B&B per month. There are currently 4 families in B&B, only 2 of whom have been there for longer than 6 weeks. The service is therefore still on target to cease the routine use of B&B in Herefordshire by the end of this financial year. Achieving this continues to depend upon retaining the prevention team in its current format, together with continued stability in terms of the demand for services.
4. Demand for homelessness and housing advice services still shows little sign of slowing down, but the number of homelessness applications and acceptances under the Housing Act 1996 continues to remain stable at quarter three of 2006/07. The authority also accepted a request from the DCLG to host a 'Homelessness Prevention Masterclass', which took place in October, and was attended by housing colleagues from across the West Midlands.
5. The newly formed Homelessness and Housing Advice Steering Group has now met three times, helping to shape policy, procedure and local responses to homelessness. A Herefordshire Homelessness Strategy Implementation Group has also been established, and this met for the first time in December 2006. The second Homelessness Prevention Scrutiny Seminar, also took place in December and was well attended, and explored some of the future housing and homelessness challenges facing the Council and its partners.
6. The historical accumulation of the number of families living in temporary accommodation still remains a challenge, although it continues to decrease more quickly than initially projected at the start of the financial year.

Risk Management

As a result of the substantial progress made in reducing homeless acceptance rates and the associated use of B&B, the budget for B&B accommodation in 2006/07 has proved adequate, and there are no longer concerns around an overspend for this financial year.

Continued use of bed and breakfast accommodation for families could result in judicial review proceedings being taken against the Council by families accommodated in Bed and Breakfast for longer than 6 weeks contrary to the Homelessness (Suitability of Accommodation) Order (England) 2003.

Alternative Options

Not applicable.

Consultees

Not applicable

Background Papers

Reports to Cabinet dated 19th May, 2005; 14th July, 2005; and 20th April, 2006

HEREFORDSHIRE UNITARY DEVELOPMENT PLAN (UDP)

PORTFOLIO RESPONSIBILITY: ENVIRONMENT

CABINET

18TH JANUARY, 2007

Wards Affected

Countywide.

Purpose

To consider representations to the Proposed Modifications and Statement of Decisions and Reasons and recommend that the UDP proceed to adoption.

Key Decision

This is not a key decision.

Recommendations

THAT it be recommended to Council that:

- (a) the responses and recommendations set out in the attached Schedules regarding duly made representations to the UDP Proposed Modifications and the Statement of Decisions and Reasons be approved;
- (b) no further Modifications materially affecting the content of the Plan need to be made, and a further Inquiry is not required;
- (c) the minor changes set out in the report be included within the Plan without the need for further modifications;
- (d) a Statement of Decisions and Reasons be published in respect of the Council's consideration of the representations;
- (e) the UDP be adopted and that the requisite statutory procedures be undertaken to give notice of intention to adopt the Plan;
- (f) the UDP be adopted on the day after the expiry of the period given by the Council in the notice of intention to adopt, provided that no direction to modify or call in the Plan has been made by the Secretary of State; and
- (g) notice of adoption be given in accordance with the statutory procedures.

Reasons

The statutory plan making process requires that all objections to Modifications or to a Council decision not to accept an Inspector's recommendation must be considered by the Council, and that the outcome of this process be set out in a Statement of Decisions and

Further information on the subject of this report is available from
David Nicholson, Forward Planning Manager on 01432 261952

Reasons. On the basis that neither further Modifications nor a further Inquiry are required in response to these objections, the Council may now proceed to adopt the Plan in accordance with the statutory procedures.

Considerations

1. The Proposed Modifications and Statement of Decisions and Reasons were published and made available for inspection between 7th September and 19th October 2006. During this period some 255 comments were received from organisations and members of the public. Of these, 214 (84%) were objections. There were 41 (16%) representations of support.
2. The attached schedules summarise each of the representations, the suggested response and an associated recommendation.
3. The UDP Working Group considered the representations in detail at their meeting in early January and supported the recommended responses. Prior to this, local members were provided with summaries of comments received in respect of sites/land within their wards, their views sought and reported to the Group.

Statutory requirements

4. The Council is required to consider each of the duly made objections. The Council could decide to propose further Modifications, hold a further Inquiry or proceed to adopt the Plan without proposing further Modifications.
5. If it is decided to propose further Modifications as a result of matters now raised, these would need to be advertised for a six week period, with any subsequent objections also required to be considered by the Council. In terms of a further Public Inquiry, Government advice is that this will not normally be necessary where the matters raised have already been considered, but should be held where objections raise new issues which have not been addressed to date.
6. The objections received to both the Proposed Modifications and to the Council's decision to reject certain of the Inspector's recommendations covered a range of issues. However, these have already been given full consideration at the Public Inquiry in 2005. No significant new issues have arisen. The schedules attached to this report address all duly made representations. No further Modifications, or further Inquiry, are proposed as a result.
7. If Council on February 9th resolve to support this position, then the decision can be taken to proceed to adopt the Plan. It will be necessary to give 28 days notice of the intention to adopt the Plan. The Plan may be adopted after the expiry of this period. Notice of adoption must then be given. Following adoption, any person may challenge the validity of the Plan by making an application to the High Court to have the Plan or part of the Plan quashed. Applications must be made within six weeks of the publication of the notice of adoption.

The Representations

8. Although 255 representations were received during the deposit period there were only a limited number of issues raised. The majority of the 219 Proposed Modifications did not result in any comment. The issue generating the largest number of responses was the rejection of the Inspector's recommendation 6.10/1 regarding **Model Farm in Ross-on-Wye**. Some 94 objections (43% of objections)

were made regarding this issue, with 2 representations of support, while a further 3 objections were made to the rejection of the Inspector's recommendation to amend the Ross-on-Wye settlement boundary to exclude the Model Farm site.

9. The rejection of the Inspector's recommendation 5.14/1 regarding **land at Bullinghope** generated some 37 objections and 2 representations of support. In addition, 12 objections and 2 representations of support were made to the rejection of Inspector's recommendation 5.3/3 suggesting the amendment of the Hereford settlement boundary to omit the Bullinghope site. One of the objectors also submitted a petition with 218 names calling for the deletion of the allocation.
10. The concerns raised have all been addressed through the Plan process and no further Modifications are required. There is however one matter raised by a number of objections where a minor change to the Plan should be considered.
11. This relates to concerns expressed that the allocation of the site would prejudice the broader consideration of the future growth of Hereford through the LDF process. It is considered that these objections have merit and that a suitable change should be made to the UDP to recognise this. This should be done by amending the reasoned justification at para. 5.4.13, as follows:
 - a. For the sentences "This land, which lies between Bullingham Lane and Hoarwithy Road and is crossed by the Withy Brook to the east, would form the first phase of a much larger residential development to take place at Bullinghope beyond this Plan period. Access to this initial development of 300 dwellings..." substitute: "This land lies between Bullingham Lane and Hoarwithy Road and is crossed by the Withy Brook to the east. Access to this development of 300 dwellings..."
 - b. For the sentence "Initially a development brief will be required which will form part of an overall master plan for the area to establish the community facilities and development concepts required for this emerging new district of Hereford" substitute: "A development brief will be required".
12. Counsel's advice has been sought on the merits of these changes. This confirms that they are in themselves desirable and that they would not materially affect the content of the Plan, and hence can be progressed as minor changes without the need for further Modifications being proposed.
13. The Modification to allocate **land at Holmer** for housing purposes generated some 21 objections and 6 representations of support. Many of the objectors are requesting detailed amendments to the proposal and its reasoned justification, predominantly regarding traffic issues, rather than objecting to the principle of the development of the site.
14. The comments made regarding the three issues set out above account for 69% of all duly made representations.
15. However, there are a range of other issues which attracted representations including:
 - representations which question the Modifications made to the housing strategy as a result of the inclusion of both Holmer and Bullinghope housing sites, suggesting that the inclusion of both sites will result in an over-provision;
 - objections suggesting that as a consequence of increasing the housing

requirement there is a need to re-examine all housing 'omission' sites put forward by objectors, rather than only including the Bullinghope allocation;

- objections to the rejection of the Inspector's recommendation in respect of reviewing the Hereford settlement boundary at Kings Acre Road in an early development plan document;
 - representations questioning the rejection of Inspector's recommendation 6.1/1 in respect of the Rotherwas Industrial Estate;
 - objection to the amended flood areas at Wellington and Cusop;
 - objections to the rejection of the Inspector's recommendation to delete the Zone of Interest at Leominster; and
 - objection to the rejection of the Inspector's recommendation in respect of Policy TCR20R – Eign Gate Regeneration Area (Inspector's recommendation 7.23/1).
16. In the case of the latter the views of Counsel, together with those of the Council's retail consultants, have been sought and the response set out in the Schedule reflects their advice.
17. In addition to the duly made representations regarding the Proposed Modifications and Statement of Decisions and Reasons, the West Midlands Regional Assembly have undertaken an assessment to determine whether the document is in conformity with the Regional Spatial Strategy (RSS). The Assembly have indicated that they consider the Plan (as proposed to be modified) to be in general conformity with the RSS.
18. Finally, attention has been drawn to a number of instances where there are errors or where there are consequential changes required as a result of making a Modification. As with the amendments proposed above in respect of Bullinghope, these minor changes do not materially affect the content of the Plan and as such can be made without the need to publish further Modifications. Such technical or editorial changes have been provided for in Modification 219, which recognises the need to make minor amendments such as factual updates/corrections. Those identified to date include:
- Paragraph 5.4.22 provides the reasoned justification for the Tanyard Lane housing site in Ross-on-Wye. There remains reference to the pedestrian and cyclist links to the new business park. However, in his report the Inspector recommended (6.10/2) that other references in the paragraphs which refer to both sites should be deleted. This recommendation has been accepted and, therefore, to provide consistency, the words "and new business park (policy E4)" should be deleted from the third sentence of paragraph 5.4.22 as a consequential change.
 - Two typographical errors in proposed modifications 189 need to be corrected. In paragraph 11.3.4 there is reference to a landbank of 43,969,000 tonnes. This figure should read 3,969,000. In paragraph 11.3.5 there is reference to reserves of crushed rock at 2001, however, this should refer to reserves of crushed rock at 2004.

Risk Management

Consideration of representations to the Modifications/Council decision not to accept an Inspector's recommendation(s), subsequent publication of a Statement of Decisions and Reasons and the adoption process are statutory requirements. The High Court challenge period is also a statutory provision.

Alternative Options

To propose further Modifications or hold a second Inquiry.

Consultees

UDP Working Group January 2007

Local members

Appendices

Schedules

Background Papers

None identified.

Responses to Council rejection of Inspector recommendations

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Inspector's Ref No: 5.14/1	Policy/Paragraph Policy H2 and paragraph 5.4.13 - Hereford - Allocated sites - Land at Bullinghope		40 comment(s)
Objection from Ms Anne Adams	Housing should remain at Holmer. Affordable housing is badly needed. Development will spoil landscape and Dinedor Hill and create more traffic problems. The railway should remain the boundary of the city.	The Bullinghope site in addition to that at Holmer provides the opportunity to help meet the Plan's housing requirement. No affordable housing is to be provided in recognition of the financial contribution the scheme will make to the Access Road. The allocation site is that which best relates to the existing built form of the City in this location and the settlement boundary has been drawn accordingly. The Inspector indicates that assessments show that the traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues.	No further modification be proposed in response to this objection.

Objection from

Mr. A C Anthony-Edwards

Development would encroach on open countryside and breach the railway line. Holmer is a better location. It is not acceptable to put houses at Bullinghope to secure planning gain for the Access Road. The increase in the housing requirement should be met from existing and already found sites, and building up to 2000 dwellings at Bullinghope would be inappropriate. Promotion of the Rotherwas Industrial Estate and of the Access Road are erroneous. The proposals do not represent well planned and managed development.

The Bullinghope site in addition to that at Holmer provides the opportunity to help meet the Plan's housing requirement. The allocation site is that which best relates to the existing built form of the City in this location. The Inspector concludes that the funding of the road through the housing development would be an acceptable form of planning gain. The Plan's housing provisions include known sites. The allocation at Bullinghope is limited to 300 dwellings. It is accepted that references in the Plan to further residential development post-2011 at this location are inappropriate, and should be removed. This is a minor change which will not materially affect the content of the Plan. Further promotion of the Rotherwas Industrial Estate including access improvements is a key priority of the Council and the Plan sets out linked housing, employment and transport proposals to further this aim.

Amend the second and part third sentences of paragraph 5.4.13 by replacing "This land, which lies between Bullingham Lane and Hoarwithy Road and is crossed by the Withy Brook to the east, would form the first phase of a much larger residential development to take place at Bullinghope beyond this Plan period. Access to this initial development of 300 dwellings..." with the following: "This land lies between Bullingham Lane and Hoarwithy Road and is crossed by the Withy Brook to the east. Access to this development of 300 dwellings...."

Amend the final sentence of paragraph 5.4.13 by replacing "Initially a development brief will be required which will form part of an overall master plan for the area to establish the community facilities and development concepts required for this emerging new district of Hereford" with the following: "A development brief will be required".

No further modification be proposed in response to this objection.

Objection from

Clr. Mrs. Ursula Attfield

The development of 300 houses initially, rising to 2000, will put an unacceptable strain on transport infrastructure. Development will cause irreversible harm to the rural character and appearance of the area.

The Inspector indicates that assessments show that traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues. The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A.C. Anthony-Edwards, above). The site is that which best relates to the existing built form of the City in this location and does not fall within any designated landscape.

No further modification be proposed in response to this objection.

Objection from

Mr E G Bevan

Proposed Modifications seek to increase housing requirement to 12458, through rejection of Inspector recommendation 5.14/1. Inspector indicates that future housing allocation should be determined on a comprehensive basis. This would include examination of distribution between Hereford, market towns, larger villages and rural areas. Council have increased requirement from 11700 to 12458 without strategic allocation. In allocating a further 300 dwellings to Hereford the Council has failed to examine all alternatives. In Bodenham Moor there is a need for affordable and open market housing, the argument regarding land coming forward at a sufficient rate could also be made in respect of sites in this village. Council should accept Inspector's recommendation in respect of land at Bullinghope or defer adoption of the UDP until a further public inquiry has been held.

No further modification be proposed in response to this objection.

The Inspector recommends increasing the housing requirement from 11,700 to 12,200 to accord with the RSS. The Council have accepted this position and the Proposed Modification 042 and rejection of the Inspector's Recommendation 5.14/1 seek to achieve this. In respect of the distribution to rural areas the Inspector supported the levels of housing development proposed in the Deposit Draft, and suggested in paragraph 3.18.59 that, where appropriate, the opportunity could be taken to reduce rural provision. There is therefore no case at present to reconsider the allocation of sites in main villages.

Objection from

Ms M Burns

The site at Holmer is preferable. Additional housing should be found from existing sites. Final number of dwellings could be in the order of 2,000. Railway line is natural boundary. Demand for further employment land is unproven. Inappropriate use of planning gain to fund the Access Road.

No further modification be proposed in response to this objection.

The Bullinghope site in addition to that at Holmer provides the opportunity to help meet the Plan's housing requirement. The Plan's housing provisions include known sites. The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A.C. Anthony-Edwards, above). The allocation site is that which best relates to the existing built form of the City in this location. Further promotion of the Rotherwas Industrial Estate including access improvements is a key priority of the Council and the Plan sets out linked housing, employment and transport proposals to further this aim. The Inspector concludes that the funding of the road through the housing development would be an acceptable form of planning gain.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from	It is wrong that the Access Road should dictate the development part financing the road. The houses being proposed will only be the start of a larger development in the area which could not be sustained. The area cannot accommodate traffic increase. The area is protected for its mineral reserves and is of landscape value.	The Inspector has accepted that seeking funding for the Access Road is legitimate and that the Road would be a necessary accompaniment of housing development at Bullinghope. Sustainability issues have been taken into account in developing the proposal. The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A.C. Anthony-Edwards, above). The Inspector indicates that assessments show that the traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues. The Inspector has recommended that land at Lower Bullingham be removed from the safeguarded mineral reserves, and this has been accepted by the Council (Modification 192). The allocation site is that which best relates to the existing built form of the City in this location and does not fall within any designated landscape.	No further modification be proposed in response to this objection.
Objection from	Petition with 218 signatures submitted objecting to the inclusion of 300 proposed houses at Bullinghope in the UDP.	The petition does not indicate any grounds for objection and on this basis is to be noted as an expression of public concern on this issue.	No further modification be proposed in response to the petition.
Objection from	There are other locations for the development. No affordable housing is to be provided. Bullingham Lane is too narrow and the Ross Road/Walnut Tree Road/Holme Lacy Road junction cannot take any more vehicles.	The Plan process has included a full assessment of alternative locations to accommodate development, including in the urban areas of Hereford and elsewhere. No affordable housing is to be provided in recognition of the financial contribution the scheme will make to the Access Road, and the Inspector considers this as reasonable. The Inspector indicates that assessments show the traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues.	No further modification be proposed in response to this objection.
Objection from	The infrastructure of the area needs further investigation. The Access Road should be funded in other ways.	Issues relating to traffic infrastructure were fully considered at the Public Inquiry in 2005. The Inspector indicates that assessments show the traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues. The site is otherwise capable of being developed as proposed. The Inspector also concludes that it is legitimate to seek to fund the Road from the housing development.	No further modification be proposed in response to this objection.

Objection from

Mr. Gerald Dawe

Development would encroach on open countryside and breach the railway line; Holmer is a better location. It is not acceptable to put houses at Bullinghope to secure planning gain for the Access Road. Council should show how development will reduce climate change. The increase in the housing requirement should be met from existing and already found sites, and building up to 2000 dwellings at Bullinghope would be inappropriate. Promotion of the Rotherwas Industrial Estate and of the Access Road are erroneous, and are not reasons for supporting development at Bullinghope.

No further modification be proposed in response to this objection.

The Bullinghope site in addition to that at Holmer provides the opportunity to help meet the Plan's housing requirement. The allocation site is that which best relates to the existing built form of the City in this location. The Inspector concludes that the funding of the road through the housing development would be an acceptable form of planning gain. The Plan's housing provisions include known sites. The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A. C. Anthony-Edwards, above). Promotion of the Rotherwas Industrial Estate including access improvements is a key priority of the Council and the Plan sets out linked housing, employment and transport proposals to further this aim. The implications for climate change are appraised through the relevant sustainability appraisal.

Objection from

Mr G Hankins

Most sites were recommended for rejection by the Inspector on the basis that land sufficient for strategic requirement had been identified and there was no need to search further. Council now indicate that 12152 housing sites will not come forward, contrary to the position at the inquiry and the evidence provided by the Council and supported by the Inspector. If a shortfall exists other land should be re-examined, including land at Church Way, Holmer, to consider requirement to meet regional target (12,200) and mod 042 figure (12458). Public Inquiry is required unless proposal to reject Bullinghope is amended and target of maximum of 12200 dwellings re-affirmed. Should Council maintain its position that not all sites are likely to come forward, the reasons stated for recommending rejection of land at Church Way and for maintaining the settlement boundary are not valid.

No further modification be proposed in response to this objection.

The housing strategy, in terms of both the levels and distribution of housing was the subject of considerable debate at the inquiry. The recommendations of the Inspector and his reasoning and conclusions, in respect of the strategy, have been carefully considered by the Council. Proposed modification 042 does not indicate that allocated sites will not come forward within the Plan period, but rather doubts whether all such sites will be completed by 2011. It is delays in the Plan's progress rather than problems with the site's themselves which has resulted in this uncertainty. It is not accepted that the modification will result in a need to reconsider other alternative housing sites suggested at the inquiry. The reasons for the rejection of the Inspector's recommendation 5.14/1 make clear that this will ensure certainty that that the target of 12,200 will be achieved, rather than exceeded. The proposal for housing land at Bullinghope was fully considered at the Public Inquiry, and the rejection of the Inspector's Report by the Council does not raise matter not considered at the inquiry.

Objection from

Alan & Marjorie Hardwicke

Bullingham Lane is too narrow and there will be extra strain on the local road network. There are no plans for community facilities. Bullinghope area is one of scenic and wildlife quality, new development should go to the north of the City. The development should not be used to fund the Access Road.

No further modification be proposed in response to this objection.

The Inspector indicates that assessments show the traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues. The site is within convenient reach of existing community facilities. The impacts on wildlife have been taken into account in developing the proposal, which does not fall within any designated landscape. The Bullinghope site in addition to that at Holmer to the north of Hereford provides the opportunity to help meet the Plan's housing requirement. The Inspector concludes that it is legitimate to seek to fund the Road from the housing development.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from Mr. Mark Hubbard	It is not acceptable to put houses at Bullinghope to secure planning gain for the Access Road. Development would encroach on open countryside and breach the railway line; Holmer is a better location. The increase in the housing requirement should be met from existing and already found sites. Building up to 2000 dwellings in the future at Bullinghope appeals me. Continued promotion of the Rotherwas Industrial Estate and of the Access Road ignores advice of the Inspector.	The Inspector concludes that the funding of the road through the housing development would be an acceptable form of planning gain. The Bullinghope site in addition to that at Holmer provides the opportunity to help meet the Plan's housing requirement. The allocation site is that which best relates to the existing built form of the City in this location. The Plan's housing provisions include known sites. The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A.C. Anthony-Edwards, above). Further promotion of the Rotherwas Industrial Estate including access improvements is a key priority of the Council and the Plan sets out linked housing, employment and transport proposals to further this aim.	No further modification be proposed in response to this objection.
Objection from Mrs V M Hughes	Area cannot cope with any more traffic. Development will not provide affordable housing. Access Road can be funded in other ways.	The Inspector indicates that assessments show the traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues. The Plan does not require affordable housing to be provided. The Council has fully investigated options for funding the Access Road. The Inspector concludes that it is legitimate to fund the road from the housing development.	No further modification be proposed in response to this objection.
Objection from Mr and Mrs DB and M Jones	Objection to building of 300 houses to pay for Access Road when roads cannot accommodate present traffic.	The Inspector indicates that assessments show the traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues.	No further modification be proposed in response to this objection.
Objection from Ms S Kitchener	Alternative ways of funding the Access Road should be sought. No affordable housing will be provided. Scale of financial contribution to infrastructure should be confirmed. There will be increased pressure on infrastructure, including roads and junctions, and the site access is unsuitable. Other opportunities in Hereford and elsewhere should be sought for the development.	The Council has fully investigated options for funding the Access Road. The Inspector concludes that it is legitimate to fund the road from the housing development. The scale of contribution is not yet confirmed. The Inspector indicates that assessments show the traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues. The Plan process has included a full assessment of alternative locations to accommodate development, including in the urban areas of Hereford and elsewhere.	No further modification be proposed in response to this objection.
Objection from Cllr. Mrs. M Lloyd-Hayes	To proceed would allow developers to increase housing in an already saturated area. The allocation of the site is a route to obtaining the Rotherwas Access Road.	Housing development will be regulated by the framework of planning policy set out in the UDP. The Inspector has accepted that the seeking of funding for the Access Road is a legitimate requirement and that the Road would be a necessary accompaniment of housing development at Bullinghope, taking into account infrastructure requirements and enabling further development of the Rotherwas Industrial Estate.	No further modification be proposed in response to this objection.

