

DEUPUTY CHIEF EXECUTIVE OFFICE

A. Williams (Interim)

TO: ALL MEMBERS OF THE COUNCIL

Your Ref:

Our Ref: AMcL/SAHC

Please ask for: Siân Clark

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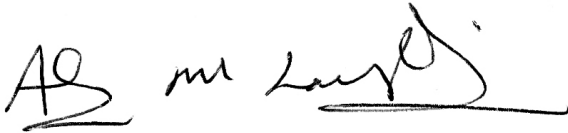
E-mail: sianclark@herefordshire.gov.uk

Dear Councillor,

YOU ARE HEREBY SUMMONED to attend the meeting of the County of Herefordshire District Council to be held on **Friday, 16th May, 2008** at The Shirehall, St Peter's Square, Hereford at 10.30 a.m. at which the business set out in the attached agenda is proposed to be transacted.

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

Yours sincerely



A. McLAUGHLIN
ASSISTANT CHIEF EXECUTIVE
LEGAL AND DEMOCRATIC



A G E N D A

COUNCIL

Date: **Friday, 16th May, 2008**

Time: **10.30 a.m.**

Place: **The Shirehall, St Peter's Square,
Hereford**

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

For any further information please contact:

Sian Clark, Democratic Services Manager

**Tel: 01432 260222, E-mail
sianclark@herefordshire.gov.uk**

**County of Herefordshire
District Council**

AGENDA

for the Meeting of the COUNCIL

To: All Members of the Council

Pages

Please note that the provisions of the Local Government Act 1972, the outgoing Chairman, Councillor J Stone and the Vice-Chairman Councillor JB Williams continue in office until the election of the Chairman and the appointment of the Vice-Chairman at the Annual Meeting of the Council.

1. **CHAIRMAN**

To elect the Chairman of the Council.

2. **PRAYERS**

3. **APOLOGIES FOR ABSENCE**

To receive apologies for absence.

4. **DECLARATIONS OF INTEREST**

To receive any declarations of interest by Members in respect of items on the Agenda.

GUIDANCE ON DECLARING PERSONAL AND PREJUDICIAL INTERESTS AT MEETINGS

The Council's Members' Code of Conduct requires Councillors to declare against an Agenda item(s) the nature of an interest and whether the interest is personal or prejudicial. Councillors have to decide first whether or not they have a personal interest in the matter under discussion. They will then have to decide whether that personal interest is also prejudicial.

A personal interest is an interest that affects the Councillor more than most other people in the area. People in the area include those who live, work or have property in the area of the Council. Councillors will also have a personal interest if their partner, relative or a close friend, or an organisation that they or the member works for, is affected more than other people in the area. If they do have a personal interest, they must declare it but can stay and take part and vote in the meeting.

Whether an interest is prejudicial is a matter of judgement for each Councillor. What Councillors have to do is ask themselves whether a member of the public – if he or she knew all the facts – would think that the Councillor's interest was so important that their decision would be affected by it. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room.