Objection from

Mrs L D Moore

Inadequate transport infrastructure, improvements to the existing road network required. Lack of existing and proposed facilities in the area (eg schools, doctors surgeries) will increase the need to travel. Proposal will cause chaotic and dangerous situation on the roads.

The issues related to traffic were fully considered at the Public Inquiry in 2005. Although the Council have rejected the Inspector's Recommendation in respect of Land at Bullinghope he indicates that assessments show the traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues.

No further modification be proposed in response to this objection.

Objection from

Mr and Mrs G Morse

Local roads will not be able to cope with the extra traffic which will become dangerous for pedestrians. No affordable housing will be provided. Alternative ways of funding the Access Road should be sought. Other locations in Hereford should be sought for the development. No infrastructure is proposed. The site is greenfield and of ecological value. Local flooding at railway bridge.

The Inspector indicates that assessments show the traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues. No affordable housing is to be provided in recognition of the financial contribution the scheme will make to the Access Road, and the Inspector considers this to be reasonable. The Council has fully investigated options for funding the Access Road. The Plan process has included a full assessment of alternative locations to accommodate development, including in the urban areas of Hereford. The site is within convenient reach of existing community facilities. The impacts on agricultural land and wildlife have been taken into account in developing the proposal. Local flooding will be addressed as the proposal is developed further.

No further modification be proposed in response to this objection.

Objection from

Ms Susana Plohtee

Development would encroach on open countryside and breach the railway line; Holmer is a better location. It is not acceptable to put houses at Bullinghope to secure planning gain for the Access Road. The increase in the housing requirement should be met from existing and already found sites, and building up to 2000 dwellings at Bullinghope would be inappropriate. Promotion of the Rotherwas Industrial Estate and of the Access Road are erroneous, and are not reasons for supporting development at Bullinghope.

The Bullinghope site in addition to that at Holmer provides the opportunity to help meet the Plan's housing requirement. The allocation site is that which best relates to the existing built form of the City in this location. The Inspector concludes that the funding of the road through the housing development would be an acceptable form of planning gain. The Plan's housing provisions include known sites. The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A.C. Anthony-Edwards, above). Further promotion of the Rotherwas Industrial Estate including access improvements is a key priority of the Council and the Plan sets out linked housing, employment and transport proposals to further this aim.

No further modification be proposed in response to this objection.

Objection from

Mrs M Pritchard

Development will add to congestion. The Rotherwas Access Road will not be enough to alleviate the additional traffic and should be paid for in another way.

The issues related to traffic were fully considered at the Public Inquiry in 2005. The Inspector indicates that assessments show the traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues. The Inspector also concludes that it is legitimate to seek to fund the Road from the housing development.

No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from	Development would encroach on open countryside and breach the railway line; Holmer is a better location. It is not acceptable to put houses at Bullinghope to secure planning gain for the Access Road. The increase in the housing requirement should be met from existing and already found sites, and building up to 2000 dwellings at Bullinghope would be inappropriate. Promotion of the Rotherwas Industrial Estate and of the Access Road are erroneous, and are not reasons for supporting development at Bullinghope.	The Bullinghope site in addition to that at Holmer provides the opportunity to help meet the Plan's housing requirement. The allocation site is that which best relates to the existing built form of the City in this location. The Inspector concludes that the funding of the road through the housing development would be an acceptable form of planning gain. The Plan's housing provisions include known sites. The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A.C. Anthony-Edwards, above). Further promotion of the Rotherwas Industrial Estate including access improvements is a key priority of the Council and the Plan sets out linked housing, employment and transport proposals to further this aim.	No further modification be proposed in response to this objection.
Objection from	Development would encroach on open countryside and breach the railway line; Holmer is a better location. It is not acceptable to put houses at Bullinghope to secure planning gain for the Access Road. The increase in the housing requirement should be met from existing and already found sites, and building up to 2000 dwellings at Bullinghope would be inappropriate. Promotion of the Rotherwas Industrial Estate and of the Access Road are erroneous. Council should promote the road openly and honestly as part of the planning process.	The Bullinghope site in addition to that at Holmer provides the opportunity to help meet the Plan's housing requirement. The allocation site is that which best relates to the existing built form of the City in this location. The Inspector concludes that the funding of the road through the housing development would be an acceptable form of planning gain. The Plan's housing provisions include known sites. The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A.C. Anthony-Edwards, above). Further promotion of the Rotherwas Industrial Estate including access improvements is a key priority of the Council and the Plan sets out linked housing, employment and transport proposals to further this aim. The Access Road is a Plan proposal which is supported by the Inspector.	No further modification be proposed in response to this objection.
Objection from	Needs to be further study and commitment to related transport measures. Not convinced Bullinghope is the appropriate location for future strategic growth of the order of 1,000 dwellings.	The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A.C. Anthony-Edwards, above).	No further modification be proposed in response to this objection.
Objection from	Inspector's reasons for recommending rejection of the proposal at Bullinghope were logical and cogent. The decision to proceed with the development is a ploy to facilitate building of the Rotherwas Access Road. Decision takes no account of the need for the development or overloading of infrastructure.	The Bullinghope allocation will contribute to the housing requirements for Hereford and the County overall. The Inspector has accepted that the seeking of funding for the Access Road is a legitimate requirement and that the Road would be a necessary accompaniment of housing development at Bullinghope, taking into account infrastructure requirements.	No further modification be proposed in response to this objection.

Objection from

Mr KJ Woods

Inadequate transport infrastructure, improvements to the existing road network required. Lack of existing and proposed facilities in the area (eg schools, doctors surgeries) will increase the need to travel. Proposal will cause chaotic and dangerous situation on the roads.

The issues related to traffic were fully considered at the Public Inquiry in 2005. Although the Council have rejected the Inspector's Recommendation in respect of land at Bullinghope he indicates that assessments show the traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues.

No further modification be proposed in response to this objection.

Objection from

Church Commissioners for England

There is no justifiable need for the 300 dwelling allocation at Bullinghope. The site is unsuitable for reasons of traffic congestion, landscape impact and lack of affordable housing. The scheme will prejudice decisions on the future growth of Hereford beyond 2011.

The allocation is required to ensure that the Regional Spatial Strategy housing requirement will be delivered given the proximity of the end of the Plan period and the fact that several allocated sites have yet to commence. The Regional Assembly have confirmed that the UDP, as proposed to be modified, is in general conformity with the Regional Spatial Strategy. The Inspector indicates that the impact of traffic is not an overriding issue. The site is that which best relates to the existing built form of the City in this location and does not fall within any designated landscape. No affordable housing is to be provided in recognition of the financial contribution the scheme will make to the Access Road. The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A.C. Anthony-Edwards, above).

No further modification be proposed in response to this objection.

Objection from

Crest Strategic Projects LTD

Crest object to continued allocation of the Bullinghope site. Council's reasons for retention of the site are flawed. Retention will prejudice the LDF process; there is no need for the site; further promotion of Rotherwas is not a key priority; the Access Road scheme does not provide value for money; allocation will not provide affordable housing or a full package of benefits to the residents of Hereford.

The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A.C. Anthony-Edwards, above). The allocation is required to ensure that the Regional Spatial Strategy housing requirement will be delivered given the proximity of the end of the Plan period and the fact that several allocated sites have yet to commence. Further promotion of the Rotherwas Industrial Estate including access improvements is a key priority of the Council and the Plan sets out linked housing, employment and transport proposals to further this aim. No affordable housing is to be provided in recognition of the financial contribution the scheme will make to the Access Road, and the Inspector considers this as reasonable.

No further modification be proposed in response to this objection.

Objection from

Dinedor Hill Action Group

Inspector's decision should be upheld, to do otherwise is perverse. Existing development under construction will meet housing requirement and add to congestion. The Bullinghope development of 300 initially will exacerbate traffic congestion. Funding of the Access Road will mean an excessive premium on price of each house. Role of Rotherwas will be less important in the future and the case for the Access Road is weakened accordingly.

The Inspector indicates that assessments show the traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues. The Bullinghope scheme will make a financial contribution to the Access Road. In recognition, no affordable housing is to be sought and the Inspector considers this as reasonable. Further promotion of the Rotherwas Industrial Estate including access improvements is a key priority of the Council and the Plan sets out linked housing, employment and transport proposals to further this aim.

No further modification be proposed in response to this objection.

Objection from

GOWM

The site should not be allocated in the UDP. Its allocation prejudices the broader consideration of the future direction of growth of Hereford through the Local Development Framework. This would enable the site to be considered alongside others and be the subject of sustainability appraisal and community engagement.

The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A.C. Anthony-Edwards, above).

No further modification be proposed in response to this objection.

Objection from

Hereford City Council

City Council deplores the decision to reinstate the Bullinghope development. The site is in open countryside involving the loss of best and most versatile agricultural land. The railway should remain a physical barrier. The development would be damaging to tourism and recreation. Site of 2,000 dwellings would lead to over-provision within the life of the Plan.

The allocation site is that which best relates to the existing built form of the City in this location. The use of agricultural land has been taken into account in developing the proposal. Inspector concludes that the development will not have a major impact on tourism and recreation. The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A.C. Anthony-Edwards, above).

No further modification be proposed in response to this objection.

Objection from

Hereford Civic Society

Development should be sited on brownfield sites. Loss of agricultural land and attractive landscape, breaching defined boundary of the railway line. Premature to commit to a larger development of 2000 dwellings. Inappropriate use of planning gain. Traffic problems have not been addressed. Inspector has ignored evidence on sustainability.

There has been a full assessment of available previously developed land in preparing the Plan. The impact on agricultural land has been taken into account. The allocation site is that which best relates to the existing built form of the City in this location and does not fall within any designated landscape. The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A.C. Anthony-Edwards, above). The Inspector concludes that it is legitimate to seek to fund the Road from the housing development. The Inspector concludes that assessments show that traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues. All submitted evidence will have been considered by the Inspector.

No further modification be proposed in response to this objection.

Objection from

Herefordshire CPRE

The Council have not countered the Inspector's conclusions. The site is not necessary to meet the UDP housing requirement and the over-allocation contravenes the Regional Strategy. Other objection sites should have been re-considered, if the need was accepted. Relationship between the site and employment at Rotherwas is irrelevant. It is not appropriate to retain the Bullinghope allocation in order to secure funding for the Access Road.

Given the proximity of the end of the Plan period and the fact that development of several allocated sites is yet to commence, the Bullinghope site is needed to ensure UDP housing requirements will be delivered. The Regional Assembly have confirmed that the Proposed Modifications are in general conformity with the Regional Spatial Strategy, having regard to the role of Hereford as a sub-regional foci and likely increases in regional housing requirements. The site is well related to Rotherwas Industrial Estate, the further promotion of which (including access improvements) is a key priority of the Council. The Plan sets out linked housing, employment and transport proposals to further this aim, and on this basis it is not considered necessary to re-examine other sites considered at the Inquiry. Given the direct relationship between the site and the Access Road, the Inspector considers that the funding of the Road would be an acceptable form of planning gain.

No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from Herefordshire Friends of the Earth	Housing at Bullinghope would severely damage the landscape of the area and distort established boundaries. There is no need for the allocation. Holmer is a better alternative. The rationale for the development, to secure planning gain to build a road, is perverse. Need for the road is exaggerated. There is ample land in Hereford to accommodate the required housing.	The allocation site is that which best relates to the existing built form of the City in this location and does not fall within any designated landscape. The Bullinghope site in addition to that at Holmer provides the opportunity to help meet the Plan's housing requirement, taking into account known sites within the urban areas. The Inspector concludes that the funding of the road through the housing development would be an acceptable form of planning gain. Further promotion of the Rotherwas Industrial Estate including access improvements is a key priority of the Council and the Plan sets out linked housing, employment and transport proposals to further this aim.	No further modification be proposed in response to this objection.
Objection from Herefordshire Green Party	Green Party evidence to the Inquiry on the site remains valid. Object most strongly to the reinstatement of the site. Neither the proposed low housing density nor the precedent set for the future development of the area beyond the Plan period has been properly appraised. Council has failed to address issues of intrusion into countryside and breaching of the railway. Next stage of planning for Hereford should not be driven by search for ways to finance the Access Road.	The site area (13 hectares) includes an allowance for structural landscaping. Taking this into account, net site densities are expected to be in accord with Plan policy. The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A.C. Anthony-Edwards, above). The allocation site is that which best relates to the existing built form of the City in this location. The Inspector concludes that it is legitimate to seek to fund the Road from the housing development.	No further modification be proposed in response to this objection.
Objection from Lower Bullingham Parish Council	There is no detail as to necessary infrastructure to be provided, which should include road and bridge provision, sewerage, open space, shops, medical and other facilities. It is clear that many more houses have to be built here than stated if infrastructure is to be provided.	Issues relating to traffic infrastructure were fully considered at the Public Inquiry in 2005. The Inspector indicates that assessments show the traffic from the development will work within tolerable limits and that the impact of traffic and links with the city are not overriding issues. The site is within convenient reach of existing community facilities. The allocation at Bullinghope is limited to 300 dwellings. References in the Plan to further residential development post-2011 at this location are to be removed (see response and recommendation to Mr. A.C. Anthony-Edwards, above).	No further modification be proposed in response to this objection.
Objection from Taylor Woodrow Developments LTD	Inspector indicates that there is no need to allocate additional housing sites, therefore, it is premature to allocate housing at Bullinghope. The Council's decision to allocate land at Bullinghope is based not on land use planning merits but upon financial (planning gain) merits of an allocation.	The Bullinghope allocation will contribute to the housing requirements for Hereford and the County overall and help to ensure that the target of 12,200 dwellings is achieved by 2011. The Inspector has accepted that the seeking of funding for the Access Road is a legitimate requirement and that the Road would be a necessary accompaniment of housing development at Bullinghope, taking into account infrastructure requirements.	No further modification be proposed in response to this objection.

Objection from

WO & OE Price

Most sites were recommended for rejection by the Inspector on the basis that land sufficient for strategic requirement had been identified and there was no need to search further. Council now indicate that 12152 housing sites will not come forward, contrary to the position at the Inquiry and the evidence provided by the Council and supported by the Inspector. If a shortfall exists other land should be re-examined, including land at Church Way, Holmer, to consider requirement to meet regional target (12,200) and mod 042 figure (12,458). Public Inquiry is required unless proposal to reject Bullinghope proposal is amended and target of maximum of 12200 dwellings re-affirmed. Should Council maintain its position that not all sites are likely to come forward, the reasons stated for recommending rejection of land at Church Way and for maintaining the settlement boundary are not valid.

he housing strategy, in terms of both the levels and distribution of housing was the subject of considerable debate at the Inquiry. The recommendations of the Inspector and his reasoning and conclusions, in respect of the strategy, have been carefully considered by the Council. Proposed modification 042 does not indicate that allocated sites will not come forward within the Plan period, but rather doubts whether all such sites will be completed by 2011. It is delays in the Plan's progress rather than problems with the site's themselves which has resulted in this uncertainty. It is not accepted that the modification will result in a need to reconsider other alternative housing sites suggested at the Inquiry. The reasons for the rejection of the Inspector's recommendation 5.14/1 make clear that this will ensure certainty that that the target of 12,200 will be achieved, rather than exceeded. The proposal for housing land at Bullinghope was fully considered at the Public Inquiry, and the rejection of the Inspector's Report by the Council does not raise matters not considered at the Inquiry.

Support from

Bloor Homes

Circumstances relating to Bullinghope have progressed since the Inquiry, principally in relation to the Rotherwas Access Road. The continued allocation of the site is necessary and appropriate for reasons of housing delivery, Plan strategy, and in order to secure implementation of the Rotherwas Access Road.

Support is noted.

The support for the Proposed Modification be noted.

Support from

The Association of Rotherwas Enterprises

Association of Rotherwas Enterprises wishes to register its complete support. Rotherwas is the largest employment site in the County but for many years its development has been constrained by lack of good quality road access. Investment has been lost. Rotherwas must be able to provide more and better paid levels of employment if Hereford is to fulfil its sub-regional foci role. The Bullinghope proposal is the most appropriate and legitimate method for securing the funding for the Road.

Support is noted.

The support for the Proposed Modification be noted.

Inspector's Ref No:

5.19/3

Policy/Paragraph

Policy H2 and paragraph 5.4.17 to 5.4.18 - Leominster - Allocated sites - Barons Cross Camp

3 comment(s)

Objection from

Mr Aubrey Greene

If the zone of interest is included within the UDP it should be shown on the Proposals Map and consulted upon before adoption.

The rejection of the Inspector's recommendation in respect of paragraph 8.8.21 means that it is also appropriate to retain a cross reference to the zone of interest in paragraph 5.4.17. The zone of interest is an acknowledgement of the constraints upon development in Leominster in the interests of future planning beyond the Plan period. Addressing these issues through definition of a specific route will be undertaken at a future date. It is not appropriate to show proposals that will be brought forward post-2011 on the proposals map.

No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from			
Herefordshire CPRE	If the zone of interest to the south west of Leominster is deleted, the final sentence of UDP paragraph 5.4.17 should also be deleted.	It is considered reasonable to record the likely requirement for further road infrastructure to enable growth at Leominster beyond the plan period, in the interests of future planning. The cross reference to the zone of interest is therefore appropriate and should be retained.	No further modification be proposed in response to this objection.
Objection from			
Taylor Woodrow Developments LTD	The grant of planning permission for 425 dwellings at Barons Cross Camp without additional infrastructure within the Leominster Zone of Interest demonstrate that traffic measures arising from the development are acceptable and appropriate. It is inappropriate to refer to the Leominster Zone of Interest in the context of development at Barons Cross Camp. It would be unsound to adopt the UDP with reference to a Leominster Zone of Interest.	It is accepted that the grant of planning permission for Barons Cross Camp will mean that development can proceed without major improvements to the highway network within the Leominster Zone of Interest. However, it is considered reasonable and necessary to retain reference to constraints and requirements beyond the Plan period in the interests of future planning. The cross reference in paragraph 5.4.17 should therefore be retained as a consequence of the rejection of the Inspector's recommendation 8.35/1.	No further modification be proposed in response to this objection.
Inspector's Ref No:	5.3/2	Policy/Paragraph	2 comment(s)
Objection from			
Messrs MJ, AB & RG Griffiths	In rejecting Inspector's recommendation 5.14/1 (Land at Bullinghope) the Council has failed to consider alternative locations to meet the additional requirement. The Inspector indicates that a review of the settlement boundary at Kings Acre Road should be undertaken. Had the Inquiry a need to seek sites for 12,500 dwellings the additional sites would have been given greater consideration. The Council has acknowledged this position in their reasons for rejecting the Inspector's recommendation. Undertake the review and defer adoption of the UDP. The housing requirement should not be arbitrarily increased without a further public inquiry. Alternatively remove land at Bullinghope and undertake an early review to meet any increased housing requirement.	The Proposed Modifications and rejection of Inspector's recommendation 5.14/1 are not intended to raise the housing requirement. Rather these will ensure certainty that the target of 12,200 will be achieved, rather than exceeded. The proposal for housing land at Bullinghope was fully considered at the Public Inquiry, and the rejection of the Inspector's Report by the Council does not raise matters not considered at the Inquiry. Deferring the adoption of the UDP will only add greater uncertainty to achieving housing requirements for the period up to 2011.	No further modification be proposed in response to this objection.
Objection from			
DJ and IR Powell	The Inspector is not recommending a review to result in significant new housing site allocations but so that Kings Acre Road is no longer considered as countryside. Kings Acre Road cannot be considered to be "remote", it has a good bus service, is within walking distance of a full range of employment, retail, educational and other services. The decision to commit to a review would in no way change the fact that the Inspector's Report could be a material consideration and would not compromise effective planning control. Not committing to a review will lead to opportunistic planning applications in the area. If there was a commitment to a review such applications could be resisted as premature.	The appropriate means of reviewing the settlement boundary for Kings Acre Road should be within the context of a city-wide appraisal rather than a piecemeal basis. The review of the Regional Spatial Strategy and preparation of a Core Strategy as part of the Local Development Framework will determine the future level of development to be accommodated at Hereford, and will provide the context for a City-wide settlement boundary review. It is not accepted that there is a "full range" of services available within a short distance. The Inspector's Report will remain as a material consideration whether or not a review of this part of the settlement boundary is undertaken. However, an indication of a forthcoming review is considered more likely to result in speculative proposals.	No further modification be proposed in response to this objection.
Inspector's Ref No:	5.3/3	Policy/Paragraph	14 comment(s)

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from	Mr. A C Anthony-Edwards Objection. See reasons given in objection to the rejection of Inspector's recommendation 5.14/1.	The Council considers that land at Bullinghope should be allocated for development in the UDP, for the reasons set out in the Statement of Decisions and Reasons. There is a need to ensure that an appropriate settlement boundary is defined around the allocation.	No further modification be proposed in response to this objection.
Objection from	Ms M Burns Objection. See reasons given in objection to the rejection of Inspector's recommendation 5.14/1.	The Council considers that land at Bullinghope should be allocated for development in the UDP, for the reasons set out in the Statement of Decisions and Reasons. There is a need to ensure that an appropriate settlement boundary is defined around the allocation.	No further modification be proposed in response to this objection.
Objection from	Mr. Gerald Dawe Objection. See reasons given in objection to the rejection of Inspector's recommendation 5.14/1.	The Council considers that land at Bullinghope should be allocated for development in the UDP, for the reasons set out in the Statement of Decisions and Reasons. There is a need to ensure that an appropriate settlement boundary is defined around the allocation.	No further modification be proposed in response to this objection.
Objection from	Cllr. Mrs. M Lloyd-Hayes The site at Bullinghope should not be allocated in the UDP, for the reasons given in objection to the rejection of Inspector's recommendation 5.14/1. The settlement boundary should be amended accordingly.	The Council considers that land at Bullinghope should be allocated for development in the UDP, for the reasons set out in the Statement of Decisions and Reasons. There is a need to ensure that an appropriate settlement boundary is defined around the allocation.	No further modification be proposed in response to this objection.
Objection from	Ms Susana Plohtee Objection. See reasons given in objection to the rejection of Inspector's recommendation 5.14/1.	The Council considers that land at Bullinghope should be allocated for development in the UDP, for the reasons set out in the Statement of Decisions and Reasons. There is a need to ensure that an appropriate settlement boundary is defined around the allocation.	No further modification be proposed in response to this objection.
Objection from	Ms Rebecca Roseff Objection. See reasons given in objection to the rejection of Inspector's recommendation 5.14/1.	The Council considers that land at Bullinghope should be allocated for development in the UDP, for the reasons set out in the Statement of Decisions and Reasons. There is a need to ensure that an appropriate settlement boundary is defined around the allocation.	No further modification be proposed in response to this objection.
Objection from	Ms Janet Shott The site at Bullinghope should not be allocated in the UDP and the settlement boundary amended accordingly.	The Council considers that land at Bullinghope should be allocated for development in the UDP, for the reasons set out in the Statement of Decisions and Reasons. There is a need to ensure that an appropriate settlement boundary is defined around the allocation.	No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from			
Clr. Mrs. E Taylor	The site at Bullinghope should not be allocated in the UDP, for the reasons given in objection to the rejection of Inspector's recommendation 5.14/1. The settlement boundary should be amended accordingly.	The Council considers that land at Bullinghope should be allocated for development in the UDP, for the reasons set out in the Statement of Decisions and Reasons. There is a need to ensure that an appropriate settlement boundary is defined around the allocation.	No further modification be proposed in response to this objection.
Objection from			
Crest Strategic Projects LTD	Object to retention of site within the defined limits of Hereford. Site should not be included within the defined settlement limit.	The Council considers that land at Bullinghope should be allocated for development in the UDP, for the reasons set out in the Statement of Decisions and Reasons. There is a need to ensure that an appropriate settlement boundary is defined around the allocation.	No further modification be proposed in response to this objection.
Objection from			
GOWM	The site at Bullinghope should not be allocated in the UDP and the settlement boundary amended accordingly.	The Council considers that land at Bullinghope should be allocated for development in the UDP, for the reasons set out in the Statement of Decisions and Reasons. There is a need to ensure that an appropriate settlement boundary is defined around the allocation.	No further modification be proposed in response to this objection.
Objection from			
Herefordshire CPRE	If Bullinghope allocation is deleted, the settlement boundary should not be extended.	The Council considers that land at Bullinghope should be allocated for development in the UDP, for the reasons set out in the Statement of Decisions and Reasons. There is a need to ensure that an appropriate settlement boundary is defined around the allocation.	No further modification be proposed in response to this objection.
Objection from			
Herefordshire Friends of the Earth	Inspector's recommendation should be accepted for the reasons given in objection to the rejection of Inspector's recommendation 5.14/1.	The Council considers that land at Bullinghope should be allocated for development in the UDP, for the reasons set out in the Statement of Decisions and Reasons. There is a need to ensure that an appropriate settlement boundary is defined around the allocation.	No further modification be proposed in response to this objection.
Support from			
Bloor Homes	Circumstances relating to Bullinghope have progressed since the Inquiry, principally in relation to the Rotherwas Access Road. The continued allocation of the site is necessary and appropriate for reasons of housing delivery. Plan strategy, and in order to secure implementation of the Rotherwas Access Road.	Support is noted.	The support for the Proposed Modification be noted.

Support from

Hereford & Worcester Chamber of Commerce

The Inspector states the Road will benefit access into the Estate, identified in the UDP as the principal location to meet future needs for employment land. Improvement of access to the Estate will assist realisation of the sub-regional focus role for Hereford. There is consistent support from the Chamber's member companies for the Road with over 100 companies supporting the scheme in a petition (July 2006). The Road will bring benefits to the economic growth of the County by overcoming current constraints on the Estate's development and releasing additional land for development.

Support is noted.

The support for the rejection of the Inspector's Recommendation be noted.

Inspector's Ref No: 5.5/1

Policy/Paragraph Policy H1 - Ross-on-Wye - Settlement boundaries and established residential areas (Model Farm and Overross)

3 comment(s)

Objection from

Mr. L Cosker

Council's reasons for rejecting the recommendation are grossly inadequate. All the reasons for rejecting the Inspector's recommendations were considered in full at the Inquiry. The Council's decision amounts to no more than a preference unsupported by any new evidence or reasoning. It would be irrational to exclude land at Overross which has been demonstrated to be superior to the alternatives on the evidence.

The matters raised have been considered at length throughout the UDP process. In considering the Inspector's conclusions on these and his recommendation, the Council have concluded that the balance of planning considerations favours the Model Farm site, taking into account the wide variety of issues raised including landscape, urban edge, and access. These matters are adequately addressed within the Statement of Decisions and Reasons. There is a need to ensure that an appropriate settlement boundary is defined around the allocation.

No further modification be proposed in response to this objection.

Objection from

Mr. Gerald Dawe

Development at Model Farm will erode local distinctiveness and destroy agricultural land. Climate change would be an implication of this development.

The planning issues raised have all been considered during the preparation of the Plan. Meeting the employment needs of Ross-on-Wye will require the release of additional land. The question of the site's landscape setting is considered in the Council's rejection of the Inspector's recommendation. The position remains that the overall balance of planning considerations favours the allocation of the Model Farm site. The implications for climate change are appraised through the relevant sustainability appraisal.

No further modification be proposed in response to this objection.

Objection from

Herefordshire CPRE

If the Model Farm provisions are deleted and the Overross site reinstated, the Ross settlement boundary should be amended accordingly.

The Council considers that land at Model Farm should be allocated for development in the UDP, for the reasons set out in the Statement of Decisions and Reasons. There is a need to ensure that an appropriate settlement boundary is defined around the allocation.

No further modification be proposed in response to this objection.

Inspector's Ref No: 6.1/1

Policy/Paragraph Policy E1 and paragraphs 6.4.2 to 6.4.5 - Rothenwas Industrial Estate

11 comment(s)

Objection from

<p>Mr. A C Anthony-Edwards</p>	<p>Need for employment land at Rotherwas has been exaggerated, there is a potential shortage of such land to the north of Hereford. The Council give no evidence of the need for additional industrial land at Rotherwas.</p>	<p>Rotherwas Industrial Estate has a continuing role to play in meeting the future employment land requirements of the County, and in ensuring that most new employment development is directed to Hereford. Pending the detailed assessment of the need for employment land in Hereford recommended by the Inspector and recognising the established role of the Estate, it is appropriate that the allocations concerned should remain in the Plan.</p>
--------------------------------	---	---

No further modification be proposed in response to this objection.

Objection from

<p>Ms M Burns</p>	<p>Need for employment land at Rotherwas has been exaggerated, there is a potential shortage of such land to the north of Hereford. The Council give no evidence of the need for additional industrial land at Rotherwas. A strong case should be made for building on floodplain with poor road infrastructure.</p>	<p>Rotherwas Industrial Estate has a continuing role to play in meeting the future employment land requirements of the County, and in ensuring that most new employment development is directed to Hereford. Pending the detailed assessment of the need for employment land in Hereford recommended by the Inspector and recognising the established role of the Estate, it is appropriate that the allocations concerned should remain in the Plan. There is an agreed approach to the resolution of flooding constraints and proposals included in the Plan to improve access through construction of the Rotherwas Access Road.</p>
-------------------	--	---

No further modification be proposed in response to this objection.

Objection from

<p>Mr. Gerald Dawe</p>	<p>Need for employment land at Rotherwas has been exaggerated, there is a potential shortage of such land to the north of Hereford. The Council give no evidence of the need for additional industrial land at Rotherwas, and there will be adverse implications for climate change.</p>	<p>Rotherwas Industrial Estate has a continuing role to play in meeting the future employment land requirements of the County, and in ensuring that most new employment development is directed to Hereford. Pending the detailed assessment of the need for employment land in Hereford recommended by the Inspector and recognising the established role of the Estate, it is appropriate that the allocations concerned should remain in the Plan. The implications for climate change are appraised through the relevant sustainability appraisal, although the sites concerned are long standing Plan proposals within an established industrial area.</p>
------------------------	--	---

No further modification be proposed in response to this objection.

Objection from

<p>Mr. Mark Hubbard</p>	<p>Need for employment land at Rotherwas has been exaggerated, there is a potential shortage of such land to the north of Hereford. The Council give no evidence of the need for additional industrial land at Rotherwas. This is a smokescreen to justify building of the Access Road, seen as getting an eastern bypass by stealth.</p>	<p>Rotherwas Industrial Estate has a continuing role to play in meeting the future employment land requirements of the County, and in ensuring that most new employment development is directed to Hereford. Pending the detailed assessment of the need for employment land in Hereford recommended by the Inspector and recognising the established role of the Estate, it is appropriate that the allocations concerned should remain in the Plan. The function of the Access Road is to improve access to the Rotherwas Industrial Estate.</p>
-------------------------	---	--

No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from	Rotherwas Access Road is ill thought out as several areas are liable to flood. Superior employment land is available at Moreton Park. Little investment in the Rotherwas Estate with competing locations at Cardiff and Birmingham.	There is an agreed approach to the resolution of flooding constraints. The Inspector has recommended a detailed assessment of the need for employment land in Hereford. The role of Moreton Park in meeting Hereford's employment land requirements needs to be balanced against its location clearly removed from the city and the adverse implications this has for achieving sustainable travel. Recognising the established role of the Rotherwas Estate, it is appropriate that the allocations concerned should remain in the Plan.	No further modification be proposed in response to this objection.
Objection from	Need for employment land at Rotherwas has been exaggerated, there is a potential shortage of such land to the north of Hereford. The Council give no evidence of the need for additional industrial land at Rotherwas.	Rotherwas Industrial Estate has a continuing role to play in meeting the future employment land requirements of the County, and in ensuring that most new employment development is directed to Hereford. Pending the detailed assessment of the need for employment land in Hereford recommended by the Inspector and recognising the established role of the Estate, it is appropriate that the allocations concerned should remain in the Plan.	No further modification be proposed in response to this objection.
Objection from	Need for employment land at Rotherwas has been exaggerated, there is a potential shortage of such land to the north of Hereford. The Council give no evidence of the need for additional industrial land at Rotherwas.	Rotherwas Industrial Estate has a continuing role to play in meeting the future employment land requirements of the County, and in ensuring that most new employment development is directed to Hereford. Pending the detailed assessment of the need for employment land in Hereford recommended by the Inspector and recognising the established role of the Estate, it is appropriate that the allocations concerned should remain in the Plan.	No further modification be proposed in response to this objection.
Objection from	Need for employment land at Rotherwas has been exaggerated, there is a potential shortage of such land to the north of Hereford. The Council give no evidence of the need for additional industrial land at Rotherwas.	Rotherwas Industrial Estate has a continuing role to play in meeting the future employment land requirements of the County, and in ensuring that most new employment development is directed to Hereford. Pending the detailed assessment of the need for employment land in Hereford recommended by the Inspector and recognising the established role of the Estate, it is appropriate that the allocations concerned should remain in the Plan.	No further modification be proposed in response to this objection.
Objection from	Land allocated for employment purposes requires significant investment to protect against flooding. Locations in the north of the city are better placed for employment development.	Rotherwas Industrial Estate represents an established location for employment development. Infrastructure requirements to address flooding issues will be taken into account in project viability. Pending the detailed assessment of the need for employment land in Hereford recommended by the Inspector and recognising the established role of the Estate, it is appropriate that the allocations concerned should remain in the Plan.	No further modification be proposed in response to this objection.

Objection from

Herefordshire CPRE

The Council has not addressed the Inspector's conclusions. The Council puts forward counter arguments that ignore or mis-represent the Inspector's recommendations as to the need for employment land at Hereford and the requirement for detailed assessment. The Council's statement is also contradictory and unreasonable regarding which sites at Rotherwas should be deleted.

Rotherwas Industrial Estate is an established employment location, the further promotion of which (including access improvements) is a key priority of the Council. The Plan sets out linked housing, employment and transport proposals to further this aim. Given this priority, and pending the detailed assessment of employment land recommended by the Inspector and the fact that there is an agreed approach to the resolution of flooding constraints, it is considered reasonable to retain limited allocations at Rotherwas to be brought forward for employment development within the Plan period.

No further modification be proposed in response to this objection.

Objection from

Herefordshire Friends of the Earth

Need for industrial land at Rotherwas has been exaggerated and there is insufficient employment land north of the River Wye. Land at risk of flooding should be kept free from development.

Rotherwas Industrial Estate is an established employment location, the further promotion of which (including access improvements) is a key priority of the Council. The Plan sets out linked housing, employment and transport proposals to further this aim. Given this priority, and pending the detailed assessment of employment land recommended by the Inspector and the fact that there is an agreed approach to the resolution of flooding constraints, it is considered reasonable to retain limited allocations at Rotherwas to be brought forward for employment development within the Plan period.

No further modification be proposed in response to this objection.

Inspector's Ref No:

6.10/1

Policy/Paragraph

Policy E4 and paragraphs 6.4.28 to 6.4.29 - New employment land allocations - Ross-on-Wye - Overross and Model Farm site

97 comment(s)

Objection from

Mr & Mrs R.W. Andrews

The land is not suitable for development having regard to insufficient road structure, unacceptable noise pollution in a residential area, propensity to flood, danger to residents from industrial traffic, interference with emergency services based at Hildersley, loss of agricultural land, adverse impact on the approach to the town, and intrusion into open countryside.

The planning issues raised have all been considered during the preparation of the Plan. In terms of the technical suitability of the site, the Inspector comments that many objections do not affect the principle of whether the site should be allocated, or are capable of resolution through planning conditions and obligations, and refers to access and flooding in this regard. The site is suitable for the development proposed and capable of implementation. Meeting the employment needs of Ross-on-Wye will require the release of additional land. The question of the site's landscape setting and the approach to the town is considered in the Council's rejection of the Inspector's recommendation. The position remains that the overall balance of planning considerations favours the allocation of the Model Farm site.

No further modification be proposed in response to this objection.

Objection from

Ms Evelyn Armstrong

Comments as set out for Mr & Mrs R.W. Andrews above.

Response as set for Mr & Mrs R.W. Andrews above.

No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from			
Mr. Bernard Armstrong	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr. N. Ashrat	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mrs. L. Ashrat	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
D.J. Bennett	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mrs. S.E. Bennett	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mrs. S.M. Besant	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
M.C. Besant	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
M.D. & F.L. Blackney	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr. T.J.R. Booth	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from			
Mrs. J. Booth	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr D Boynton and Son	Site analysis by both Local Planning Authority and Inspector is flawed. Case for Model Farm presented as being beneficial to support development at Hildersley Farm, therefore most appropriate site is adjacent to this land south of A40. Second reason refers to the poor quality farmyard. This cannot be a planning reason, it would encourage owners of potential sites to allow them to fall into disrepair.	Land at Hildersley Farm was considered during the UDP process by Herefordshire Council for employment uses and by the Inspector at the Public Inquiry. Neither considered the site to be an appropriate area for employment development. The objector's analysis of the reasons for the rejection of the Inspectors recommendation is incorrect. There is no indication that the Model Farm site will "support the existing development at Hildersley", simply a recognition that business uses are already being introduced into the locality. In terms of the second reason, there is no indication in the Council's reasons for rejection that the site has been chosen because of "the poor quality farmyard", simply that the site accommodates a number of buildings in varying condition which present a developed feel to the area. This in itself provides an opportunity to secure an attractive edge to Ross-on-Wye.	No further modification be proposed in response to this objection.
Objection from			
W.J. Bufton	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Ms Caroline S Camping	Council should accept the Inspector's recommendation regarding Model Farm. Environment Agency would not have supported the proposal had less sensitive sites been proposed. The A40 has not been detrunked and there is no known date for this to happen. Model Farm would generate congestion. Further industrial development is best located at Overross. Land to the north is easily serviced, it has been overlooked by the Local Authority and has no environmental issues. Works at Overross will not be prohibitively expensive.	Careful consideration was given to the Inspector's recommendation, however, the Council remains of the opinion that Model Farm is the most appropriate site for an employment allocation for the reasons set out in full in the Proposed Modifications document. In respect of land north of Overross Industrial Estate, this area was considered by the Inspector for employment uses at the Inquiry (section 6.24 of his report). It is not correct that this area has no environmental issues, as it falls within the national designation of Area of Outstanding Natural Beauty. The Inspector considers that such a proposal would "constitute a significant breach of the existing built-up limits of Ross-on-Wye and unwarranted extension into the open Area of Outstanding Natural Beauty."	No further modification be proposed in response to this objection.
Objection from			
Mr. L Cosker	Council's reasons for rejecting the recommendation are grossly inadequate. All the reasons for rejecting the Inspector's recommendations were considered in full at the Inquiry. The Council's decision amounts to no more than a preference unsupported by any new evidence or reasoning. It would be irrational to exclude land at Overross which has been demonstrated to be superior to the alternatives on the evidence.	The matters raised have been considered at length throughout the UDP process. In considering the Inspector's conclusions on these and his recommendation, the Council have concluded that the balance of planning considerations favours the Model Farm site, taking into account the wide variety of issues raised including landscape, urban edge, and access. These matters are adequately addressed within the Statement of Decisions and Reasons.	No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from			
Ms. Rosemarie Dixon	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr. Robert K. Dixon	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr. B. Donald	Comments as set out for Mr & Mrs R.W. Andrews above. Additionally objector questions need for additional employment land.	Response as set for Mr & Mrs R.W. Andrews above. With regard to the additional ground of objection the Inspector has acknowledged the need for additional employment land in Ross.	No further modification be proposed in response to this objection.
Objection from			
Mr. R. Dowding	Comments as set out for Mr & Mrs R.W. Andrews above. Additionally objector believes it is inconceivable that 2 Inspector's have been ignored in continuing to propose Model Farm.	Response as set for Mr & Mrs R.W. Andrews above. The recommendations of the Inspector are not binding upon the Local Authority and the reasons for rejecting this recommendation are set out in the Proposed Modifications document.	No further modification be proposed in response to this objection.
Objection from			
Mrs. J. Dowding	Comments as set out for Mr & Mrs R.W. Andrews above. Additionally objection to obtaining an independent recommendation and ignoring the findings.	Response as set for Mr & Mrs R.W. Andrews above. The recommendations of the Inspector are not binding upon the Local Authority and the reasons for rejecting this recommendation are set out in the Proposed Modifications document.	No further modification be proposed in response to this objection.
Objection from			
G.R. Downing	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr. Mark Eardley	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from	The Inspector concluded that the development on Model Farm was unacceptable. The rejection reasons include to secure a more attractive edge of Ross would move the existing edge of Ross a further half mile from the present edge. The reasons also refer to the precedent set by the development behind Hidersley Farm. However, the Inspector indicates that this should not provide justification for employment development at Model Farm. The Council should be developed rather than Model Farm. The Council is not in a better position than the Inspector in determining the most appropriate site.	The planning issues raised have all been considered during the preparation of the Plan. In terms of the technical suitability of the site, the Inspector comments that many objections do not affect the principle of whether the site should be allocated, or are capable of resolution through planning conditions and obligations, and refers to access and flooding in this regard. The site is suitable for the development proposed and capable of implementation. Meeting the employment needs of Ross-on-Wye will require the release of additional land. The question of the site's landscape setting and the approach to the town is considered in the Council's rejection of the Inspector's recommendation. The position remains that the overall balance of planning considerations favours the allocation of the Model Farm site.	No further modification be proposed in response to this objection.
Objection from	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from Ms. Karen Gane	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from Chris Godwin	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from Ms. Clare Godwin	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from Mrs. W. Goodby	Comments as set out for Mr & Mrs R.W. Andrews above. Additionally, Ross has many industrial units currently unoccupied, more are not needed.	Response as set for Mr & Mrs R.W. Andrews above. With regard to the additional ground of objection the Inspector has acknowledged the need for additional employment land in Ross.	No further modification be proposed in response to this objection.
Objection from Mr. P. Goodby	Comments as set out for Mr & Mrs R.W. Andrews above. Additionally, Ross has brownfield sites and unoccupied industrial units, further developments are not needed.	Response as set for Mr & Mrs R.W. Andrews above. With regard to the additional ground of objection the Inspector has acknowledged the need for additional employment land in Ross.	No further modification be proposed in response to this objection.
Objection from Mr & Mrs P. Haley	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from Mr R I Hendrie	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from Mrs. Clare Hetherington	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from			
A.D. Hunter	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mrs J James	The land is not suitable for development having regard to insufficient road structure, unacceptable noise pollution in a residential area, propensity to flood, danger to residents from industrial traffic, interference with emergency services based at Hildersley, loss of agricultural land, adverse impact on the approach to the town, and intrusion into open countryside. Council ownership of the land should not influence decision to site industrial development in inappropriate location.	The planning issues raised have all been considered during the preparation of the Plan. In terms of the technical suitability of the site, the Inspector comments that many objections do not affect the principle of whether the site should be allocated, or are capable of resolution through planning conditions and obligations, and refers to access and flooding in this regard. The site is suitable for the development proposed and capable of implementation. Meeting the employment needs of Ross-on-Wye will require the release of additional land. The question of the site's landscape setting and the approach to the town is considered in the Council's rejection of the Inspector's recommendation. The position remains that the overall balance of planning considerations favours the allocation of the Model Farm site.	No further modification be proposed in response to this objection.
Objection from			
Mr. Andrew Jones	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Ms Rebecca Jones	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
M.J. Knowles	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
L.N. Knowles	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mrs. C.L. Large	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from			
Dr. D.M. Large	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr. Vincent Lewis	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Ms Leah Lewis	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr. P.J. Lines	New development on Model Farm would have severe impact on the gateway to Ross. Overross is currently being redeveloped. Model Farm is not the more suitable site for sustainable transport, both sites have similar choices. Access to Model Farm is not readily and directly available from the A40 as claimed, significant work to Hildersley and Overross would be required. Access to Model Farm affects greenfield land and the existing organic farm on the site provides habitat for skylarks, a declining bird species. Buffer zone would only last for the UDP period, once there is an increased requirement for housing this would be rezoned. The ownership of the site is felt to be the overriding consideration in the decision.	Development of Model Farm provides an opportunity to improve the gateway to Ross. In respect of access, Model Farm is considered to provide a more suitable, accessible and sustainable location for the provision of employment land. The Inspector in paragraph 6.10.11 recognises that there are no objections from the competent authorities on access grounds. In terms of wildlife value of the site the national and local bodies have been consulted throughout the UDP process and have not objected to the proposal. There is no indication that the buffer zone will be "rezoned" at a future point in time. Any changes to UDP designations would be undertaken as part of the development of the LDF which itself will be subject to consultation. The reasons for the rejection of the Inspector's recommendation are set out in the Proposed Modifications document.	No further modification be proposed in response to this objection.
Objection from			
Mrs C. Lines	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr. P.J. Lines	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from			
Mrs. C Lines	<p>New development on Model Farm would have severe impact on the gateway to Ross. Overross is currently being redeveloped. Model Farm is not the more suitable site for sustainable transport, both sites have similar choices. Access to Model Farm is not readily and directly available from the A40 as claimed, significant work to Hildersley and Overross would be required. Access to Model Farm affects greenfield land and the existing organic farm on the site provides habitat for skylarks, a declining bird species. Buffer zone would only last for the UDP period, once there is an increased requirement for housing this would be rezoned. The ownership of the site is felt to be the overriding consideration in the decision.</p>	<p>Development of Model Farm provides an opportunity to improve the gateway to Ross. In respect of access, Model Farm is considered to provide a more suitable, accessible and sustainable location for the provision of employment land. The Inspector in paragraph 6.10.11 recognises that there are no objections from the competent authorities on access grounds. In terms of wildlife value of the site the national and local bodies have been consulted throughout the UDP process and have not objected to the proposal. There is no indication that the buffer zone will be "rezoned" at a future point in time. Any changes to UDP designations would be undertaken as part of the development of the LDF which itself will be subject to consultation. The reasons for the rejection of the Inspector's recommendation are set out in the Proposed Modifications document.</p>	<p>No further modification be proposed in response to this objection.</p>
Objection from			
Mr. M. J. Lodge	<p>Comments as set out for Mr & Mrs R.W. Andrews above.</p>	<p>Response as set for Mr & Mrs R.W. Andrews above.</p>	<p>No further modification be proposed in response to this objection.</p>
Objection from			
Mrs P. Lodge	<p>Comments as set out for Mr & Mrs R.W. Andrews above.</p>	<p>Response as set for Mr & Mrs R.W. Andrews above.</p>	<p>No further modification be proposed in response to this objection.</p>
Objection from			
Ms Angela Lukas	<p>Comments as set out for Mr & Mrs R.W. Andrews above.</p>	<p>Response as set for Mr & Mrs R.W. Andrews above.</p>	<p>No further modification be proposed in response to this objection.</p>
Objection from			
M.G. Lukas	<p>Comments as set out for Mr & Mrs R.W. Andrews above.</p>	<p>Response as set for Mr & Mrs R.W. Andrews above.</p>	<p>No further modification be proposed in response to this objection.</p>
Objection from			
Mrs. D. Mason	<p>Comments as set out for Mr & Mrs R.W. Andrews above.</p>	<p>Response as set for Mr & Mrs R.W. Andrews above.</p>	<p>No further modification be proposed in response to this objection.</p>
Objection from			
Mr. D. Mason	<p>Comments as set out for Mr & Mrs R.W. Andrews above.</p>	<p>Response as set for Mr & Mrs R.W. Andrews above.</p>	<p>No further modification be proposed in response to this objection.</p>