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| <p>5. VICE-CHAIRMAN
To appoint the Vice-Chairman of the Council.</p> | |
| <p>6. MINUTES
To approve and sign the Minutes of the meetings held on 8 February 2008 and 7 March 2008.</p> | 1 - 58 |
| <p>7. REPORT ON THE ELECTION OF A COUNCILLOR
To receive a report of the Deputy Returning Officer following the Old Gore by election on 10 April 2008.</p> | 59 - 60 |
| <p>8. APPOINTMENT OF THE LEADER OF THE COUNCIL
To appoint the Leader of the Council</p> | |
| <p>9. APPOINTMENT TO OFFICES RESERVED TO COUNCIL, ALLOCATION OF SEATS TO POLITICAL GROUPS AND APPOINTMENTS TO COMMITTEES AND OTHER BODIES
To exercise those powers reserved to Council at its Annual Meeting:</p> <ul style="list-style-type: none">(a) To make appointments to the positions of Chairmen and Vice-Chairmanships to committees and other offices.(b) To establish the allocation of seats to political groups based on proportionality as defined by the Local Government and Housing Act 1989 giving effect also to Section 15(5)b of the Act which provides that where the majority of seats on an authority are held by one political group, that group shall have a majority on all bodies to which appointments are made.(c) To make arrangements for such appointments to committees and other bodies as may be necessary. <p>Please note that the Council may be asked under this item to approve alternative arrangements to strict political proportionality for appointments to Committees and other bodies in accordance with Regulation 20 of the Local Government (Committees and Political Groups) Regulations 1990.</p> | 61 - 64 |
| <p>10. CHAIRMAN'S ANNOUNCEMENTS
To receive the Chairman's announcements and petitions from members of the public.</p> | |
| <p>11. QUESTIONS FROM MEMBERS OF THE PUBLIC
To receive questions from members of the public.</p> | 65 - 94 |
| <p>12. QUESTIONS TO THE CABINET MEMBERS AND CHAIRMEN UNDER STANDING ORDERS
To receive any written questions.</p> | |
| <p>13. NOTICES OF MOTION UNDER STANDING ORDERS</p> | |

To consider any Notices of Motion.

Councillors TM James and PA Andrews submitted the following Notice of Motion as a matter of urgency.

“Mindful of the current economic climate for small businesses in Herefordshire and the bureaucratic burden placed upon them by both European and National legislation this Council make an undertaking not to place further unnecessary and costly regulations on our hard pressed business community.

Therefore request that the Council amend its policy on VOSA Test on Taxi Operators who transport our disabled community throughout the County.

We also note that if this policy were to be extended to Education Transport and Adult Social Care it would have a massive effect upon cost and the service provided and in some areas would mean the collapse of the service.

Herefordshire Council will be the only Council in England who feel the necessity to add further and costly regulations on top of those imposed on Businesses by EU and Westminster Parliaments.”

The Chairman will rule whether the motion is urgent.

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| 14. CABINET | To receive the report and to consider any recommendations to Council arising from the meetings held on 27 March, 10 April and 1 May 2008. | 95 - 100 |
| 15. DRAFT CORPORATE PLAN 2008/2011 | To seek Council's approval of the Council's Corporate Plan for 2008/2011, subject to the negotiated Local Area Agreement targets being added. | 101 - 182 |
| 16. CHILDREN AND YOUNG PEOPLE'S PLAN 2008 | To consider and approve the Children and Young People's Plan 2008 – 2011. | 183 - 220 |
| 17. HEREFORDSHIRE COMMUNITY SAFETY AND DRUGS PARTNERSHIP - PARTNERSHIP PLAN (2008-2011) | To inform Council that the Strategy Group of the Herefordshire Community Safety and Drugs Partnership (HCSDP) has approved the Partnership Plan (2008-2011). | 221 - 328 |
| 18. PLANNING COMMITTEE | To receive the report and to consider any recommendations to Council arising from the meetings held on 29 February and 11 April 2008. | 329 - 334 |
| 19. STANDARDS COMMITTEE | To receive the report and to consider any recommendations to Council arising from the meeting held on 18 April 2008. | 335 - 336 |
| 20. STRATEGIC MONITORING COMMITTEE | | 337 - 346 |