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from			
A.B. McAllan	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
S.A. Meek	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
P.J. Meek	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Peter & Elspeth Metcalfe	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr Stephen Moggs	The land is not suitable for development having regard to insufficient road structure, unacceptable noise pollution in a residential area, propensity to flood, danger to residents from industrial traffic, interference with emergency services based at Hildersley, loss of agricultural land, adverse impact on the approach to the town, and intrusion into open countryside. Council ownership of the land should not influence decision to site industrial development in inappropriate location.	The planning issues raised have all been considered during the preparation of the Plan. In terms of the technical suitability of the site, the Inspector comments that many objections do not affect the principle of whether the site should be allocated, or are capable of resolution through planning conditions and obligations, and refers to access and flooding in this regard. The site is suitable for the development proposed and capable of implementation. Meeting the employment needs of Ross-on-Wye will require the release of additional land. The question of the site's landscape setting and the approach to the town is considered in the Council's rejection of the Inspector's recommendation. The position remains that the overall balance of planning considerations favours the allocation of the Model Farm site.	No further modification be proposed in response to this objection.
Objection from			
Mr & Mrs J. Morris	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mrs. J. Nesaratham	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from			
Dr. Ramesh Nesarathnam	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr. Michael Palfrey	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mrs. Alison Palfrey	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr. Simon Pascoe	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Ms. Janet Pascoe	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr. Neil Pascoe	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr. Nick Pascoe	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Cllr. N.B. Pascoe (Ross Rural Parish Council)	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from	Mrs. V.J. Porter Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Rev. D. Porter Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Mrs. V. Price Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Mr. M. Price Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Ms. Betty M. Rich Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Mr. Harold J. Rich Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Mr. Stuart Rosser Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from	Model Farm is an organic farm with high quality agricultural land which will require several years to replace. Access approval for the site cannot be obtained in a reasonable time and its implementation is beyond the control of the Council. Traffic noise will increase as a result of the proposal unlike the Overross site. There is a danger of damaging the aquifer which is used for providing drinking water. It is noted that the site is owned by the Council.	The constraints to development in Ross-on-Wye are such that any allocation of this size would inevitably entail the development of greenfield land. In respect of access, the Model Farm provides suitable, accessible and sustainable location for the provision of employment land. The Inspector in paragraph 6.10.11 recognises that there are no objections from the competent authorities on access grounds. In respect of the impact upon the aquifer the Inspector indicates in paragraph 6.10.11 that, subject to detailed conditions, the Environment Agency has no objections to the principle of the allocation. The reasons for the rejection of the Inspector's recommendation are fully set out in the Proposed Modifications document.	No further modification be proposed in response to this objection.
Objection from	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from			
Mrs. L.E. Wallis	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr. N.S. Wallis	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr. A. Weinhardt	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr. C. Wheeler	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mrs. A.M. Wheeler	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Mr & Mrs S. Williams	Comments as set out for Mr & Mrs R.W. Andrews above.	Response as set for Mr & Mrs R.W. Andrews above.	No further modification be proposed in response to this objection.
Objection from			
Friends of the Earth	The Council should accept the Inspector's recommendation based on the evidence given at the UDP Inquiry. Further matters have become apparent since the Inspector's report. No research has been undertaken regarding extending the Overross Industrial Estate to the North. There are several reasons why the Model Farm development should be rejected.	Careful consideration was given to the Inspector's recommendation, however, the Council remains of the opinion that Model Farm is the most appropriate site for an employment allocation for the reasons set out in full in the Proposed Modifications document. In respect of land north of Overross Industrial Estate, this area was considered by the Inspector for employment uses at the Inquiry (section 6.24 of his report). He considers that such a proposal would "constitute a significant breach of the existing built-up limits of Ross-on-Wye and unwarranted extension into the open Area of Outstanding Natural Beauty." There is no need to undertake further research into this area at the present time.	No further modification be proposed in response to this objection.

Objection from

Herefordshire CPRE

The Council have not addressed the Inspector's conclusions and their counter-reasons fail to address points made by the Inspector. Landscape has not been treated as a factor in the Council's decision. The Council have also failed to counter the Inspector's conclusions in respect of uses at Hildersley Farm, farm buildings at Model farm, urban boundaries, and access issues. The Council have been influenced by their property interests in exercising their planning functions.

The matters raised have been considered at length throughout the UDP process. In considering the Inspector's conclusions on these and his recommendation, the Council have concluded that the balance of planning considerations favours the Model Farm site, taking into account the wide variety of issues raised including landscape, urban edge, and access.

No further modification be proposed in response to this objection.

Support from

Mr D Boynton and Son

Support rejection of Inspector's recommendation. Overross site is unsuitable due to visual impact and infrastructure issues.

Support is noted.

The support for the rejection of the Inspector's Recommendation be noted.

Support from

Wye Valley AONB

Support retention of Model Farm site for employment use due to landscape impact of Overross site on Wye Valley AONB.

Support is noted.

The support for the rejection of the Inspector's Recommendation be noted.

Inspector's Ref No:

7.23/2

Policy/Paragraph

Policies TCR21/TCR20R and paragraphs 7.7.18 to 7.7.25 and 7.7.25R to 7.7.32R - Hereford Livestock Market redevelopment and Eign Gate regeneration area

1 comment(s)

Objection from

The Crown Estate

Rejection of Inspector's recommendations has not been justified given lack of need. Council's approach to the primary shopping area is inconsistent and at odds with PPS6. Inspector's recommendation should be accepted and a strategy must be in place to ensure gaps in retail provision are not left vacant.

The Inspector supports the Plan's approach to central shopping and commercial areas in policy TCR1, concluding that this is consistent with Government advice on town centres set out in PPS6. Similarly he supports the approach to the assessment of retail development outside central shopping and commercial areas (policy TCR9). He also supports an unrestricted policy in retail terms for the comprehensive planning and development of the Eign Gate Regeneration Area (policy TCR20R), with the recommendation that there should be no significant net increase in convenience goods floorspace. In rejecting this recommendation, the Council is mindful of the possibility that the overall regeneration scheme could lead to net increases in convenience goods floorspace, either through the expansion of redistributed uses or new provision, which would be desirable and justifiable in overall in terms of their planning benefits. Such increases could be significant or otherwise depending on the context and the benefits realised. The policy should not preclude this possibility.

No further modification be proposed in response to this objection.

Inspector's Ref No:

8.35/1

Policy/Paragraph

Paragraph 8.8.21 - Leominster Zone of Interest

10 comment(s)

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from	Mr. A C Anthony-Edwards There is no plan or need for additional growth at Leominster. A constraint should not be put in place with no policies to support it. This may have the effect of restricting more suitable developments in the future.	It is considered reasonable to record the likely requirement for further road infrastructure to enable growth at Leominster beyond the plan period, in the interests of future planning.	No further modification be proposed in response to this objection.
Objection from	Mr Mervyn L Bufton Paragraph 8.8.21 should be deleted from the Plan. Additional to the Inspector's reasons is a recently arisen matter. Poly(tunnel) farming at Brierley involving large numbers of pedestrians and cyclists puts into doubt the feasibility of an east-west bypass cutting across the Brierley-Leominster axis.	The wording of paragraph 8.8.21 is an acknowledgement of the constraints upon development in Leominster in the interests of future planning beyond the Plan period. There is no proposal to develop within the Zones of Interest in this Plan period, should future proposals for an east-west link be proposed road safety will be a consideration at that time.	No further modification be proposed in response to this objection.
Objection from	Mr. Gerald Dawe There is no plan or need for additional growth at Leominster. A constraint should not be put in place with no policies to support it. This may have the effect of restricting more suitable developments in the future. Proposals may conflict with sustainable development and climate change.	It is considered reasonable to record the likely requirement for further road infrastructure to enable growth at Leominster beyond the plan period, in the interests of future planning. These proposals will be subject to sustainability appraisal, addressing climate change.	No further modification be proposed in response to this objection.
Objection from	Mr Aubrey Greene If the zone of interest is included within the UDP it should be shown on the Proposals Map and consulted upon before adoption.	The current wording of paragraph 8.8.21 is an acknowledgement of the constraints upon development in Leominster in the interests of future planning beyond the Plan period. Addressing these issues through definition of a specific route will be undertaken at a future date. It is not appropriate to show proposals that will be brought forward post-2011.	No further modification be proposed in response to this objection.
Objection from	Mr. Mark Hubbard There is no evidence to support the Leominster zone of interest. A constraint should not be put in place with no policies to support it. This may have the effect of restricting more suitable developments in the future.	It is considered reasonable to record the likely requirement for further road infrastructure to enable growth at Leominster beyond the plan period, in the interests of future planning.	No further modification be proposed in response to this objection.
Objection from	Ms Rebecca Roseff There is no plan or need for additional growth at Leominster. A constraint should not be put in place with no policies to support it. This may have the effect of restricting more suitable developments in the future.	It is considered reasonable to record the likely requirement for further road infrastructure to enable growth at Leominster beyond the plan period, in the interests of future planning.	No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from Ms Janet Shott	There is no plan or need for additional growth at Leominster. A constraint should not be put in place with no policies to support it. This may have the effect of restricting more suitable developments in the future.	It is considered reasonable to record the likely requirement for further road infrastructure to enable growth at Leominster beyond the plan period, in the interests of future planning.	No further modification be proposed in response to this objection.
Objection from Herefordshire CPRE	The zone of interest is contrary to PPG12 and the Council do not give any reason why this should be overridden nor address the Inspector's objection.	The paragraph in question does not refer to a Plan proposal as such, but to longer term future growth. It is considered reasonable to record the likely requirement for further road infrastructure to enable growth at Leominster beyond the plan period, in the interests of future planning.	No further modification be proposed in response to this objection.
Objection from Herefordshire Friends of the Earth	In the absence of approved policies for development in this area, planning blight will result.	It is considered reasonable to record the likely requirement for further road infrastructure to enable growth at Leominster beyond the plan period, in the interests of future planning. The area is subject to Plan wide policies for the control of development outside urban areas, restricting the impact of planning blight.	No further modification be proposed in response to this objection.
Objection from Taylor Woodrow Developments LTD	The Inspector states that it would be wrong, unnecessary and premature to indicate that land to the south west of Leominster is most suited to longer term growth with a related bypass. It would be unsound to adopt the UDP with reference to the Leominster Zone of Interest.	The wording of paragraph 8.8.21 is an acknowledgement of the constraints upon development in Leominster in the interests of future planning beyond the Plan period. It is not unsound to indicate matters that should be addressed in the long term within the development plan.	No further modification be proposed in response to this objection.

Responses to Proposed Modifications

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Mod No: 007	Policy/Paragraph: Paragraph 1.5.4 - Background papers		1 comment(s)
Support from			
West Midlands RSL Planning Consortium	Welcome urban housing capacity study to inform future housing provision.	Support is noted.	The support for the Proposed Modification be noted.
Mod No: 018	Policy/Paragraph: Paragraphs 3.2.1 to 3.2.9 - Regional Planning Guidance		1 comment(s)
Support from			
West Midlands RSL Planning Consortium	Welcome reference to the Regional Spatial Strategy and focus of housing growth on Major Urban Areas, but stress importance of promoting affordable housing in rural areas to meet local need.	Support is noted.	The support for the Proposed Modification be noted.
Mod No: 025	Policy/Paragraph: Policy S3 and paragraphs 5.3.1 to 5.3.7 and Table 1 in Chapter 5 - Housing		3 comment(s)
Objection from			
Church Commissioners for England	Objection to the proposed overprovision of housing in the UDP. The Inspector considers the housing requirement (12,200) to be met without additional housing allocations. Proposed Modification 025 suggests a total 306 above the Inspector's recommendation. There is no justification for the overprovision and no reason why allocated sites will not be developed within the Plan period without the need for a contingency. Include a sum in policy S3 to show how the distribution reflects the housing requirement of 12,200 as set by RSS.	The Proposed Modification is a consequence of updating the figures on completed allocated housing sites and proposed modifications and the rejection of the Inspector's recommendation for land at Bullinghope. An additional allocation is required to provide certainty that the Regional Spatial Strategy housing requirement (12,200) will be delivered given the proximity of the end of the Plan period and the fact that several allocated sites have yet to commence. The Regional Assembly have confirmed that the UDP, as proposed to be modified, is in general conformity with the Regional Spatial Strategy.	No further modification be proposed in response to this objection.
Support from			
Church Commissioners for England	Support introduction of a four tier settlement hierarchy which gives the strategy more clarity and emphasises Hereford's role as a sub-regional focus.	Support is noted.	The support for the Proposed Modification be noted.
Support from			
West Midlands RSL Planning Consortium	Welcome increase in housing numbers to be built and particular emphasis on meeting housing needs and increase of affordable housing provision	Support is noted.	The support for the Proposed Modification be noted.
Mod No: 033	Policy/Paragraph: Policy DR3 and paragraphs 4.4.14 to 4.4.15 - Movement		1 comment(s)
Support from			
Persimmon Homes South Midlands	Support is given to the proposed modification to include "either" in place of "both".	Support is noted.	The support for the Proposed Modification be noted.

NAME

SUMMARY OF OBJECTION/SUPPORT

RESPONSE

RECOMMENDATION

Mod No: 034

Policy/Paragraph: Policy DR3 and paragraphs 4.4.14 to 4.4.15 - Movement

1 comment(s)

Support from

Persimmon Homes South Midlands

Support deletion of "minimum design standards".

Support is noted.

The support for the Proposed Modification be noted.

Mod No: 037

Policy/Paragraph: Policy DR7 and paragraph 4.5.9 - Flood risk

4 comment(s)

Objection from

Mr Peter McKay

Objects to proposed modified floodplain for Wellington. Suggests alternative map or adding a note indicating that the Environment Agency flood plain map for Wellington is of questionable accuracy.

The Inspector has considered that the Environment Agency definition of the floodplain, as shown on the proposed changes map, provides the latest flooding information. In reaching this conclusion the Inspector considered the information presented to him by the objector. Paragraph 4.5.6 of the Plan makes it clear that the areas of flood risk shown are indicative. No further change to the areas at risk of flooding at Wellington is necessary.

No further modification be proposed in response to this objection.

Objection from

Dr Tim Mullany

Floodplain depiction for Cusop is wrong. Proposed UDP is based on inaccurate information and will be open to ethical and legal challenge. The suggestion that this blight can be corrected at time of an application by undertaking flood risk assessments is unjust and uncertain. The floodplain map will appear on Local Authority searches it will increase insurance premiums and possibly prevent properties being insured. New modelling will be undertaken and the flood data and map will change during the spring of next year. This data will show the Dulas brook is in a deep ravine as it passes Dulas House. What mechanism for the updated information to be adopted in the UDP? How often will it be revised? Should it be formulated and adopted on inaccurate information?

No further modification be proposed in response to this objection.

Objection from

Mr & Mrs. D Stallard

Proposed modification indicates that our property floods. This has never happened. Brook floods from "Chapel Field". This should be recognised as no houses currently flood due to water running down the road.

No further modification be proposed in response to this objection.

Support from

Persimmon Homes South Midlands

Support is given to proposed modifications on Proposals Map showing revised information in respect of flood risk.

Support is noted.

The support for the Proposed Modification be noted.

Objection from

Mr E G Bevan

Proposed Modifications seek to increase housing requirement to 12458, through rejection of Inspector recommendation 5.14/1. Inspector indicates that future housing allocation should be determined on a comprehensive basis. This would include examination of distribution between Hereford, market towns, larger villages and rural areas. Council have increased requirement from 11700 to 12458 without strategic allocation. In allocating a further 300 dwellings to Hereford the Council has failed to examine all alternatives. In Bodenham Moor there is a need for affordable and open market housing, the argument regarding land coming forward at a sufficient rate could also be made in respect of sites in this village. Council should accept Inspector's recommendation in respect of land at Bullinghope or defer adoption of the UDP until a further public inquiry has been held.

The Inspector recommends increasing the housing requirement from 11,700 to 12,200 to accord with the RSS. The Council have accepted this position and the Proposed Modification 042 and rejection of the Inspector's Recommendation 5.14/1 seek to achieve this. In respect of the distribution to rural areas the Inspector supported the levels of housing development proposed in the Deposit Draft, and suggested in paragraph 3.18.59 that, where appropriate, the opportunity could be taken to reduce rural provision. There is therefore no case at present to reconsider the allocation of sites in main villages.

No further modification be proposed in response to this objection.

Objection from

Messrs MJ, AB & RG Griffiths

Council has rejected the recommendation of the Inspector that 12,152 dwellings are sufficient to meet RSS target (12,200). Should Council wish to increase the requirement a full assessment of implications should be undertaken. Inspector rejected sites on the basis of there being no need, as the Council now consider there is a need for an additional allocation the reasoning of the Inspector is open to doubt and a further inquiry is required. Mod 042 conflicts with Mod 041. Remove land at Bullinghope or hold a further inquiry to determine the housing requirement and its distribution.

No further modification be proposed in response to this objection.

Objection from

Mr G Hankins

Most sites were recommended for rejection by the Inspector on the basis that land sufficient for the strategic requirement had been identified and there was no need to search further. Council now indicate that 12152 housing sites will not come forward, contrary to the position at the Inquiry and the evidence provided by the Council and supported by the Inspector. If a shortfall exists other land should be re-examined, including land at Church Way, Holmer, to consider requirement to meet regional target (12,200) and that in Modification 042 (12,458). Public Inquiry is required unless proposal to reject Bullinghope proposal is amended and target of maximum of 12200 dwellings re-affirmed. Should Council maintain its position that not all sites are likely to come forward, the reasons stated for recommending rejection of land at Church Way and for maintaining the settlement boundary are not valid.

The housing strategy, in terms of both the levels and distribution of housing was the subject of considerable debate at the Inquiry. The recommendations of the Inspector and his reasoning and conclusions, in respect of the strategy, have been carefully considered by the Council. Proposed Modification 042 does not indicate that allocated sites will not come forward within the Plan period, but rather doubts whether all such sites will be completed by 2011. It is delays in the Plan's progress rather than problems with the sites themselves which has resulted in this uncertainty. It is not accepted that the Modification will result in a need to reconsider other alternative housing sites suggested at the Inquiry. The reasons for the rejection of the Inspector's recommendation 5.14/1 make clear that this will ensure certainty that the target of 12,200 will be achieved, rather than exceeded. The proposal for housing land at Bullinghope was fully considered at the Public Inquiry, and the rejection of the Inspector's Report by the Council does not raise matters not considered at the Inquiry.

No further modification be proposed in response to this objection.

Objection from

WO & OE Price

Most sites were recommended for rejection by the Inspector on the basis that land sufficient for strategic requirement had been identified and there was no need to search further. Council now indicate that 12152 housing sites will not come forward, contrary to the position at the Inquiry and the evidence provided by the Council and supported by the Inspector. If a shortfall exists other land should be re-examined, including land at Church Way, Holmer, to consider requirement to meet regional target (12,200) and Modification 042 figure (12,458). Public Inquiry is required unless proposal to reject Bullinghope proposal is amended and target of maximum of 12200 dwellings re-affirmed. Should Council maintain its position that not all sites are likely to come forward, the reasons stated for recommending rejection of land at Church Way and for maintaining the settlement boundary are not valid.

The housing strategy, in terms of both the levels and distribution of housing was the subject of considerable debate at the Inquiry. The recommendations of the Inspector and his reasoning and conclusions, in respect of the strategy, have been carefully considered by the Council. Proposed Modification 042 does not indicate that allocated sites will not come forward within the Plan period, but rather doubts whether all such sites will be completed by 2011. It is delays in the Plan's progress rather than problems with the sites themselves which has resulted in this uncertainty. It is not accepted that the Modification will result in a need to reconsider other alternative housing sites suggested at the Inquiry. The reasons for the rejection of the Inspector's recommendation 5.14/1 make clear that this will ensure certainty that the target of 12,200 will be achieved, rather than exceeded. The proposal for housing land at Bullinghope was fully considered at the Public Inquiry, and the rejection of the Inspector's Report by the Council does not raise matters not considered at the Inquiry.

Support from

Dwr Cymru/Welsh Water

Pleased that previous representations have been incorporated into the document and note that they had previously conditionally withdrawn objections to the Broomy Hill, land off Yazor Rd, North of Whitecross and Whitecross sites. In respect of the site at Merrivale in Ross capital works are not programmed for completion until 2010 and this should be taken into account in producing any future LDF document.

Support is noted.

The support for the Proposed Modification be noted.

Mod No: 047

Policy/Paragraph: Policy H2 and paragraphs 5.4.1 to 5.4.5 and Table 2 - Hereford and the market towns: housing land allocations (non-site based issues)

1 comment(s)

1 comment(s)

Objection from

Church Commissioners for England

Objection to proposed over provision of housing. There is no reason why allocated sites should not come forward within the plan period and there is plenty of time to review the housing position through the Core Strategy and subsequent DPDs in order to have revised policies in place by 2011.

The dwelling provision figures in the Plan have regard to the overall requirement for the County in the Regional Spatial Strategy and to the need to ensure certainty that this requirement will be delivered, the proximity of the end of the Plan period, and the fact that several allocated sites have yet to commence. It is considered that the strategic housing requirement will be appropriately met through the various identified provisions. The Regional Assembly have confirmed that the UDP, as proposed to be modified, is in general conformity with the Regional Spatial Strategy.

No further modification be proposed in response to this objection.

Mod No: 056

Policy/Paragraph: Policy H2 and paragraph 5.4.13 (deleted) - Hereford - Allocated sites - Land at Holmer

28 comment(s)

28 comment(s)

Objection from

Mrs Judy Allen

Funds from new housing should be allocated to make improvements to works to a number of local road junctions, including traffic lights. Measures to restrict traffic between the A49 and A4103 including Church Way and Attwood Lane. Provision for a pedestrian/cycle access across the Roman Road Railway Bridge and College Road Bridge should be made. Retain the rural character of Munstone Road with traffic restrictions and restriction of street lighting. Provide a continuous green corridor along the eastern boundary of the site along Munstone Road.

The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.

No further modification be proposed in response to this objection.

Objection from

Mr J E Arnold

Traffic impact on Roman Road is likely to increase. Traffic impact on all three railway bridges is likely to increase. Improvements should be made to the railway bridges to ease traffic flows. Improvements should be made to a number of local road junctions.

The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.

No further modification be proposed in response to this objection.

Objection from

Mr and Mrs R G Beveridge

Traffic impact on Roman Road is likely to increase. Concern for safety at a number of local road junctions in the area. Provisions for a pedestrian access/bridge across the Roman Road railway bridge should be made. Retain the rural character of Munstone Road with traffic restrictions for safe crossing.

The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.

No further modification be proposed in response to this objection.

Objection from

Ms. Zena Borthwick

Traffic impact on Roman Road and road between Lyde Cross and Munstone Road is likely to increase and cause problems at the junction. Additional traffic measures are required but the installation of traffic lights would only increase traffic flows. There should be no access from the new estate on to Munstone Road.

The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.

No further modification be proposed in response to this objection.

Objection from

Mr. David Borthwick

The Council has included this site in the plan in an undemocratic way. There has been a lack of public consultation from the onset. The current road infrastructure will not cope with additional traffic. Funds from new housing should be allocated to make improvements to a number of local road junctions. Measures to restrict traffic in the Munstone area as well as no access to Munstone Road from the proposed development.

The Plan has been prepared in accordance with Development Plan Regulations including the requirement for publicity and consultation and proposals have been subject to a Public Inquiry. The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.

No further modification be proposed in response to this objection.

Objection from			
Mrs D Brimfield	Traffic in the Holmer area is likely to increase. Make improvements to a number of local road junctions.	The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.	No further modification be proposed in response to this objection.
Objection from			
Mrs F J Brooks	The Council has included this site in the plan in an undemocratic way. Traffic impact on Roman Road is likely to increase. Concern about the increase in traffic between the A49 and A4103 including Church Way and Attwood Lane.	The Plan has been prepared in accordance with Development Plan Regulations including the requirement for publicity and consultation and proposals have been subject to a Public Inquiry. The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.	No further modification be proposed in response to this objection.
Objection from			
Mrs H E Cantrill	Traffic surveys are required along the traffic routes close to the Holmer site. Traffic impact on Roman Road is likely to increase.Measures to restrict traffic along the A49 and A4103 including Church Way and Attwood Lane.Provision for a pedestrian access across the Roman Road railway bridge and College Road bridge should be made. No further development without a bypass.Retain the rural character of the area.Surface water flooding close to the railway bridge on Roman Road.	The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.	No further modification be proposed in response to this objection.
Objection from			
Mr & Mrs M Graver	Measures to restrict traffic between the A49 through Lyde and Munstone. Provide a continuous green corridor along the eastern boundary of the site along Munstone Road and retain the rural character.	The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.	No further modification be proposed in response to this objection.
Objection from			
Mr and Mrs JH and BV Hartland	Provide a continuous green corridor along the eastern boundary of the site along Munstone Road.Measures to restrict traffic between the A49 and A4103 including Church Way and Attwood Lane.Provisions for pedestrian/cycle access at the College Road Bridge.Make improvements to a number of local road junctions.Traffic impact on Roman Road and Munstone Road is likely to increase.	The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.	No further modification be proposed in response to this objection.

Objection from

Doris & Robert Holland

Traffic impact on Roman Road over the railway bridge is likely to increase. Funds from new housing should not be allocated to the Roman Road railway bridge and should instead be used for works to a number of local road junctions. Measures should be introduced to discourage traffic to and from the A49 between Lyde and Munstone. Provision for a pedestrian access across the Roman Road Railway Bridge and College Road Bridge should be made. Concern about existing septic tank discharges, existing residents should be linked to the public sewer to avoid pollution. Restrict street lighting along Munstone Road to help retain the rural character. Provide a continuous green corridor along the eastern boundary of the site along Munstone Road.

The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.

No further modification be proposed in response to this objection.

Objection from

Mr and Mrs Ian Hague and Jane Thompson-Hague

Funds from new housing should not be allocated to the Roman Road railway bridge and should instead be used for the following works to a number of local road junctions. Measures to restrict traffic along the A49 and A4103 including Church Way and Attwood Lane. Provision for a pedestrian access across the Roman Road railway bridge and College Road Bridge should be made. Retain the rural character of Munstone Road with traffic and street lighting restrictions. Provide a continuous green corridor along the eastern boundary of the site along Munstone Road.

The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.

No further modification be proposed in response to this objection.

Objection from

Mr Malcolm Kee

Removing the traffic lights from the railway bridge will free up traffic to a continuous flow making it difficult to enter and exit properties on Roman Road.

The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.

No further modification be proposed in response to this objection.

Objection from

Mrs K Matthews

Measures to restrict traffic between the A49 and A4103 including Church Way and Attwood Lane.

The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.

No further modification be proposed in response to this objection.

Objection from

V A Pugh

A roundabout at the College Road/Roman Road junction is necessary. Reduce the speed limit along Roman Road to 30 miles per hour.

The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.

No further modification be proposed in response to this objection.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Objection from Mrs P Richards	Concern about the increase in traffic along Munstone Road, and A49. Concern for the existing traffic problems at a number of local road junctions.	The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.	No further modification be proposed in response to this objection.
Objection from Mr Paul Richards	Traffic management issues need to be addressed especially along narrow lanes and various junctions in the vicinity.	The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.	No further modification be proposed in response to this objection.
Objection from Cllr. Mrs. Sally Robertson	Concern about existing septic tank discharges, existing residents should be linked to the public sewer to avoid pollution. Traffic measures should be introduced to reduce traffic problems on nearby minor roads and Roman Road. Question the legality of the way the Holmer site was dealt with at the inquiry as the site had already been deleted from the Plan.	The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan. At the Inquiry, HADRA were effectively supporters of the Plan since the Holmer site had been removed in 2004, and submitted written evidence accordingly. Crest Strategic Properties Ltd were objectors to the Revised Deposit UDP and consequently had the right to appear at the Inquiry and submit evidence to it. However, it is clear in paragraph 5.15 of the Inspectors Report that he considered all representations in respect of the site including those in support of the Revised Deposit Draft and all issues are covered in his Report.	No further modification be proposed in response to this objection.
Objection from Mr PM Stubbs	Objection to the way in which the Holmer and Bullinghope sites were dealt with at the various Plan stages as the wishes of the local community appear to have been ignored. Traffic impact on Roman Road and surrounding area is likely to increase. Funds from new housing should be allocated to make road improvements to a number of local road junctions. Provisions to widen the railway bridge at the Bridge Inn and at Roman Road should be made. Measures to restrict traffic between the A49 and A4103 including Church Way and Attwood Lane.	The Plan has been prepared in accordance with Development Plan Regulations including the requirement for publicity and consultation and proposals have been subject to a Public Inquiry. The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.	No further modification be proposed in response to this objection.
Objection from Mr A P Thomas	Traffic impact on Roman Road is likely to increase. There should be a new river crossing connected to the west of Roman Road.	The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.	No further modification be proposed in response to this objection.

Objection from

Miss K P Uridge

The traffic survey of 2003 is out of date as there has been an increased amount of traffic since Roman Road improvements were made. Funds from new housing should not be allocated to widen the Roman Road railway bridge as the traffic impact on Roman Road over the railway bridge is likely to increase. Provisions for a pedestrian access across the Roman Road railway bridge should be made. Measures to restrict traffic between the A49 and A4103 including Church Way and Attwood Lane.

The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.

No further modification be proposed in response to this objection.

Objection from

Mr A N West

Retain the rural character of Munstone Road with traffic restrictions. Funds from the Holmer development should be put towards the proposed Relief Road. Concern for the existing traffic problems at a number of local road junctions. There should be no alterations to the Roman Road railway bridge.

The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.

No further modification be proposed in response to this objection.

Objection from

Holmer & District Residents Association

Question the legality of the way the Holmer site was dealt with at the inquiry as the site had already been deleted from the Plan. Object to the possibility of a two way traffic system on the A4103 railway crossing. Traffic impact on Roman Road is likely to increase. Funds from new housing should not be allocated to the Roman Road railway bridge and should instead be used for works to a number of local road junctions. Measures to restrict traffic along the A49 and A4103 including Church Way and Attwood Lane. Provision should be made for a pedestrian access across the Roman Road Railway Bridge and as well as a cycle/pedestrian access on College Road Bridge. Provide a continuous green corridor along the Eastern boundary of the site. Restrict street lighting along Munstone Road to help retain the rural character. Concern about existing septic tank discharges. Existing residents should be linked to the public sewer to avoid pollution.

At the Inquiry, HADRA were effectively supporters of the Plan since the Holmer site had been removed in 2004, and submitted written evidence accordingly. Crest Strategic Properties Ltd were objectors to the Revised Deposit UDP and consequently had the right to appear at the Inquiry and submit evidence to it. However, it is clear in paragraph 5.15 of the Inspectors Report that he considered all representations in respect of the site including those in support of the Revised Deposit Draft and all issues are covered in his Report. The traffic impact was fully examined by the Inspector and no overriding problem was identified. Detailed issues regarding individual junctions, traffic management issues, local environmental and sewerage concerns are more appropriately dealt with as part of the consideration of planning applications rather than through modifications to the Development Plan.

No further modification be proposed in response to this objection.

Support from

Mr W.H.D. Hartland

Modification supported.

Support is noted.

The support for the Proposed Modification be noted.

Support from

Church Commissioners for England

The Holmer site is preferred to Bullinghope and can deliver road improvements.

Support is noted.

The support for the Proposed Modification be noted.

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Support from			
Crest Strategic Projects LTD	Crest fully support the Council's decision to reinstate land at Holmer for residential purposes and adjust the settlement boundary accordingly in accordance with the Inspector's recommendations.	Support is noted.	The support for the Proposed Modification be noted.
Support from			
Hereford City Council	The City Council unreservedly supports the Inspector's conclusion as to the use of the Holmer site.	Support is noted.	The support for the Proposed Modification be noted.
Support from			
West Midlands RSL Planning Consortium	Welcome target of 35% affordable housing on land at Holmer and the specific reference to an element of affordable housing and a mix of dwelling units.	Support is noted.	The support for the Proposed Modification be noted.
Mod No: 059	Policy/Paragraph: Policy H2 and paragraphs 5.4.17 to 5.4.18 - Leominster - Allocated sites - Barons Cross Camp		1 comment(s)
Support from			
Taylor Woodrow Developments LTD	Support acceptance of recommendation to increase estimated capacity at Baron's Cross Camp to 425 dwellings, consistent with PPG3 and recent planning permission on the site.	Support is noted.	The support for the Proposed Modification be noted.
Mod No: 060	Policy/Paragraph: Policy H2 and paragraphs 5.4.17 to 5.4.18 - Leominster - Allocated sites - Barons Cross Camp		1 comment(s)
Support from			
Taylor Woodrow Developments LTD	Support deletion of "nursery accommodation" from paragraph 5.4.18 reflecting planning permission of October 2006.	Support is noted.	The support for the Proposed Modification be noted.
Mod No: 061	Policy/Paragraph: Policy H2 and paragraph 5.4.22 - Ross-on-Wye - Allocated sites - Tanyard Lane		1 comment(s)
Support from			
Persimmon Homes South Midlands	Support reference to the 2005 development brief.	Support is noted.	The support for the Proposed Modification be noted.
Mod No: 062	Policy/Paragraph: Policy H2 and paragraph 5.4.22 - Ross-on-Wye - Allocated sites - Tanyard Lane		1 comment(s)
Support from			
Persimmon Homes South Midlands	Support the proposed replacement wording with regard to bringing forward the Tanyard Lane site.	Support is noted.	The support for the Proposed Modification be noted.
Mod No: 063	Policy/Paragraph: Paragraph 5.4.22 - Land at Tanyard Lane		2 comment(s)

NAME SUMMARY OF OBJECTION/SUPPORT

RESPONSE

RECOMMENDATION

Objection from

Persimmon Homes South Midlands

Reference to the new business park remains in para 5.4.22. The Inspector makes clear in 6.10.31 that there is potential confusion over which provisions cover which site in respect of the Overross employment site and Tanyard Lane housing site. No off site pedestrian/cycling works have been proposed in respect of Tanyard Lane therefore "and business park" should be deleted from 5.4.22. Also reference to use of Section 106 or 278 agreements should be stated in the text of 5.4.22 as detailed in the Inspector's report at paragraph 5.23.12.

The Inspector concludes that the paragraphs dealing with Model Farm and Tanyard Lane should not deal with aspects of both sites. However, his recommendation 6.10/2 (which was accepted by the Council resulting in proposed modification 104) only partially succeeds in achieving this, and a reference to the new business park remains in the fourth sentence of paragraph 5.4.22. This is now an outdated reference. Its removal is considered a minor, consequential change following from the acceptance of recommendation 6.10/2 and would be undertaken as a change under proposed modification 219. With regard to the reference to the use of Section 106 or 278 agreements this issue was considered by the Inspector in paragraph 5.23.12. He made no recommendation regarding the inclusion of any reference as a proposed modification. Such a reference is not considered necessary.

Delete the words "and business park" from the fourth sentence of paragraph 5.4.22 (as a minor change consequential upon the acceptance of the Inspector's recommendation 6.10/2 and which will not materially affect the Plan). No further modification be proposed in response to this objection.

Support from

Persimmon Homes South Midlands

Support is given to including "occupation" instead of "commencement" and to the deletion of "and the new business park proposal" in paragraph 5.4.22.

Support is noted.

The support for the Proposed Modification be noted.

Mod No: 077

Policy/Paragraph: Wellington

Policy H5 and paragraph 5.4.59 - Main villages, housing land allocations - Land off Auberrow Road, Wellington

1 comment(s)

Support from

Mr Peter McKay

Supports modification as Wellington needs a children's play area.

Support is noted.

The support for the Proposed Modification be noted.

Mod No: 078

Policy/Paragraph: Wellington

Policy H5 and paragraph 5.4.59 - Main villages, housing land allocations - Land off Auberrow Road, Wellington

2 comment(s)

Objection from

Mr Peter McKay

Support thrust of modification but would like to see words from modification 079, namely "or on such other site as may be agreed by the Council in substitution" included. Notes also that modification 078 applies to land at Church Farm not Auberrow Road as stated in Modifications document.

It is accepted Modification 078 refers to the Church Farm site, the reference in the Proposed Modifications reflects the manner which the issue is considered in the Inspector's Report. The recreational facilities proposed by Modification 078 are related to the Church Farm site. It is therefore appropriate that the housing development contribute to this facility rather than facilities elsewhere in the village.

No further modification be proposed in response to this objection.

Support from

Wellington Community Association Parish Plan Steering Committee

Supports modification as Wellington needs a children's play area.

Support is noted.

The support for the Proposed Modification be noted.

Mod No: 079

Policy/Paragraph: Wellington

Policy H5 and paragraph 5.4.59a - Main villages, housing land allocations - Land off Auberrow Road, Wellington

2 comment(s)

NAME	SUMMARY OF OBJECTION/SUPPORT	RESPONSE	RECOMMENDATION
Support from			
Mr Peter McKay	Support modification.	Support is noted.	The support for the Proposed Modification be noted.
Support from			
Wellington Community Association Parish Plan Steering Committee	Supports modification as Wellington needs a children's play area.	Support is noted.	The support for the Proposed Modification be noted.
Mod No: 096	Policy/Paragraph: Policy H19 - Open space requirements		1 comment(s)
Support from			
Mr Peter McKay	Supports modification as Wellington needs a children's play area.	Support is noted.	The support for the Proposed Modification be noted.
Mod No: 098	Policy/Paragraph: Paragraph 6.3.5 - Strategy and general policy.		1 comment(s)
Support from			
West Midlands RSL Planning Consortium	Welcome insertion of the target of 80% housing on each hectare of land.	Support is noted.	The support for the Proposed Modification be noted.
Mod No: 103	Policy/Paragraph: Policy E4 and paragraphs 6.4.28 to 6.4.29 - New employment land allocations - Ross-on-Wye - Overross and Model Farm site		1 comment(s)
Objection from			
Mr. L Cosker	The buffer is not required if land at Overross is allocated in preference to Model Farm. It should be deleted unless the site is allocated in addition to land at Overross.	The Council remains of the opinion that Model Farm is the most appropriate location for an employment allocation and has rejected the Inspector's recommendation 6.10/1. There remains the need to retain the land to the west of Model Farm as a buffer between the existing residential uses and the proposed employment development.	No further modification be proposed in response to this objection.
Mod No: 104	Policy/Paragraph: Policy E4 and paragraphs 6.4.28 to 6.4.29 - New employment land allocations - Ross-on-Wye - Overross and Model Farm site		1 comment(s)
Support from			
Persimmon Homes South Midlands	Support is given to the deletion of reference to Tanyard Lane in order to eliminate confusion over the requirements expected from each site.	Support is noted.	The support for the Proposed Modification be noted.
Mod No: 105	Policy/Paragraph: Policy E4 - New employment land allocations - Hereford - west of Beech Business Park		1 comment(s)

NAME SUMMARY OF OBJECTION/SUPPORT

RESPONSE

RECOMMENDATION

Support from

Church Commissioners for England Support extension of settlement boundary which will allow local firms to maintain a presence and benefit from potential of a relocated livestock market

Support is noted.

The support for the Proposed Modification be noted.

Mod No: 149 Policy/Paragraph: Policy T10 and paragraphs 8.8.11 to 8.8.12 - Safeguarding road schemes - Outer relief road / Rotherwas Access Road

1 comment(s)

Support from

Highways Agency Content that the only modification is to include the agreed alignment for the road

Support is noted.

The support for the Proposed Modification be noted.

Mod No: 158 Policy/Paragraph: Paragraphs 9.4.1 to 9.4.4 - Landscape introduction

1 comment(s)

Support from

Wye Valley AONB Brings the context of paragraph 9.4.1 up to date with the latest Government guidance.

Support is noted.

The support for the Proposed Modification be noted.

Mod No: 160 Policy/Paragraph: Policy LA1 and paragraphs 9.4.5 to 9.4.7 - Areas of Outstanding Natural Beauty

1 comment(s)

Support from

Wye Valley AONB Modification makes policy LA1 clearer in terms of reference to "economic" development in AONB's and more in line with Government statements.

Support is noted.

The support for the Proposed Modification be noted.

Mod No: 161 Policy/Paragraph: Policy LA2 and paragraphs 9.4.8 to 9.4.16 - Landscape character and areas least resilient to change

2 comment(s)

Objection from

Savills Representations were previously made to exclude the Madley Satellite Earth Station site from the LA2 provisions, while there has been changed to the Areas Least Resilient to Change the policy wording would still apply negatively to the site. The change would result in a presumption against the expansion and investment by BT could create a more negative policy background. There are similarities between this site and Stirling Lines at Credenhill. The site is of National Importance and has been atypical of the surrounding landscape types. Any expansion requirements should be capable of outweighing this policy, but policy does not acknowledge the development to date or allow scope to overcome a policy objection without relying on material considerations. UDP policy should have a presumption in favour of further development subject to criteria.

At the Deposit Draft stage of the UDP process objections were received on behalf of BT plc indicating that policy LA2 could prohibit extension or expansion of existing businesses and suggesting a number of changes that should be made to the policy. The Inspector in paragraph 9.4.4 recognises that objections have been made regarding the recognition within the policy of "atypical" areas. His response to such objections is the recommendation to delete the references to Areas Least Resilient to Change (9.4/1) and this has been accepted by the Council. The policy justification, as proposed to be modified, makes it clear that the intention of the policy is not to prevent necessary development and the policy criteria are not considered to be unduly restrictive. However, it is entirely reasonable that the issue of landscape character is addressed when development proposals are considered.

No further modification be proposed in response to this objection.

NAME SUMMARY OF OBJECTION/SUPPORT

RESPONSE

RECOMMENDATION

Support from

Church Commissioners for England

Support modification. The written policy provides sufficient clarity without the need to identify specific areas on the proposals map.

Support is noted.

The support for the Proposed Modification be noted.

Mod No: 164

Policy/Paragraph: Policy LA5 and paragraphs 9.4.21 to 9.4.22 - Protection of trees, woodlands and hedgerows

1 comment(s)

Objection from

Woodland Trust

Support deletion of the words "and only permitted where the development is in the public interest" but suggest absolute protection for ancient woodland and ancient trees can be achieved by amending further the second sentence of criterion 2 to read "In particular, proposals affecting protected trees and Ancient and Semi-Natural Woodlands will be refused". These eco-systems cannot be re-created and there should be no further loss of this finite resource. It is essential that this habitat is protected absolutely from development.

The Modification is in accordance with the Inspector's recommendation. The Inspector in his consideration of original objections by the Woodland Trust addressed the need for absolute protection or ancient woodland and ancient trees. He did not consider that the policy should be explicit in suggesting that there could be exceptions to the policy (paragraph 9.18). The Council have accepted this recommendation and proposed an appropriate modification. However, the Inspector also accepts, in the same paragraph, that there will always be exceptions to policy. Therefore, the policy, as proposed to be modified, is considered to provide adequate protection for ancient woodland and ancient trees.

No further modification be proposed in response to this objection.

Mod No: 165

Policy/Paragraph: Policy LA5 and paragraphs 9.4.21 to 9.4.22 - Protection of trees, woodlands and hedgerows

1 comment(s)

Support from

Woodland Trust

Support replacement of "Ancient Semi-Natural Woodlands" with "Ancient and Semi-Natural Woodlands"

Support is noted.

The support for the Proposed Modification be noted.

Mod No: 166

Policy/Paragraph: Policy LA5 and paragraphs 9.4.21 to 9.4.22 - Protection of trees, woodlands and hedgerows

1 comment(s)

Support from

Woodland Trust

Support the text referring to restoration of Ancient Woodland sites where plantations have occurred (PAWS).

Support is noted.

The support for the Proposed Modification be noted.