- To receive the report and to consider any recommendations to Council arising from the meetings held on 6 March, 10 March, 20 March and 28 April 2008.
- 21. REGULATORY COMMITTEE** 347 - 350
- To receive the report and to consider any recommendations to Council arising from the meetings held on 26 February, 6 March, 25 March, 9 April, 22 April and 30 April 2008.
- 22. AUDIT AND CORPORATE GOVERNANCE COMMITTEE** 351 - 352
- To receive the report and to consider any recommendations to Council arising from the meetings held on 29 February and 4 April 2008.
- 23. WEST MERCIA POLICE AUTHORITY** 353 - 364
- To receive the report of the meeting of the West Mercia Police Authority held on 19 February 2008. Councillor B. Hunt has been nominated for the purpose of answering questions on the discharge of the functions of the Police Authority.
- 24. HEREFORD & WORCESTER FIRE AND RESCUE AUTHORITY** 365 - 366
- To receive the report of the meetings of the Hereford & Worcester Fire and Rescue Authority held on 20 February 2008.
- 25. DATES OF FUTURE MEETINGS**
- Dates for Council meetings in the year 2008/09 are as follows:
- Friday 25 July 2008
Friday 31 October 2008
6 February 2009
6 March 2009 (to set the budget and council tax)
29 May 2009 (Annual Council)
- All meetings will commence at 10.30a.m and will be held in the Shire Hall, Hereford unless advised otherwise.

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, 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.
- A member of the public may, at a meeting of the full Council, ask a Cabinet Member or Chairman of a Committee any question relevant to a matter in relation to which the Council has powers or duties or which affects the County as long as a copy of that question is deposited with the Assistant Chief Executive Legal and Democratic, more than seven clear working days before the meeting i.e. by close of business on a Tuesday in the week preceding a Friday meeting.

Please Note:

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

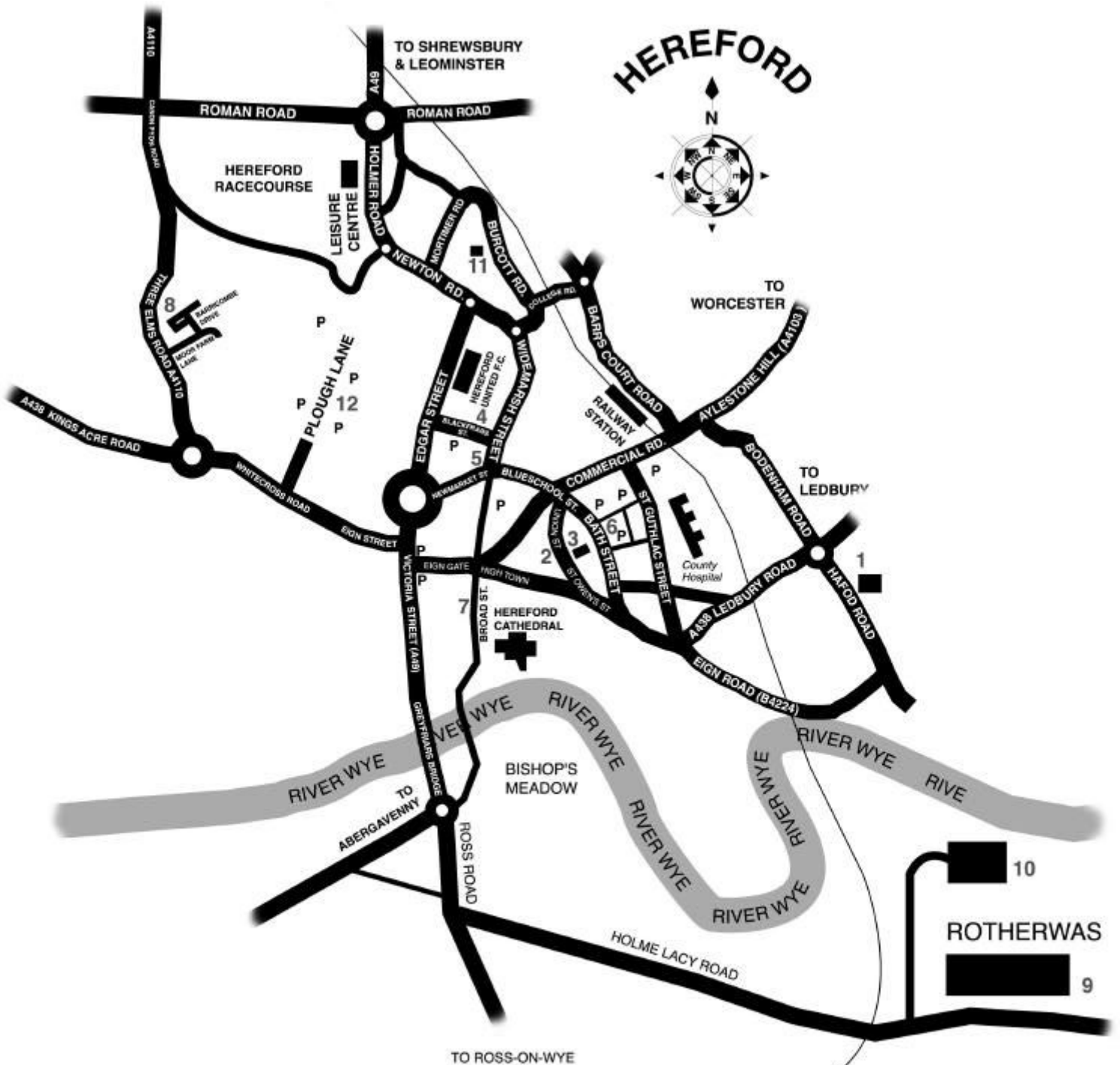
The meeting room is accessible for visitors in wheelchairs via the main entrance by prior arrangement. Please telephone 01432 272395