Mod No: 176

Policy/Paragraph: Policy HBA9 - Protection of open areas and green spaces - Cradley - Land between St Katharines and Huntingdon

2 comment(s)

Objection from

HOSAG

In producing VDS consultation processes identified that land between St Katharines and Huntingdon should be protected from development. This view was supported by Council at revised deposit stage through the HBA9 designation. Inspector's recommendation ignores community views and should not be accepted.

In making his recommendation the Inspector clearly considered the views of local residents and the responses in the village design statement. The Inspector clearly considers that the HBA9 designation is not appropriate for this site.

No further modification be proposed in response to this objection.

NAME SUMMARY OF OBJECTION/SUPPORT

RESPONSE

RECOMMENDATION

Support from

Mr Anson
 Supports proposed modification 176 and map PM19. Inspector concluded, having considered the merits of the site vis-a-vis the requirements of the policy, that the site does not warrant protection by policy HBA9.

Support is noted.

The support for the Proposed Modification be noted.

Mod No: 200 Policy/Paragraph: Policy CF3 and paragraphs 13.4.8 to 13.4.12 - Telecommunications

1 comment(s)

Support from

Mobile Operators Association
 (MOA)
 Support modifications to paragraph 13.4.12

Support is noted.

The support for the Proposed Modification be noted.

Mod No: 203 Policy/Paragraph: Proposed new policy - New prison

1 comment(s)

Support from

National Offencer Management Service
 Supports modification 203 which accords with the Inspector's recommendation 13.10/1.

Support is noted.

The support for the Proposed Modification be noted.

Mod No: 215 Policy/Paragraph: Proposals Map - Cusop Map 13

1 comment(s)

Objection from

Dr Tim Mullany
 Floodplain depiction for Cusop is wrong. Proposed UDP is based on inaccurate information and will be open to ethical and legal challenge. The suggestion that this blight can be corrected at time of an application by undertaking flood risk assessments is unjust and uncertain. The floodplain map will appear on Local Authority searches it will increase insurance premiums and possibly prevent properties being insured. New modelling will be undertaken and the flood data and map will change during the spring of next year. This data will show the Dulas brook is in a deep ravine as it passes Dulas House. What mechanism for the updated information to be adopted in the UDP? How often will it be revised? Should it be formulated and adopted on inaccurate information.

National Planning policy in PPG25 is clear that "Following discussions with the Environment Agency and other interested parties, local planning authorities should show the areas of flood risk on local plans..." The Inspector considered the issue of defining indicative flood plan maps on the UDP Proposals Maps, including the floodplain defined for Cusop and he concluded that the UDP should include the latest information supplied by the Environment Agency. However, the UDP acknowledges in paragraph 4.5.6 that the information is indicative and that the information will be updated as more detailed information becomes available. The latest information and advice supplied by the Environment Agency would be used in the determination of any planning application. It is not accepted that the UDP is a document which will be utilised to set insurance premiums in respect of flooding issues. The UDP will be replaced over time through the preparation of the Council's Local Development Framework and its constituent documents.

SUSTAINABILITY STRATEGY

PORTFOLIO RESPONSIBILITY: ENVIRONMENT

CABINET

18THJANUARY, 2007

Wards Affected

County-wide

Purpose

To approve the Sustainability Strategy and Action Plan as the Council's contribution towards the commitment to sustainability set out in the Community Strategy for Herefordshire.

Key Decision

This is not a Key Decision.

Recommendation

THAT the Sustainability Strategy 2006-09 and Action Plan be adopted

Reasons

The Council currently has no clearly stated corporate commitment to sustainability.

Considerations

1. This sustainability strategy for Herefordshire Council is inspired by, builds upon and contributes to the Community Strategy for Herefordshire – the top-level plan for the county – in which the Herefordshire Partnership sets out its vision for Herefordshire.
2. The vision of the Community Strategy for Herefordshire is:

Herefordshire will be a place where people, organisations and businesses working together within an outstanding natural environment will bring about sustainable prosperity and well being for all.

One of its five guiding principles is that we must “integrate sustainability into all our actions”. Sustainability requires a commitment to sustainable development.

3. As a key member of the Herefordshire Partnership, the Council is keen to fulfil its commitment to the Community Strategy for Herefordshire and to promote sustainable development. This means that methods for furthering progress towards sustainability must be not only integrated into – but also coordinated across – the plans and strategies that the Council produces, and the actions and thinking of Council officers.

Further information on the subject of this report is available from
Trish Marsh, Sustainability Manager on (01432) 261930

4. This strategy sets out a programme of activities that will enable the Council to achieve this. One of the immediate priorities is to provide additional impetus (and a wider context) for implementing plans designed to address the climate change imperative. Another is to facilitate an agreed vision – expressed in measurable targets – of the Council's future performance from a sustainability perspective.
5. The overarching objective of this strategy is to:

Guide the Council in integrating and coordinating the principles of sustainability across its strategies, plans, policies and actions.
6. More specifically, its strategic aims are to:
 - Support and coordinate Council activities that further sustainability objectives.
 - Increase awareness and provide a point of reference for all interested in maximising sustainable development within their work for the Council.
 - Build a framework for streamlining sustainability objectives across the Council's plans, policies, budgets and strategies. This framework will identify and encourage shared, quantified outcomes that contribute to a sustainable Herefordshire.
 - Communicate the Council's commitment to sustainable development to the public.
7. There are no legal implications; however clear national and regional commitments to sustainable development have been in place for several years. Testing policies and plans against sustainability should increase the alignment of policies and could thus contribute to financial efficiencies.

Risk Management

This strategy should reduce the risk of developing policies with incompatible aims.

Alternative Options

Continue without a strategy: this would make it difficult for the Council to show how it is contributing systematically to a major Community Strategy commitment.

Consultees

Corporate Management Board

Forward Planning

Policy Team

Herefordshire Partnership team

Appendices

Appendix 1 – Sustainability Strategy & Action Plan

Background Papers

None identified.



A sustainable future for the county

Herefordshire Council's Sustainability Strategy
2006—2009

Draft - December 2006

Picture

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

Telephone:
Hereford (01432) 260000
www.herefordshire.gov.uk

Contents

1. Introduction	3
2. Background	4
2.1 Sustainable development	4
2.2 Sustainable development in Herefordshire	4
2.3 Sustainable development and Herefordshire Council: progress so far	5
3. Sustainability frameworks	8
3.1 A national framework	8
3.2 The regional framework	9
3.3 The local framework	9
4. A framework for Herefordshire Council	10
5. Action Plan	13
Appendix A: A sustainability timeline	15
Appendix B: Regional Sustainable Development Framework for the West Midlands, 2006	18
Appendix C: Sustainable development objectives for land use	19
Appendix D: Addressing cross-cutting issues within the Council	19

1 Introduction

This sustainability strategy for Herefordshire Council is inspired by, builds upon and contributes to the Community Strategy for Herefordshire – the top-level plan for the county – in which the Herefordshire Partnership sets out its vision for Herefordshire.

The vision of the Community Strategy for Herefordshire is:

Herefordshire will be a place where people, organisations and businesses working together within an outstanding natural environment will bring about sustainable prosperity and well being for all.

One of its five guiding principles is that we must “integrate sustainability into all our actions”. Sustainability requires a commitment to sustainable development.

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

The Brundtland definition of sustainable development (see Appendix A)

As a key member of the Herefordshire Partnership, the Council is keen to fulfil its commitment to the Community Strategy for Herefordshire and to promote sustainable development. This means that methods for furthering progress towards sustainability must be not only integrated into – but also coordinated across – the plans and strategies that the Council produces, and the actions and thinking of Council officers. This strategy sets out a programme of activities that will enable the Council to achieve this. One of the immediate priorities is to provide additional impetus (and a wider context) for implementing plans designed to address the climate change imperative. Another is to facilitate an agreed vision – expressed in measurable targets – of the Council’s future performance from a sustainability perspective.

The overarching objective of this strategy is to:

Guide the Council in integrating and coordinating the principles of sustainability across its strategies, plans, policies and actions.

More specifically, its strategic aims are to:

1. Support and coordinate Council activities that further sustainability objectives.
2. Increase awareness and provide a point of reference for all interested in maximising sustainable development within their work for the Council.
3. Build a framework for streamlining sustainability objectives across the Council’s plans, policies, budgets and strategies. This framework will identify and encourage shared, quantified outcomes that contribute to a sustainable Herefordshire.
4. Communicate the Council’s commitment to sustainable development to the public.

The result, once these aims are met, will be a Council:

- in which the key characteristics of sustainable communities in Herefordshire are agreed across directorates and in which work is coordinated towards them in accordance with government guidelines (www.communities.gov.uk);*
- that manages its assets and uses resources in a sustainable fashion, and that buys goods and services according to an agreed sustainable procurement policy.
- that also operates more cost-effectively, since this integrated approach promises efficiency gains and a reduction in duplicated or incompatible work.

*Long-term targets – based on indicators reflecting the economic, environmental and social well-being of Herefordshire and using existing indicators as far as possible – will be set out in the next version of this strategy.

2 Background

2.1 Sustainable development

Sustainable development is a vital part of any strategy for sustainability. It requires the furthering of social and environmental goals while preserving the natural environment in which we live; it also requires that the goals set within each of these three areas work together. The UK government has expanded these three key threads to five, in recognition that good governance and the use of sound science are prerequisites for healthy and sustainable social, environmental and economic conditions.

The evolution of the definition of sustainable development and the various frameworks for adopting its principles are outlined in Appendix A. The Community Strategy for Herefordshire and other local strategies are set within the context of the latest national and regional frameworks, outlined in section 3. They also take account of the relevant factors shaping the local context.

2.2 Sustainable development and Herefordshire

Herefordshire is a sparsely populated county, but one of great scenic beauty. About one third of its 177,800 people live in Hereford City, a little more than a fifth in the market towns and almost half in rural areas. Its landscape is a primary asset, particularly in terms of the quality of life, the tourism, and the land-based business and employment opportunities that it supports.

But Herefordshire's rural nature also brings with it challenges. These include how to reduce the widespread dependency on the private car and how to retain young, educated people within its workforce. In addition, the trend towards an ageing population (23.1% of the population is over retirement age, compared with 18.5% nationally, and forecast to rise) presents particular long-term challenges. These challenges are compounded by the outward migration of younger people (only 58.3% people are of working age compared with 61.9% nationally). The backdrop to this migration is clear: average wages in the county are below the regional average and higher education provision is limited.

Sustainable development challenges especially pertinent to Herefordshire include¹:

- Protecting and enhancing its outstanding landscape, including sites and species of national, regional and local importance, and minimising loss of biodiversity.
- Protecting and enhancing its high quality rural environment, for example by enabling communities to improve their neighbourhoods and by encouraging local stewardship, by means of good agricultural management
- Encouraging policies and plans that support access to essential facilities that minimise travel and/or that support sustainable travel, especially public transport.
- Ensuring that rural settlements have access to health, education, employment, retail and recreational facilities.
- Providing and caring for an increasingly ageing population.
- Creating educational and economic opportunities to attract and retain a young, educated workforce, specifically, attracting businesses in regional growth sectors such as business, finance and technology.
- Promoting investment and engagement in learning and skills development.
- Supporting the vitality and viability of town centres and market towns.
- Improving health and reducing health inequalities by encouraging and enabling healthy, active lifestyles, by protecting health and by providing equitable access to health services.

Herefordshire must also strive to address national priorities including:

- Use natural resources such as water and minerals efficiently; reduce waste levels and increase recycling.
- Address climate change by reducing overall energy use through increased energy efficiency, increasing the proportion of energy generated from renewable and low carbon sources and looking at necessary adaptation.
- Encourage sustainable purchasing, including the local sourcing of food, goods and materials.
- Support the provision of affordable housing.
- Encourage more public participation in activities and decisions affecting communities and strive to build sustainable communities.
- Reduce poverty and social exclusion, particularly in deprived areas.

2.3 Sustainability and Herefordshire Council: progress so far

The Council has already achieved much that contributes positively to the challenges described above; indeed its corporate plan is geared specifically to achieving this. Evidence of these achievements is apparent in the range of activities and policies geared to improving the environmental, social and economic well being of the county.

For example, the Council has a Carbon Management Action Plan (CMAP) [http://www.herefordshire.gov.uk/council_gov_democracy/council/23224.asp], which commits it to a 12.5% reduction in its own carbon emissions by 2012 compared with the 2002 baseline. It also supports the Herefordshire Partnership in its work to address climate change.

¹ These are condensed from references in the Council's Corporate Plan, the Community Strategy for Herefordshire and previous work with Forum for the Future.

The Council also has a thorough and well-established environmental policy, which recognises the need to protect the environment and to use natural resources prudently. It has an established environmental management system, Good Environmental Management (GEM), which formed the central plank of the Council's accreditation in July 2006 to ISO 14001 (see box).

[Side bar: GEM and ISO 140001]

GEM & ISO 14001

GEM, the Council's environmental management system, enables the Council to identify and address its impacts on the environment. Effective environmental management is key to the delivery of sustainable development, so GEM helps the Council to meet its commitment to sustainability. All Council activities and services are now certified to the international environmental management standard ISO 14001. This requires the Council to identify the environmental impacts of its activities; check the legal standards that must be met; and decide if the environmental impacts are significant. For those that are significant, the Council must ensure that controls are in place to ensure that legal standards are met and any environmental damage is minimised; targets are set, and performance managed to provide continual improvement of environmental performance. See <http://www.herefordshire.gov.uk/environment/index.asp>.

[End side bar.]

In Planning Services, the Council is putting the finishing touches to a rigorous sustainability appraisal methodology that will underpin all future land development in the county. Local authorities must give in-depth consideration to the principles of sustainable development as part of their planning activities, following the introduction in 2005 of national government policy calling for sustainable development to be "the core principle underpinning planning".

Land use and spatial planning documents produced to guide local development and investment – which together form a portfolio called The Local Development Framework (LDF) – must already undergo Strategic Environmental Assessment (SEA) by law. SEA ensures that potential significant environmental effects arising from plans are identified, assessed, communicated and mitigated; it also requires the monitoring of effects once the plan is implemented.

Herefordshire Council is now extending this process of environmental assessment to encompass appraisal based on the broader sustainability objectives (see Appendix C). This process must also meet the requirements of the SEA Directive, which puts a rigorous environmental assessment procedure in place as the starting point for a comprehensive sustainability appraisal. The Council is currently consulting on a full sustainability appraisal process for all its planning work, both relating to land-use and spatial strategies, as encouraged by the latest government guidelines.

The Council is also working towards many of the economic objectives of sustainability. It has invested in a new multi-million pound scheme to bring higher and further education to a single campus, the "Herefordshire Learning Village". It is pursuing improvements in rural digital connectivity to support self-employed people and remotely sited businesses. The county's new Economic Development Strategy, which has a clear focus on sustainable development, sets targets in five main strands: productivity, entrepreneurship, knowledge and technology, skills, and community regeneration.

[Side bar: the Economic Development Strategy]

The **Herefordshire Economic Development Strategy**, which drives the work of the economic regeneration team, has sustainable development as its first theme. “The strategy seeks to build on existing current efforts to take forward development in sustainable land use management, local sourcing, renewable energies, the environmental economy and education in sustainable development,” it says, adding that its aims include establishing Herefordshire as a leading county for sustainable land use and for knowledge and education in sustainable development practices.

[End side bar. Will add URL/location for this when it is available;
http://www.herefordshire.gov.uk/business/business_support/89.asp in meantime]

Progress is being made on the social front too. There is a strong focus within the Adult and Community Services directorate on access to local services. Much of this work is conducted in partnership with the voluntary sector and various social enterprises, often also featuring an environmental focus (such as on recycling). Such projects set fine examples of sustainability in action. Other initiatives include lifelong learning programmes, and a range of schemes to ensure that older people stay in their homes for longer; to encourage healthy lifestyles; and to support local economic and community activities such as farmers’ markets.

Further examples of social or community themes with a sustainability agenda, too numerous to mention here, can be found in the Social Enterprise Strategy for Herefordshire and Worcestershire, the Council’s Community Involvement Strategy and its Community Development Strategy, among others.

[Side box: Community Strategies]

Social and community strategies for sustainability

The Social Enterprise Strategy, which is endorsed by the Herefordshire Partnership, encourages the creation of businesses with social objectives. It brings a clear focus on achieving economic and social sustainability to a number of plans and activities. Among its five high level objectives are: forming a sustainable social economy, increasing access to local services and enabling access to quality employment.

The Community Involvement Strategy aims to improve involvement of communities (either with a shared interest or a shared location) in the process of decision making, by a number of means including making special efforts to enable hard-to-reach groups and groups at risk of disadvantage to make their voices heard, and also by increasing transparency and accountability.

The emerging Herefordshire Partnership Community Development Strategy is focused on increasing the viability and vitality of communities in Herefordshire by influencing and informing the delivery of community development and local services in the County; strengthening and supporting community and voluntary activity; supporting effective community involvement in decision making and improving access to local services. See: http://intranet/commdocs/DocRoot/Procurement and Contract Management/Doing Business with the Council/Social_Enterprise_Strategy.pdf

[End side bar. NB Comm Inv Strat link still needed]

The Council’s own assets represent another responsibility that must be managed with sustainability in mind. Steps towards this have already been taken: all of the Council’s electricity demand is fulfilled by a ‘green’ energy supplier; it is implementing energy savings measures in its schools; and it supports efforts to promote biofuels and sustainable water management.

3 Sustainability frameworks

While the contribution to sustainability made by various Council plans and strategies is an extremely positive development, there are additional gains still to be made. Some of these gains will come from work on those areas with room for further consideration of sustainability objectives; and some from implementing a coordinated approach across the Council that allows any combined effects to be anticipated and joint opportunities for efficiency or synergy to be maximised.

Such a cross-cutting approach is not easy; it requires taking account of the activities of other departments or teams and, sometimes, of impacts in areas that are unfamiliar or are outside those usually considered. It requires a shift in approach and it requires guidance. It also requires that existing objectives and targets, which between them set standards across the Council, can be viewed as a single coherent bloc, reflecting the shared objective of sustainability.

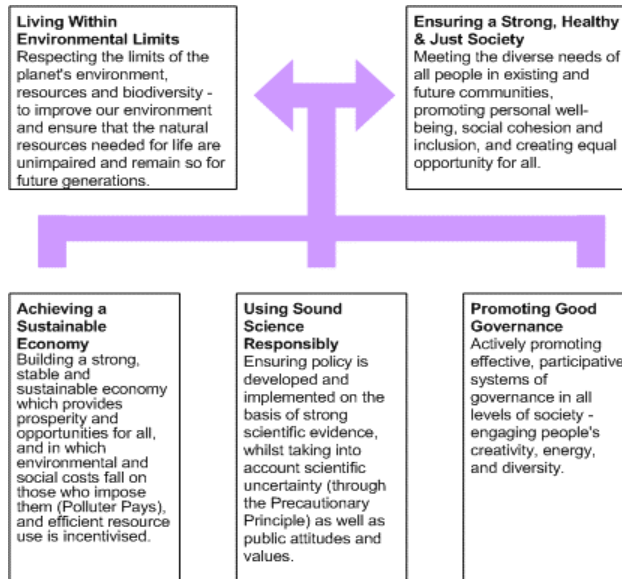
A number of frameworks have been published that provide such guidance and encourage sustainability thinking – for organisations at every level from international to regional. As a result of these exercises, the principles of sustainable development have become ingrained in policy-makers' thinking at national and regional levels.

The onus now is on organisations and people working at the local level, who must interpret the principles promoted in the frameworks and turn them into local reality. Much work has already been done to this end – hence the objectives within many Herefordshire Council strategies and plans that clearly contribute to sustainability. The challenge is to ensure these objectives don't simply remain the property of their respective sections and directorates, but instead are aligned across the Council to present a coherent, widely understood picture of a future, sustainable Herefordshire. Creating that coherent picture is one of the aims of this strategy. Before that, it is worth reminding ourselves of the principles and frameworks.

3.1 The national framework

The UK government published a sustainable development strategy, 'Securing the Future', for the country in March 2005. It sets out five main guiding principles split between two tiers, suggesting a hierarchy of importance.

On the upper tier are: Living Within Environmental Limits and Ensuring a Strong, Healthy and Just Society; on the lower tier: Achieving a Sustainable Economy, Promoting Good Governance and Using Sound Science Responsibly. The strategy suggests that we can achieve the upper tier objectives by means of the principles on the lower tier.



The five guiding principles of sustainability as outlined in the UK government's 'Securing the Future' strategy.

3.2 The regional framework

These principles have been translated into a Regional Sustainable Development Framework (RSDF) for the West Midlands, prepared by Sustainability West Midlands (SWM), a coalition championing sustainability for the region. See: www.sustainabilitywestmidlands.org.uk.

This framework puts forward four main themes designed to guide everyone within the region, whether working in local authorities, businesses or voluntary organisations, in order to steer their policies, decisions and activities towards the vision of a sustainable West Midlands that the framework encapsulates.

[Pic relating to West Mids SD required here. See: <http://www.westmidlandslibrary.co.uk/index.jsp>]

Those four principles are:

- putting people and communities at the centre;
- valuing the environment and living within environmental limits;
- gathering and using sound evidence;
- taking account of the national and global implications of our activities.

Expanded versions of these principles and pointers to information about their accompanying objectives can be seen in Appendix B.

Advantage West Midlands (AWM), the Regional Development Agency, has picked up these threads and become the first regional development agency to create its own sustainable development policy. Entitled 'Future Advantage', this sets out the ways in which Advantage West Midlands intends to become "the regional leader for developing economic prosperity in a way that supports a strong, healthy, and just society living within environmental limits by 2008; and an international leader by 2010." See www.advantagewm.co.uk.

3.3 A local framework

The principles and objectives from the national and regional sustainability strategies played an important role in shaping the Community Strategy for Herefordshire.

Created and agreed by the Herefordshire Partnership and launched in June 2006, the strategy presents a vision of a sustainable future for the county. Its primary focus is set out in four priority themes, chosen to address the key issues for Herefordshire as detailed in section 2.2:

- Economic Development and Enterprise
- Healthier Communities and Older People
- Children and Young People
- Safer and Stronger Communities

Five guiding principles cut across and influence the way these themes are addressed. The guiding principle for sustainability is:

Integrate sustainability into all our actions

All decisions and actions affecting the County should be co-ordinated to maximise the community, environmental and economic benefits, operate within environmental limits and contribute to a better quality of life for everyone who lives in, works in or visits Herefordshire. A strong local culture and shared community activities are an important aspect of this sustainability.

The other guiding principles also support the principle of sustainability. They are:

- Realise the potential of Herefordshire, its people and communities
- Ensure an equal and inclusive society
- Build on the achievements of partnership working and ensure continual improvement
- Protect and improve Herefordshire's distinctive environment.

[Pic of something Herefordshire Council related needed here]

4 A framework for Herefordshire Council

The challenge now is for Herefordshire Council to build on (or where needed, establish) effective methods of embedding full consideration of sustainability – as an underpinning mechanism for optimising the Council's response to the long-term needs of the county – within the core corporate processes of the Council, and across the full spectrum of its activities. (See Section 1: Strategic aims.)

This means encouraging and enabling ways of assessing, measuring and enhancing the contribution to sustainable development of all key plans and activities of the Council. These include the Corporate Plan, the Directorate Plans, the Service Plans, the performance management cycle, the budgets, and procedures for procurement, quality assurance and risk management – all of which need to be written with the objectives of sustainable development for Herefordshire in mind and express clear outcomes that reflect these.

It also means establishing the means to analyse where such plans and processes are aligned with each other and with the Community Strategy for Herefordshire in their pursuit of sustainable development, and developing efficiencies and shared objectives wherever the resulting analysis reveals opportunities to do so.²

Once this analysis is complete, it will allow the creation of a vision for the Council, set at an agreed date in the future and written in terms of the targets to be met and the

² A forerunner to this approach is provided by the Guiding Principles Appraisal, developed in parallel with the first Herefordshire Plan some years ago. This tool was integrated into processes for assessing certain capital bids and grant schemes administered by the Council. This tool will be revisited to see if it remains fit for purpose or requires updating in the light of more recent developments.

activities required to achieve these. This is one of the outcomes of this strategy; the vision will be set out in the next version, due autumn 2007.

In time, the sustainability philosophy will ideally feed through to staff review and development, providing each employee with the motivation and incentives to think and act with a sustainability perspective in mind.

The methods developed to achieve the above will be available for further development, adaptation and use across the processes and plans of the entire Partnership. In this context they form part of a wider plan to promote and monitor the application of the guiding principles of the Community Strategy for Herefordshire.

This strategy comprises both a statement of intent to address the challenges described above and also a description of the activities that Herefordshire Council will undertake in order to do so.

5 Action Plan, 2006-09

This Action Plan focuses on systems to promote widespread consideration of sustainability. These will support, enhance and coordinate the many positive service initiatives that already contribute to sustainable development, the actions and outcomes for which are set out in the Council's corporate plan.

Work is proposed in three primary areas: promoting awareness; appraisal, assessment and improvement; and monitoring and reporting. Activities in these areas are geared to meet the four strategic aims of this strategy, as described below.

Strategic aims

1. Support and coordinate Council activities that further sustainability objectives.
2. Increase awareness and provide a point of reference for all interested in maximising sustainable development within their work for the Council.
3. Build a framework for streamlining sustainability objectives across the Council's plans, policies, budgets and strategies. This framework will identify and encourage shared, quantified outcomes that contribute to a sustainable Herefordshire.
4. Communicate the Council's commitment to sustainable development to the public.

5.1 Awareness

Awareness is a prerequisite for progress and will require a programme of training and education.

Objective: Increase awareness among its workers of the Council's current strengths and weaknesses regarding sustainability, and of the need and means to improve.

Outcomes: By 2009, every Council worker will have an understanding of sustainability, how his/her work contributes to the sustainable development of Herefordshire, and how to measure and extend that contribution.

Strategic aims progressed:

1. Support and coordinate Council activities that further sustainability objectives.
2. Increase awareness and provide a point of reference for all interested in maximising sustainable development within their work for the Council.

5.2 Appraisal, assessment and improvement

Tying in with Council activity planning cycles is the route by which sustainability principles will be embedded across the Council, through appraisal, assessment and improvement.

Objectives: Establish and implement methods to assess, measure and enhance the contribution to sustainable development of all key plans and activities of the Council and to analyse where such plans and processes are aligned with each other in their pursuit of sustainable development, and where opportunities for efficiencies and shared objectives lie. Agree the targets for every directorate that describe the vision of a sustainable Herefordshire and will be incorporated into the next version of the strategy in 2007.

Outcomes: By 2009 every strategy and plan within the Council will work towards sustainability in tandem with its own objectives. The plans within different directorates will be coordinated from a sustainability perspective – and within the structure of the West Midlands Regional Sustainable Development Framework – and will share sustainability goals. By 2007 this sustainability strategy will be updated to include specific targets that will facilitate measurement of progress towards those goals.

Strategic aims progressed:

2. Increase awareness and provide a point of reference for all interested in maximising sustainable development within their work for the Council.
3. Build a framework for streamlining sustainability objectives across the Council's plans, policies, budgets and strategies. This framework will identify and encourage shared, quantified outcomes that contribute to a sustainable Herefordshire.

5.3 Reporting

Monitoring and reporting are key to maintaining momentum. The Chartered Institute of Public Finance and Accountancy (CIPFA) has identified sustainability reporting as the “missing piece in the local authority performance reporting jigsaw”. It is proposed that impacts on key areas, directly attributable to the Council, are monitored annually, using selected relevant sustainability indicators, taken as far as possible from existing sets. Performance will be reported in an annual Corporate Sustainability Report (CSR), enabling the Council's own progress towards sustainability to be assessed and encouraging it to lead by example.

Objective: Publish an annual CSR that a) summarises and informs the wider public on the Council's progress in working towards sustainability goals and b) provides an opportunity to showcase good practice.

Outcome: The contribution made by Herefordshire Council towards the sustainable vision of Herefordshire is presented each year in terms of actual performance against international indicators, taken from the Global Reporting Initiative (GRI) guidelines. The CSR will therefore provide an annual measure of progress against the backdrop of this sustainability strategy.

Strategic aims progressed:

3. Build a framework for streamlining sustainability objectives across the Council's plans, policies, budgets and strategies. This framework will identify and encourage shared, quantified outcomes that contribute to a sustainable Herefordshire.
4. Communicate the Council's commitment to sustainable development to the public.

5.4 The actions 2006 – 2009

Action	By when/ milestones	Outcomes (Strategic aims addressed)	Resources	Who to lead
Support Forward Planners in their implementation of full SA of their plans and specifically the LDF	Progressing and ongoing	Shared insights into means and mechanisms of SA. (1)	Major FP commitment. + intermittent support as required: 3 days to date	FP
Ensure that the current commitment to sustainability in the Council's procurement strategy is fed into practice, using Sir Neville Simm's flexible framework as a diagnostic	Open discussions end Dec 06 with new procurement manager	Ensure one key controllable aspect of Council activity has sustainability at its heart. (1,2)	SPE Manager working with SU & other cross cutting leads	RES/SU
Include session on sustainability in Staff Induction Training	Know whether this is possible and timescale for introduction by end Jan 07 . Implementation dates tbc .	Extra awareness; benefits as above. (1,2)	Time of trainer: could be delivered in-house	HR/SU
Encourage each service to identify 1-2 sustainability targets for improving through 2006/7.	By end of Service planning round (Jan 07)	Sustainability impacts within services measured with reference to selected indicators. (3)	SU time: 5 days working with Service Heads/Managers	POL/SU
Further develop the cross-cutting themes proofing tool (Appendix D) in conjunction with policy team, to converge with SD tool above; trial on 2007/08 service planning processes.	Initial tool will be used in Service Planning by end Feb 2007 . Refined tool to be operating by Sept 2007	First stage on journey to the above achieved by end 2006 and some early awareness on part of plan writers. (2,3)	Within Policy & SU teams + FfF undertake 2 day exercise in Jan 07.	POL/SU
Promote awareness of existing best practice/sustainability success stories by presentations (preferably peer to peer from a range of services) to inspire action/confidence	Plan and ideas to be fleshed out by March 07 . Implementation in June 07	Awareness, as above. (1,2)	1 day per story to write up. Option to use as basis for presentation to teams	Comms/SU
Engage with Council members/ CMB on the need for/ means to achieve sustainability	Interviews complete/ analysed by end Mar 07	Clear idea of limits/ opportunities perceived at board level; understanding of levels of support. (1,2)	Time: 3 days in total	SU, MS, FfF
Complete pilot CSR report on 2005/06, covering direct impacts of Council's activities (not county-level), trialling GRI indicators.	Pilot written and approved by April 07 .	Council will be leading by example; incentives provided for services to stretch and meet targets relevant to SD. (3,4)	6 weeks work done in Summer 06 (CG). 3-4 weeks more needed (SU)	SU
Write, distribute and analyse SD survey/quiz to	Complete and distribute Spring	Learn extent of staff understanding of sustainability and get indication of	5 days (SU) design &	SU/ POL

establish staff understanding/interest	2007 , analysed by June 07	training needed. (2)	distribute + analysis time	
Publish & publicise the final CSR report/ achievement, both internally (as one incentives to get staff buy-in to SD) and externally	Pilot published by end May 07 . Development ongoing.	Transparent dialogue opened with public; commitment to SD conveyed. (4)	3 days	Comms/SU
Devise & deliver staff training programme in sustainability. Focus initially on policy team, performance leads and those writing service plans and begin with Forum for the Future workshops	Stage 1 (for policy/service planning teams) complete by end May 07 Rest of staff: aim for 10% trained every year starting Sept 07	Policy team and plan writers have full understanding of the principles of sustainability and its challenges and opportunities and how they can benefit from working together. (1,2,3)	Time: 5 days per year	HR/SU
Include session on sustainability in Members' Induction Programme	First session to happen by July 07	Extra awareness; benefits as above. (2)	1.5 days SU	MS/SU
Using SA of land use as ref, develop tool to SD proof plans/ policies and encourage monitoring/ improvement / coordination. Build support into that provided to service plan writers; encourage them to identify big issues and tally with SD issues	For forthcoming performance planning cycles from summer 2007	Council activities and service plans take account of all SD objectives relevant to them and Herefordshire and refer to each other. (3)	Time of SU (ongoing – 20 days), policy team, others – say an extra 10 days = 30 in total	FP/POL/SU
Identify initiatives & targets for each directorate that work together towards sustainability for 08/09. Present these, together with relevant existing indicators, in Version 2 of this strategy as Council's contribution to a sustainable Herefordshire.	Begin summer 2007 (and in revised service plans where appropriate). Publish reviewed strategy Spring 2008 (3)	SD progress targets set out at Council level; greater commitment and coordination.	SU 5 days	POL/SU
Revisit the Guiding Principles Appraisal as used by Prudential Capital bids, the ARCH & LEADER grant schemes to see if they remain fit for purpose or require updating.	End Aug 07	Ensure consistency and fitness for purpose. (3)	2 days SU time	RES/ E& CR/SU
Convene SMT to use LA Sustainability Standard self-assessment tool (Forum for the Future; Vs III)	Assessment complete and analysed Autumn 07	Assessment of extent to which principles of sustainability are integrated into Council to date. (1,2)	FfF day + 3-4 hrs of SMT time	SMT/SU
Include discussion of sustainability issues in meetings between Heads of Services to inform next stage, proofing of other Council plans	Autumn 2007	Increased awareness but also understanding of benefits/means of integrating and coordinating plans according to sustainability framework. (2,3)	HoS time + a facilitator for session. 1 day FfF	SMT/SU
Arrange workshop/training for managers and directors to ensure their future plans	All current have attended by Oct 07 ; new recruits	Mgrs/directors have full understanding of SD, challenges and opportunities and how they can	2 days + 0.5 days of manager/	HR/SU

and proposals are well informed regarding sustainability.	within 6 months of being in post (2,3)	benefit from working together.	director time: poss via Managers' Forum.	
Use the scrutiny process as a driver by creating a 'Sustainability Standard' for the Council and making it part of the Scrutiny guidelines	Consider timing further in autumn 2007	Provide another driver – from the top – for sustainability objectives. Widen awareness. (2,3)	5 days work, poss involvement of FfF.	MS/POL/SU
Extend the final sustainability proofing process to major plans and strategies including extra reviews/projects etc as they come up.	Ongoing from Mar 2008 (3)	Council activities and major plans take account of all SD objectives relevant to Hfds and refer to each other. <i>'Integrated planning'</i> .	Mainstream requirement for author's with advice as required	POL/SU
Tie in CSR report with other reporting/research within the Council including the annual monitoring report (AMR) prepared by Forward Planning & State of Herefordshire Report	2008 (3,4)	Streamlining and coordination of research time and effort.	Discussion time – say 2 days staff time in total	POL/SU/FP
Build on CSR report by developing and exploring additional data sources as required with view to producing comprehensive CSR annually	Ongoing from 2008 (3,4)	Ongoing improvement of the reporting process.	Periodic development time form SU	POL/SU

Action Plan Key

Comms	Communications team
E&CR	Economic and Community Regeneration
FP	Forward Planning
HR	Human Resources
MS	Members' Support
POL	Policy Team
RES	Resources
SU	Sustainability Unit
FfF	Forum for the Future

Appendix A: A sustainability timeline

1992

The Rio summit resulted in governments around the world signing up to the concept of sustainable development. The original (social, environmental, economic) pillars were to be integrated within policy to make sure that development was sustainable. The common purpose was to start "living on the earth's income rather than its capital".³

1992

The United Nations Conference on Environment and Development adopted the Rio Declaration and Agenda 21⁴, aimed at achieving sustainable patterns of development worldwide. Important conventions on Climate Change and Biodiversity were signed and many have

³ There are many definitions of sustainability, but in general sustainability recognises that we should satisfy our needs and enjoy a better quality of life, without compromising the quality of life of future generations.

⁴ Agenda 21 – Action plan for the next century (1992) endorsed at the Earth Summit in Rio.

subsequently been followed up by implementation agreements (e.g. the Kyoto agreement on reducing 'greenhouse gases'), which form the basis of much of European Union (EU) and UK Government policy.

1993

The EU progressively developed a more integrated environmental programme, and the objective of sustainable development⁵ was written into the Maastricht Treaty in 1993.

1997

The Amsterdam Treaty generated additional policy priorities with an emphasis on integrating the environmental part of sustainability into the more traditional economic and social development agendas. As a result, EU policy required that environment should be seen as complementary to regional development⁶, and legislation and funding mechanisms should aim to protect and improve the environmental state of Europe.

1998

The three sustainability pillars were emphasised by the newly formed Herefordshire Council that adopted the themes of Anti-poverty, Community and Environment – ACE. These formed an implicit commitment to sustainability, rooted in the Rio agreements of 6 years earlier. Although not explicitly adopting sustainable development, the ACE themes have nevertheless been carried through policy, planning and strategy development since then, providing a degree of consistency for the Corporate Plan, and latterly a high degree of consistency within the Draft Unitary Development Plan and parts of the Local Transport Plan.

1998

Herefordshire Council inherited two Local Agenda 21 plans, one from each county, 'What Happens After Me?' and 'Welcome To our Future'. These plans were the forerunners of Local Strategic Partnership Community Plans. The government introduced a statutory requirement for all local authorities to produce an LA21 Strategy by 2000. The LA21 strategy was a Sustainability Strategy.

1998

Herefordshire Council was awarded Pathfinder status under the Local Government Association New Commitment to Regeneration initiative. This stimulated a major step forward in the development of an integrated approach to addressing the Economic, Social and Environmental needs of Herefordshire and its people. The establishment of the Herefordshire Partnership and the development of the Herefordshire Plan provided an opportunity to highlight priorities judged to make a real difference to the well being of the county over the long term. Herefordshire Council continues to lead by example with a widespread commitment among local organisations to the concept of 'One Partnership, One Plan' - the Herefordshire Plan. The

Herefordshire Plan and Herefordshire Partnership began progressing sustainable development through its Vision and Guiding Principles, although not explicitly adopting the concept of sustainable development.

1998

Section 4 of the Regional Development Agencies Act 1998 placed a statutory purpose on Advantage West Midlands (AWM) to contribute to the achievement of sustainable development. Sustainable development should therefore inform the actions and decisions that AWM takes in pursuance of its economic objectives. Taken together, AWM is required to adopt an integrated approach to regional economic issues; bringing together its Economic, Social and Environmental objectives.

1999

The UK Government launched its first Sustainable Development Strategy⁷. This emphasised the importance of Social, Environmental and Economic objectives summarised as:

- Social progress which recognises the needs of everyone

⁵ The 5th Environment Action Programme (1993) defined this as "...a policy or strategy for continued economic and social development without detriment to the environment and natural resources on the quality of which continued human activity and further development depend..."

⁶ See for example CEC (95) 509 final of 22/11/95 or Article 174 of the Amsterdam Treaty.

⁷ A better quality of life: a strategy for sustainable development for the United Kingdom – Cm4345 DETR (1999)

- Effective protection of the Environment
- Prudent use of natural resources and
- Maintenance of high and stable levels of Economic growth and employment

1999

A series of public consultation events, "Herefordshire Our Place Our Future" took place in each of Hereford's Market Towns in the early part of 1999, organised jointly by the Local Agenda 21 Network and Herefordshire Partnership. They were designed to be inclusive; getting everyone involved by sharing their ideas and aspirations for their communities. Volunteer facilitators ran the highly participatory events - whose style was quite new to Herefordshire. Over twenty facilitators were recruited by offering free training in return for helping facilitate the public events. More than 300 people were involved across the county.

2000

The Rural White Paper 'Our Countryside – the Future' established the policy objective to sustain and enhance the distinctive environment, economy and social fabric of the English countryside for the benefit of all, recognising the interdependence between urban and rural areas. Since the publication of the White Paper, the Government has set out further proposals for creating sustainable communities that meet the needs of all (February 2003), and launched its strategy for sustainable farming and food in England (December 2002). These specific policies connect strongly with Rurality that is increasingly seen as being an important feature of Herefordshire Council's service delivery to rural communities.

2001

Working with Forum for the Future, Herefordshire Council developed its sustainability Guiding Principles of Appraisal (GPA), based on the Herefordshire Plan. The GPA has been adopted as a project appraisal tool for project funding under the Action for Regeneration of Communities in Herefordshire (ARCH) as well as Herefordshire Council's capital programme. Training was provided in the period to 2003 and recently, an interactive version has been developed for use in appraising bids to the capital programme.

2002

The Plan of Implementation arising out of the 2002 World Summit on Sustainable Development (WSSD) built on pre-existing commitments including those from the Rio Earth Summit of 1992 and other international processes including Multilateral Environmental Agreements.

2004

The Herefordshire Plan was "sustainability" appraised as part of the West Midlands Sustainability mapping exercise. The results were fed into the regional sustainability framework scoping exercise. The Herefordshire Plan scored highest alongside Sandwell based on the 15 headline indicators adopted by government – the "Quality of Life Indicators". The State of Herefordshire Report (SOHR) along side the Herefordshire Plan provided the basis for the assessment. Climate Change, River and Air Quality were identified as missing at the time of assessment.

Review of the Herefordshire Plan started –completed July 2006

2005

Version 1 of the West Midlands Sustainable Development Framework was launched in January 2005, with the specific aim of allowing road testing of the model before revision in the light of regional feedback and the new national Sustainable Development Strategy.

2005

['Securing the Future'](#) – *The UK Government Sustainable Development Strategy...*

This is a very comprehensive, action driven, performance linked strategy, based on extensive consultation. It includes explicit commitments by government departments to meeting new and existing individual Public Service Agreements. The strategy makes clear that the Public Service Agreements will increasingly continue to drive policy, possibly by stick and/or carrot through into Local Public Service Agreements and other policy.

" Our goals are a strong Economy, and decent homes in places with clean, safe and green public spaces, where people are able to lead healthy lives, and enjoy the environment around them. So our new strategy contains not only a commitment to create sustainable communities but a commitment to give a new focus to tackling environmental inequalities as well."

“...We have spent a long time getting to grips with the concept of sustainability. I want to declare a moratorium on further words. I want this new strategy to be a catalyst for action to secure our future.”

Quotes from Tony Blair

Herefordshire Council Policy will have a clear advantage if it is appropriately aligned with these policies: in many cases our best practice exists because we are forced to respond to central government PSAs - for instance the frameworks for the LTP and the UDP.

2006

Herefordshire Partnership core partners, including Herefordshire Council, sign Herefordshire's Climate Change Strategy and Action Plan.

Launch of the Regional Sustainable Development Framework for the West Midlands(V2) to support regional delivery of the UK Sustainable Development) Strategy. The aim of the Framework is to help people that develop, review and implement strategies, policies and plans in the West Midlands to ensure their work contributes towards a sustainable future for the Region. The Framework is intended to be useful at local and sub-regional level as well as at regional level, and sets out differing approaches depending on whether strategies, policies and plans are subject to statutory Sustainability Appraisal or not. See also Appendix B below.

Appendix B: A Regional Sustainable Development Framework for the West Midlands, 2006

These are the four themes of the RSDF for the West Midlands, as prepared by Sustainability West Midlands (SWM):

- **Putting people and communities at the centre** of strategy development and policy decisions; engaging people in the decisions that affect their lives and their communities, promoting personal wellbeing, social cohesion and inclusion, creating equal opportunity for all, and meeting the varied needs of our diverse communities in terms of gender, age, ethnicity, disability, faith, sexuality, and background, and in the various rural and urban communities in the West Midlands region.
- **Valuing the environment and living within environmental limits**, respecting the limits of the earth's ability to provide resources and reabsorb pollutants in order to avoid serious or irreversible damage, and recognising the importance of the environment and biodiversity to well-being, health and economic vitality.
- **Gathering and using sound evidence** as the basis for policy-making, taking account of whole-life costs and benefits of our decisions and activities, including impacts that can't easily be valued in money terms, and taking account of long-term impacts in the wider social, environmental and economic context, and adopting the “precautionary principle”, that is, where there is a possibility that an action might result in damage to human health or the environment, the action should be avoided or measures identified to prevent or limit damage and degradation.
- **Taking account of the national and global implications of our activities**, as well as those within the Region, and wherever possible adopting the “polluter pays” principle, that those responsible for environmental or social degradation should meet the costs of the consequences.

The framework lists specific objectives for which to aim when working towards each principle. They can be seen at: <http://www.sustainabilitywestmidlands.org.uk/rsdf/>

Appendix C: Sustainable development objectives for land use

The nineteen sustainable development objectives for Herefordshire, determined within the General Scoping Report for Herefordshire Council's Sustainability Appraisal Framework for land-use development plans.

Economic Development and Enterprise

- To support, maintain or enhance the provision of quality, local or easily accessible employment opportunities for all, in stable or competitive growth sectors.
- Promote a more adaptable and higher skilled workforce
- Maintain or enhance conditions that enable sustainable economic growth and investment without environmental damage (NB "Environmental Damage" is considered under the "Safer and stronger communities " theme)
- Reduce road traffic and congestion and improve sustainable transport choices

Healthier communities and older people

- Improve the health of the people of Herefordshire, reduce disparities in health geographically and demographically and encourage healthy living for all
- Improve access to and engagement in quality cultural, educational, leisure, recreational and community activities for all
- Enhance the function and vibrancy of town or district centres

Children and Young people

- Raise educational achievement levels across the county

Safer and Stronger Communities

- Enhance safety and reduce and prevent crime/fear of crime and antisocial behaviour in the County
- Provide everyone with the opportunity to live in decent, affordable housing
- Reduce the amount of waste requiring disposal and minimise the use of non-reusable materials and encourage recycling
- Conserve and enhance Herefordshire's habitats and biodiversity
- Use natural resources more efficiently and increase the use of renewable energy.
- Maintain and enhance the landscape quality of Herefordshire, including its rural areas and urban open spaces
- Reduce Herefordshire's vulnerability to the impacts of climate change as well as its contribution to the problem
- Minimise local and global pollution and protect or enhance environmental quality.
- Promote integrated and efficient land use
- Enhance the built quality of settlements and neighbourhoods
- Reduce poverty and promote equality and social inclusion

Appendix D: Addressing cross-cutting issues within the Council

This year's Directorate & Service Plan Requirements are a clear step up from the "Guidance" of previous years, stating clearly that

"the material must include what will be done to address the cross-cutters" and "In particular, plans should include at least one measurable improvement target in respect of each of the cross-cutting issues."