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

If you have any questions about this Agenda, how the Council works or would like more information or wish to exercise your rights to access the information described above, you may do so either by telephoning the officer named on the front cover of this agenda on 01432 260222 or by visiting in person during office hours (8.45 a.m. - 5.00 p.m. Monday - Thursday and 8.45 a.m. - 4.45 p.m. Friday) at the Council Offices, Brockington, 35 Hafod Road, Hereford.



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.



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

FIRE AND EMERGENCY EVACUATION PROCEDURE

IN CASE OF FIRE (no matter how small)

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

ON HEARING THE ALARM

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

GAOL STREET CAR PARK

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

MINUTES of the meeting of COUNCIL held at The Hall, Shirehall, St Peter's Square, Hereford. on Friday, 8th February, 2008 at 10.30 a.m.

Present: Councillor J Stone (Chairman)
Councillor JB Williams (Vice Chairman)

Councillors: PA Andrews, WU Attfield, LO Barnett, CM Bartrum, DJ Benjamin, AJM Blackshaw, WLS Bowen, H Bramer, ACR Chappell, PGH Cutter, SPA Daniels, GFM Dawe, PJ Edwards, MJ Fishley, JP French, JHR Goodwin, AE Gray, DW Greenow, KG Grumbley, KS Guthrie, JW Hope MBE, MAF Hubbard, B Hunt, RC Hunt, TW Hunt, TM James, JG Jarvis, P Jones CBE, MD Lloyd-Hayes, G Lucas, RI Matthews, TMR McLean, R Mills, PM Morgan, AT Oliver, JE Pemberton, RJ Phillips, GA Powell, PD Price, SJ Robertson, A Seldon, RH Smith, RV Stockton, JK Swinburne, AP Taylor, DC Taylor, AM Toon, NL Vaughan, WJ Walling, PJ Watts, DB Wilcox and JD Woodward

63. PRAYERS

64. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors: RBA Burke, ME Cooper, H Davies, JA Hyde and NL Vaughan.

65. DECLARATIONS OF INTEREST

Declarations of interest were made by Members at the Council meeting as Governors to the various schools across the county.

66. MINUTES

RESOLVED: That the minutes of the meeting held on 2 November and the extraordinary meeting on 23 November 2007 be approved as a correct record and signed by the Chairman.

67. CHAIRMAN'S ANNOUNCEMENTS

The Chairman reminded Council of the loss of former Councillor Phil Turpin who had served on the Council for three years. Council stood for a minutes silence in remembrance.

The Chairman thanked everyone across the Council who took part in the fund raising for Macmillan and St Michael's Hospice and for raising £2060.00.

The Chairman congratulated Info in Hereford staff for maintaining their charter mark in info services.

The Chairman announced the sponsored swim that he and Councillor Sally Robertson are to carry out at the four Halo swimming pools across the county. He stated that he was fund raising for the Macmillan Renton appeal and for two village halls in his area. He added that Councillor Robertson was fundraising for local good causes.

68. QUESTIONS FROM MEMBERS OF THE PUBLIC

Under the Constitution a member of the public can ask a Cabinet Member or Chairman of a Committee any question relevant to a matter in relation to which the Council has powers or duties, or which affects the county, as long as a copy of the question is deposited with the Head of Legal and Democratic Services more than six clear working days before the meeting. Several questions have been received and were included in the agenda. The questions, together with a summary of the responses, are set out below.

1. QUESTION FROM MR J BAKER, MUCH MARCLE, HEREFORDSHIRE

1.1 *The Council has stated in its summary presentation to Head Teachers on the 10 January 2008 that 39 schools should close (slide 7 and 8).*

Given the: -

- *flawed statistical analysis on which the closures are based;*
- *unreasonable and unworkable timescales for both the consultation and the proposed closures;*
- *devastating impact that these closures will have for current and future generations of children in Herefordshire;*
- *detrimental impact that these proposals will have on hard working and committed teaching staff; and*
- *complete absence of any reference to the school closures in the May 2007 Conservative Party election campaign manifesto;*

2. QUESTION FROM MR J SANGER, HEREFORDSHIRE

2.1 *Has the deadline for implementing changes to primary schools changed (originally September 2009)? If it has, when is the new deadline and if it has not how can the council possibly totally rebuild their policy in the time available?*

Would the Council please stop the current consultation process and commit itself to a more robust assessment of the needs of the children of Herefordshire?

3. QUESTION FROM MRS SD KNIGHTS, CLEHONGER, HEREFORD

3.1 *How will the problem of overcrowding in schools be dealt with while the school rolls reduce to anticipated levels, when school closures go ahead as some undoubtedly will? How will our children access their playgrounds and playing fields if they are covered with mobile classrooms?*

3.2 *Can you please explain how the process of consultation will now move forward? It has caused further confusion amongst the parents in the county with the proposals being recalled and very little information then available as to what happens now.*

Council Taxpayers, as stake holders in the council, are surely entitled to a clear and concise explanation of how the process will move forward to allay their fears, reducing the further pressure on rural schools as parents re-consider their child's educational provision again putting the school roll projections further out of date.

4. QUESTION FROM MRS S SHIPLEY, BROMYARD, HEREFORD.

- 4.1** *If Pencombe School is under the 10% threshold for schools under capacitated, why is it under threat of being closed?*
- 4.2** *What happens to our Church and Village Hall should the school close i.e. Parent toddler groups, Pantomimes that are held here?*
- 4.3** *How do we collect our children from Bredenbury should we experience flooding and snow as on three occasions in the past 12 months I have been unable to drive my car through Pencombe Village and had to walk.?*

ANSWER FROM COUNCILLOR RJ PHILLIPS LEADER OF THE COUNCIL. THIS RESPONSE WAS PROVIDED TO THE FOUR QUESTIONS ABOVE.