The policy and sustainability teams in the Council have developed a checklist and scoring tool designed to assist the inclusion of six selected cross-cutting issues for Herefordshire and assess how effectively they are being addressed within Council plans and proposals. This is currently being tested for its ability to assess three-year corporate management proposals and 07/08 Service Plans on their consideration of these issues.

The checklist is based on six lists of questions, tailored to address each of the cross-cutting issues listed below, and devised by an expert in the relevant department.

- Rurality
- Diversity
- The environment
- Thriving communities
- Older people
- Children and young people;

plus Sustainability as an overarching cross cutter.

This work will form the foundations of a prototype tool to both influence individual service plans as they emerge, and assess their attention to these and related cross-cutting themes, based on research into the combination of cross-cutting themes that best represents sustainability issues. If successful it will enable the assessment of the extent to which these plans contribute to sustainable development.

The questions are designed to encourage proposal or plan writers to consider the impacts of their proposals or plans on these key issues. Current thinking at the time of writing is that responses to these checklists, in combination with the proposals themselves and any revisions that the checklists inspired, will be used to score each proposal on its level of recognition of the cross-cutting themes. The score table is:

Level	Evidence required
0 – No evidence of work on the cross cutting priority	
1 – We are thinking about what we can do	- Initial or basic assessment completed and action plan in place - Relevant paper work completed and signed off by HoS and others as relevant - Timescales, review process and lead officers identified
2 – We are working towards our targets	- SMART Action Plan in use and evidence of review and improvement process in place - The service collects data on activities and categories of service users. - There is evidence of consultation feedback - Findings from consultations used to shape plans and delivery
3 – Our work is making a difference to the services we provide	- Changes in service delivery outputs evidenced as a result of implementation of action plan - Evidence of significant achievement and changes to service delivery
4 – Our work is making a real difference to the lives of our customers	- Service is making measurable/ demonstrable impact on outcomes to individuals and/or communities.

These scores could be presented as positions on a circle of all cross-cutting themes, in which every theme is a segment and the score for that theme is higher at greater distances from the centre. This would present a visual representation of how a proposal addresses the cross-cutting themes, and will inspire people to aim for a different shape in the circle next time.

As the themes cover many of the key threads of sustainability that pertain to Herefordshire, a high score would imply a relatively sustainable plan. However, more work is required to incorporate sustainability thinking and terminology explicitly into the process and to address one or two key sustainability points not currently covered by the cross-cutting checklists. It would also be desirable to more explicitly reflect the cross-cutting issues from the Herefordshire Community Strategy in the final checklist.

Subsequent further work is planned to tie the planning process in with performance improvement, i.e. to make sure that plans include and push targets appropriate to increased sustainability. Work has begun on a prototype matrix aimed at incorporating all these aims into one tool.

POTENTIAL EDGAR STREET GRID COMPULSORY PURCHASE ORDERS

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

18TH JANUARY, 2007

Wards Affected

Central

Purpose

To update Cabinet on the potential need to make Compulsory Purchase Orders (CPO) for the acquisition of interests and rights in a site known as the Edgar Street Grid (the "ESG") which is required to facilitate the implementation of proposals for the regeneration of 100 acres of central Hereford (the "Edgar Street Grid Proposals"). A plan of the ESG is attached to this report as Appendix 1.

Key Decision

This is a Key Decision because it is significant in terms of its affect on communities living or working in an area comprising one or more wards.

It was not included in the Forward Plan however inclusion in the agenda gives the required notice in accordance with Section 15 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2000.

Recommendation

That: the Head of Legal and Democratic Services be authorised to take further forward preparatory work for the potential Edgar Street Grid CPO/CPOs in respect of the land and rights in Annex 1(and any further land that may be identified) and to take all other necessary related action to facilitate the implementation of the Edgar Street Grid Proposals.

Reasons

To facilitate the implementation of the Edgar Street Grid proposals, in particular the three priority areas of the Retail Quarter, Civic Quarter, and Link Road/Canal Basin (for more detail, please refer to paragraph 1 of Background Information below).

Considerations

1. The Edgar Street Grid Delivery Plan identifies priority areas for delivery (the "Priority Areas"). Broadly these are

Further information on the subject of this report is available from
Nick Webster, Economic Regeneration Manager, on (01432) 260601

- The Retail Quarter – this is concentrated in the city block between Edgar Street, Widemarsh Street, Blackfriars Street and New Market Street, and includes the Livestock Market and Garrick House Car Park.
 - The Civic Quarter – this is focused on the area between Blueschool Street, and Coningsby Street.
 - The Link road and Canal Basin – a stretch of land reaching from the A49 north of the Football Ground through to Commercial Road with its junction to Station Approach.
 - The precise boundaries of these general areas are being defined as a part of the ESG Masterplan process and it is proposed that further reports will be brought back to Cabinet in due course.
2. Whilst this paper does not intend to go into any detail concerning a potential CPO strategy, it is considered likely that such a strategy will be required to support the following policies of the emerging UDP: -
 - a) TCR 19R (Hereford Livestock Market – relocation);
 - b) TCR 20R (Eign Gate regeneration area);
 - c) TCR 21R (Canal basin and historic core);
 - d) TCR 22R (Hereford United Football Club/Merton Meadow);
 - e) TCR 23R (Civic Quarter); and
 3. T10 (Safeguarding of road schemes) – 3a) Edgar Street/Commercial Road Link, Hereford, and 3b) Canal Road extension, Hereford.
 4. In order to enable the Council to be in a position to drive forward the implementation of the Edgar Street Grid Proposals, and to underpin the position of ESG Herefordshire Limited and the Council, the implementation of a CPO, or a number of CPO's, is likely to be necessary if all the interests and rights in the ESG cannot be acquired by agreement.
 5. As the issues for each Priority Area are different it is envisaged that any final CPO Strategy may well comprise of a number of CPO's, one for each of the Priority Areas.
 6. Part of the land within all three Priority Areas is in private ownership. Therefore in order to facilitate the successful delivery of the Edgar Street Grid Proposals it will be necessary for the Council or one of its delivery partners to acquire these ownerships.
 7. ESG Herefordshire Limited and the Council, in tandem with Advantage West Midlands ("AWM"), are actively involved in negotiations with owners for the acquisition by agreement of properties and land within the ESG. Such negotiations would continue concurrently with any action that may be undertaken to acquire the ESG compulsorily.
 8. Despite the intention to use all reasonable efforts to acquire properties, land and rights within the ESG by agreement, there is a possibility that not all of the required land and rights will be acquired in this way. In this event, if the CPO properties, process is not then in a position to be commenced this would create a potential for delay to the project timetable.

9. The CPO process consists of a number of stages. In order to drive forward the implementation of the Edgar Street Grid Proposals, one of the very early stages of the process (Formulation) has been commenced. The Council and ESG Herefordshire Limited wish to progress to the stage where a formal Resolution to use compulsory purchase powers will be sought. The likely time period from the initial making of a Resolution to make a CPO, followed by the making of a CPO, any necessary Public Inquiry, confirmation of a CPO and then taking possession of the Land and acquiring new rights is likely to be between 18 and 24 months for each individual CPO. Please see Background Paper 2, which demonstrates the various stages required during the CPO process.
10. It is anticipated that there will be two main areas of cost associated with the CPO process. Initially resource will be required to take the CPO process up to a stage where a formal resolution to use CPO powers could be made. This will include (amongst other steps) the referencing of the interests in Land of the ESG, including the service of requisition notices to ascertain the precise interests in the ESG. Following which, if a CPO is to be made, the production of a CPO, the collection and presentation of relevant background information, producing the Statement of Reasons for making the CPO, publicity of the various steps in the CPO process, consideration of any objections to the CPO including at any public inquiry and fees relating to legal, surveying and valuation advice. These costs will be included in a full funding application to AWM, and have already been included in an outline application.
11. If a CPO is confirmed, there are likely to be costs associated with compensation payments to be made to owners of properties within the ESG. In general the principle of CPO compensation payouts relates to expenses and losses which occur as a direct and reasonable consequence of the acquisitions of properties and rights. It is anticipated that these compensation payments would be likely to total a significant sum. As above these payments will be included in a full funding application to AWM although it is expected that private sector funds and part of the capital receipts from sale of Herefordshire Council land in the ESG area will also be utilised in the funding of redevelopment promoted by ESG.

Risk Management

Given the lengthy timescales associated with the CPO process, it is considered that the pre-action steps to be able to commence such process needs to commence as soon as possible.

As mentioned in paragraphs 4 and 5 above, it is predicted that a number of CPOs will need to be sought. This would thereby restrict the impact of a failure to obtain a CPO to each specific area, as opposed to the entire ESG.

In addition to internal resources from the Council's Legal Department, it is intended that the law firm Pinsent Masons provide the Council (and AWM and ESG Herefordshire Limited as appropriate) with specialist CPO advice.

Alternative Options

To only pursue acquisition of the land, properties and rights within the ESG by agreement. However it is considered unlikely that acquisitions by agreement for all land, properties and rights within the ESG will be possible within a reasonable timescale for delivery of the regeneration scheme. Therefore, this option would be likely to result in an undeliverable scheme within a reasonable timescale.

Consultees

- The Council and/or ESG will enter into consultation with all affected landowners regarding the Masterplanning which would underpin the CPOs. Statutory consultations will also be held as part of the planning process for the relevant planning applications.
- Kevin O'Keefe – Legal Practice Manager
- Alison Hext – Lead Valuer and Estates Surveyor
- Jonathan Bretherton – ESG Herefordshire Ltd
- Richard Ford – Pinsent Masons

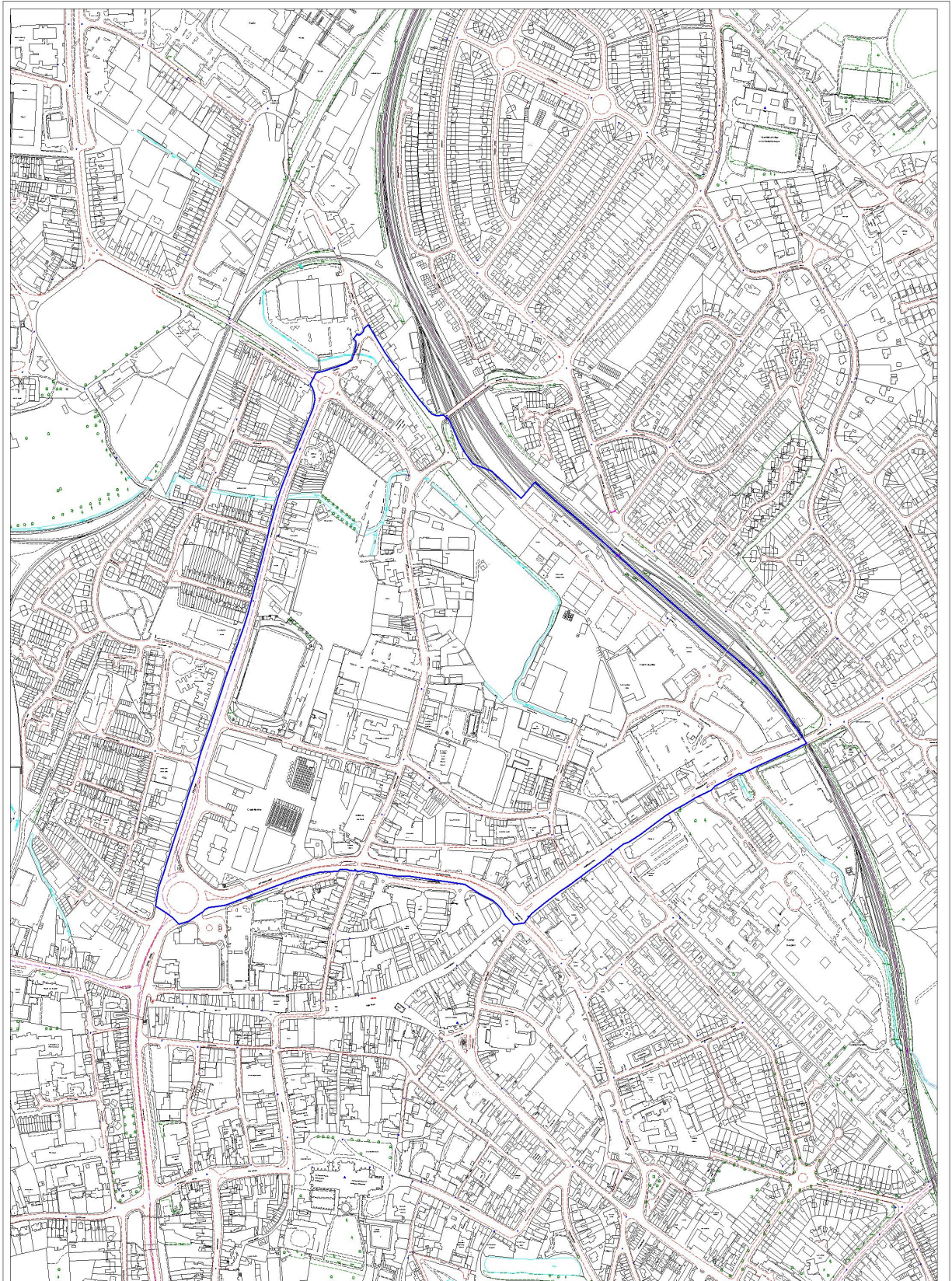
Appendices


Annex 1 – Map showing ESG Boundary

Annex 2 - Diagram of statutory CPO process

Background Papers

None



 Regeneration Area

 LOCATION PLAN - ESG Boundary

 SCALE 1:2000

Revised and Approved Plans shall only be produced in the context of the Member's Statutory Role. Plans Copyright © Herefordshire Council. All Rights Reserved. No part of this publication may be reproduced without the prior written permission of Herefordshire Council.

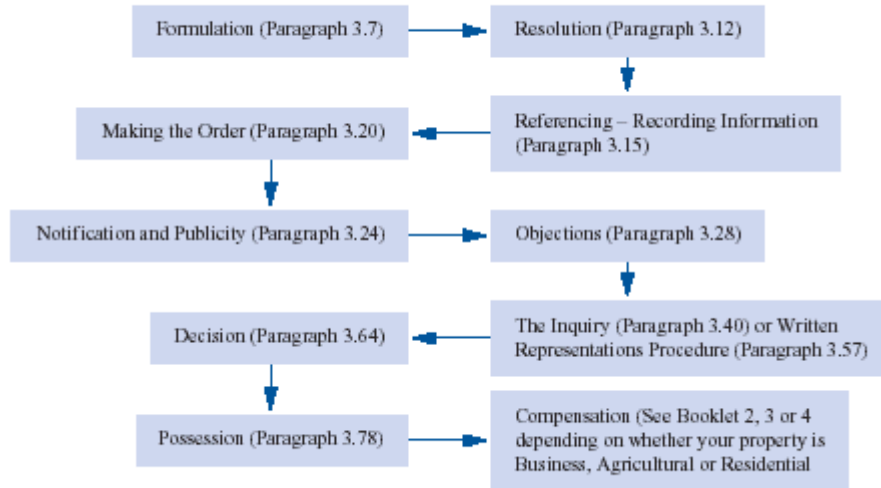
Herefordshire Council
 Property Services
 Franklin House
 4 Commercial Road
 Hereford
 HR1 2BB
 Tel: (01432) 30000
 Fax: (01432) 261992



POTENTIAL EDGAR STREET GRID COMPULSORY PURCHASE ORDERS

Diagram of Compulsory Purchase - Process

COMPULSORY PURCHASE – PROCESS



CALL IN OF DECISION TO RELOCATE HEREFORD LIVESTOCK MARKET

PORTFOLIO RESPONSIBILITY:RURAL REGENERATION & STRATEGY

CABINET

18TH JANUARY, 2007

URGENT ITEM: *THIS MEETING OF CABINET IS THE FINAL OPPORTUNITY AVAILABLE TO CONSIDER THE ISSUE BEFORE THE MEETING OF COUNCIL ON 9TH FEBRUARY, 2007.*

Wards Affected

County-wide

Purpose

To consider the recommendations made by the Community Services Scrutiny Committee in relation to the call in of the Key Decision to relocate Hereford Livestock Market.

Key Decision

This is not a Key Decision but some of the recommendations outlined in the report, if accepted, may lead to Key Decisions in the future.

Recommendation

THAT the recommendations of the Community Services Scrutiny Committee considering the relocation of the livestock market are considered for adoption.

The Recommendations of the Community Services Scrutiny Committee are, that:

- (a) the Griffiths Site (Site 5) be considered the best site of the final six sites considered as the new location for Hereford Livestock Market;**
- (b) road improvements be carried out at Stretton Sugwas on roads leading to the A438 Brecon Road;**
- (c) all potential highway problems be assessed and remedied before the new market opens including designated HGV routes and adequate signage;**
- (d) the possibility of increasing the rent paid by Hereford Market Auctioneers should be investigated;**
- (e) local residents and Members should be involved in pre-planning consultation.**
- (f) high quality buildings be constructed on the new site;**
- (g) appropriate landscaping of the new market site take place; and**

Further information on the subject of this report is available from
Alan McLaughlin, Head of Legal and Democratic Services on (01432) 260200

(h) appropriate transport links from the new site to Hereford City Centre be put in place.

Reasons

Following the call-in of the decision made by Cabinet at its meeting on 21st December 2006 the Community Services Scrutiny Committee has made eight recommendations which now need to be considered for adoption by Cabinet.

Considerations

1. In accordance with Standing Order 7.3.1 and the Scrutiny Committee Rules set out at Appendix 2 of the Constitution, Cabinet's decision on 21st December, 2006 was called in for consideration by the Community Services Scrutiny Committee.
2. To this end the Community Services Scrutiny Committee met on 8th January 2007 and 15th January, 2007 to consider the call in.
3. Further details regarding the call in can be found in the attached report and appendices.
4. An evidence pack containing letters, reports and notes of the Committee meeting on 8th January, 2007 has been submitted to Cabinet Members separately and is available to other Members and the public on request.

Alternative Options

Cabinet could choose to not adopt any of the Scrutiny Committee's recommendations.

Consultees

As outlined in the attached Scrutiny Committee report.

Appendices

Appendix 1 - Report by the Community Services Scrutiny Committee

Background Papers

None identified.

REPORT ON THE CALL IN OF CABINET DECISION TO RELOCATE THE LIVESTOCK MARKET

Report By: Chairman of the Community Services Scrutiny Committee

Wards Affected

Countywide

Purpose

1. To inform Cabinet of the recommendations of the Community Services Scrutiny Committee following the Call-in of the Key Decision to relocate Hereford Livestock Market.

Financial Implications

2. There are potential financial implications dependant on which of the Committee's recommendations are accepted by Cabinet.

Background

3. In accordance with Standing Order 7.3.1 and the Scrutiny Committee Rules set out at Appendix 2 of the Constitution, Cabinet's decision on 21st December, 2006 in relation to the relocation of Hereford Livestock Market (Ref: 2006.CAB.101) was called in for consideration by the Community Services Scrutiny Committee.
4. The stated reasons for the call-in were:
 - **To seek confirmation that full and final consultation has taken place and that the public have had every opportunity to have their say.**
 - **To ensure that every alternative site has been examined and that the chosen option is the best solution.**
 - **To ensure that the site is economically viable for a market.**
 - **To ensure that the site represents value for money for the Council.**
5. To this end the Committee invited comments from members of the public and invited a number of witnesses to its meeting on 8th January 2007.
6. The Committee's witnesses were:
 - Kevin O'Keefe – Legal Practice Manager
 - Cllr J.C. Mayson – Cabinet Member Rural Regeneration & Strategy
 - Cllr R.J. Phillips – Leader of Herefordshire Council
 - Cllr T.M. James – Chairman, Strategic Monitoring Committee
 - Cllr Mrs P.A. Andrews – Vice-Chairman, Strategic Monitoring Committee

Further information on the subject of this report is available from
Councillor Chris Chappell, Chairman, Community Services Scrutiny Committee on 01432 260201

Cllr R.I. Matthews – Leader of the Independent Group and Credenhill Ward
Mr Owen Whittall – Farmer, Moccas, Herefordshire
Mr Andrew Lloyd – Farmer, Clyro, Herefordshire
Mr James Verdin – Country Landowners and Business Association Member
Mr R. Grainger – Brightwells Auctioneers
Dr. David Nicholson – Forward Planning Manager
Mr Colin Birks – Property Services Manager
Mr Ross Garbutt – Project Manager – Amey
Mr Rob Wood – Contracts Manager – Amey

7. The Committee also received and circulated correspondence from:
Paul and Mary Hilder (two letters)
Nikky Eyles
Celia Davies on behalf of Burghill Parish Council
Mrs Morawiecka
Kit Byatt
Gary Woodman – Chamber of Commerce
8. Copies of the correspondence received by the Committee have been circulated to Members of Cabinet separately and are available to other Members and the public on request.
10. A summary of the evidence heard by the Committee at its meeting on 8th January 2007 has been sent separately to all Members of Cabinet. The meeting was attended by approximately 40 members of the public. The Committee then adjourned.
11. The Committee reconvened at 12.30 p.m. in private session to consider the financial aspects of the relocation. Once the finances had been examined the Committee again adjourned.
12. At 2.00 p.m. on 15th January 2007 the Committee reconvened in public and debated the evidence which it had heard over the previous two parts of its meeting. Approximately 20 members of the public were in attendance.
13. Following the Review of the evidence the Committee felt that full and final consultation had taken place and unanimously agreed, on the basis of the evidence presented to it, the recommendations outlined below.

RECOMMENDATIONS

- THAT**
- (a) The Griffiths Site (Site 5) be considered the best site of the final six sites considered as the new location for Hereford Livestock Market;**
 - (b) Road improvements be carried out at Stretton Sugwas on roads leading to the A438 Brecon Road;**
 - (c) All potential highway problems be assessed and remedied before the new market opens including designated HGV routes and adequate signage;**
 - (d) The possibility of increasing the rent paid by Hereford Market Auctioneers should be investigated;**

- (e) Local residents and Members should be involved in pre-planning consultation.
- (f) High quality buildings be constructed on the new site;
- (g) Appropriate landscaping of the new market site take place;
and;
- (h) Appropriate transport links from the new site to Hereford City Centre be put in place.

BACKGROUND PAPERS

- None Identified

Document is Restricted

Document is Restricted

Document is Restricted

Document is Restricted

Document is Restricted

Document is Restricted