The position over the School Review has changed fairly rapidly in recent weeks and it may be helpful to clarify the following points:

- The draft proposals announced on 11 January were for the whole county and were for public consultation.
- Due to concern over the detail of the proposals raised by the public, the Leader announced the recall of this draft paper on 21 January.
- Dialogue with schools continues and is seen as vital and informative though the consultation is suspended.
- All written responses are being collated to inform future debate.
- The removal of surplus places in our education system remains an issue as it impacts upon the value for money and therefore the delivery of the curriculum is likely to be detrimentally affected.
- The letter from J Knight MP which was quoted in national press reminds local authorities of their duty to consider other factors before closing any rural school. Officers are fully aware of this duty – which has not changed but it does not state that closure of rural schools is not possible, merely that due process and careful consideration must be given.
- Next steps:
 - Both the data analysis and the process will be examined by external experts in coming weeks.
 - A Cabinet paper will be considered on 21 February 2008 to consider detailed next steps but it is anticipated that the next steps include:

- Further dialogue with schools / Diocese and key stakeholders.
- Draft proposals going to Cabinet and Scrutiny in September before then going out for public consultation on the overall pattern of school provision.

Therefore many of the specific questions today at Council may either have been dealt with by way of this statement or seem inappropriate now the proposals have been withdrawn.

5. QUESTION FROM MR D PHELPS, HEREFORD.

- 5.1** *In the light of the recent report to the Strategic Monitoring Committee on the May 2007 elections has the failure to properly issue postal votes and the fiasco of the missing ballot box been referred to the Electoral Commission?*

ANSWER FROM DEPUTY RETURNING OFFICER

The Electoral Commission is an independent body which assists and supports Returning Officers. The report to Strategic Monitoring Committee of the 21 January 2008 makes clear there was no missing ballot box. A ballot box was delayed in being received at the count and the contents included in that count. The issue of postal votes is a serious matter and one in which the Council is in dispute with its supplier. Arrangements were made, although not satisfactory, to ensure those who had applied for a postal vote could exercise that vote.

The Electoral Commission does not have a statutory role to review the outcome of elections. If a candidate or member of the public is unhappy with the election they have the right to present an "Election Petition" within 21 days after election day. No such election petition has been received and under Section 45 of the Representation of the People Act 1983 in the absence of a petition the election is good and fair.

It is important to note that the late introduction of legislation which came into force in January 2007 only allowed Electoral Registration three months to put in arrangements for secure postal voting. This was a national problem not specific to Herefordshire and the action plan presented to the Strategic Monitoring Committee should address those difficulties for the future.

6. QUESTION FROM MRS P FENDER, WELSH NEWTON, MONMOUTH

- 6.1** *I have been a full time carer for my severely disabled husband for many years.*

Government has allocated a Carers' Grant to the Council for the past seven years (£772,000 for the year 2008/09) to be used in consultation with carers, primarily for carers' respite. There is no evidence that this has been done.

- 6.2** *There have been no business plans for the use of the Carers' Grant and, as yet, no evidence of any end of year returns.*

Why is there no business plan for the year 2008/09?

- 6.3 *Having been alerted some time ago to this serious omission, why has action not been taken to ensure proper accountability of the Carers' Grant 2008/09?*
- 6.4 *Who has overall and ultimate responsibility for agreeing and overseeing the use of the Carers' Grant?*

ANSWERS FROM COUNCILLOR LO BARNETT, CABINET MEMBER SOCIAL CARE ADULTS AND HEALTH

- 6.1 The Carers' Grant is fully used to provide support for carers, including respite - which is known as short breaks. There are a number of processes that are involved in overseeing how this happens as detailed below. It is true that in the past there has been insufficient involvement of carers in the planning of services and how they will be commissioned. We have a number of initiatives underway, as outlined below, to address this.
- 6.2 The Carers' Grant is spent in line with the "Joint Commissioning Plan for Carers' Services 2007-2011. This plan was approved by the Adult Commissioning Board which is a joint decision making body of both the PCT and Adult Social Care. Membership of the Board includes the lead Councillor for adult services, the Chair of the Board of the PCT, the Director of Adult and Community Services, the Director of Commissioning from the PCT and a representative from the Alliance.
The Plan outlines the commissioning intentions. A number of organisations are funded to provide services in line with those recommendations. This is the only plan that the Council has in relation to the Carers' Grant. The organisations that are funded will have their own business plans.
- 6.2 We have recognised that, in the past, we have not involved carers sufficiently in the planning of services. There is considerable work underway this year to ensure that we make significant improvements. This includes commissioning one organisation to establish a carers' hub, which will be a centre of advice and support, and will also be tasked with establishing a network to involve carers across the county. We have also funded 2 additional posts - one to provide support for carers of adults with learning disabilities and the other, carers of those suffering from mental ill-health. We have also given notice to those organisations funded to provide short breaks, that these services are to be re-commissioned with new contracts to be let in October 2008. We intend to ensure that carers will be fully involved in the procurement process.

The type and volume of service to be provided is outlined in the Service Level Agreements and contracts that the Council has agreed with the individual organisations. The organisations provide information on who is receiving services to the Adult social care information section and this forms part of the evidence that is used in collating our performance against P.I.s relating to carers' support. We have a carer's assessor post in each of the locality teams to ensure that carers have their needs assessed and that their need for services is matched with the services we are purchasing. These arrangements are kept under review by a Service Design Group, which is multi-agency.

- 6.4 The Local Authority is accountable for the Grant - until this year the Grant was the responsibility of the Director of Adult and Community Services. However from 2008-2009 this is one of the grants which will be part of the Area Based Grant. It has been agreed that the allocation of the Grant for 2008/2009 will remain as it was for 2007/08 and any recommendations relating to changes in the way the Carers' Grant is to be used will have to be

agreed by the Adult Commissioning Board.

7. QUESTION FROM MRS H KING, LEOMINSTER, HEREFORD.

- 7.1 *Is the funding already in place, and guaranteed, to rebuild the Minster College, irrespective of proposed closures or amalgamations of other secondary schools in Herefordshire.*

ANSWER FROM COUNCILLOR RJ PHILLIPS LEADER OF THE COUNCIL

Yes. The only remaining requirement is to inform Partnership for Schools of the preferred tender prior to letting a contract.

The Review should prepare for subsequent BSF investment, and the DCSF stated intention to replace another High School in authorities in later waves of BSF by 2015

8. QUESTION FROM MRS L GOODE, BELMONT, HEREFORD.

- 8.1 *How was a proposal with such far reaching consequences as the schools review had, allowed to be published with no provisions put in place to support the people most affected by them? My children attend Clehonger School and as such had been threatened with closure. The upset and distress this has caused them is beyond compare, as it was for the staff and parents. No counselling has been offered to these children, that has been left to a demoralised set of teachers and supporters.*
- 8.2 *How were the council allowed to disrupt so many rural communities and devalue all parents by removing their choices? Many parents have felt the need to move their children to other schools already so they are not forced to disrupt them in more critical years in their education. This has left many schools with increasing rolls looking at a decreasing one now.*
- 8.3 *Following reports on the news today that the government are writing to councils reminding them that by law they should not be closing rural schools are Herefordshire Council planning to stand by this law and leave our rural schools alone?*

ANSWER FROM COUNCILLOR RJ PHILLIPS LEADER OF THE COUNCIL

- 8.1 Head Teachers were asked to be mindful of the possible effects on children and young people and to handle the situation sensitively especially as these were draft proposals. Schools being engaged with children and young people on a daily basis are in the best position to support them directly and there are systems in place where counselling can be sought if required. It is unfortunate that some schools decided to engage children and young people at such an early stage in our discussions.
- 8.2 Parental preference remains a factor in the school admissions process which we have to be mindful of and work within though it is not always easy to predict and we cannot control it. This means there are always going to be some variations and movements within the system.

- 8.3 It is important to note that the Minister did not say that schools could not be closed but that as many options as possible are considered as part of any consultation process. The Council would have to give serious consideration to such options.

There are no statutory differences regarding schools. Sections 15 and 16 of the Education and Inspections Act 2006 which sets out proposals for discontinuance of schools maintained by the Local Education Authority. Section 16 of the Act provides for consultation to certain stakeholders in relation to rural schools, eg the parish council where the school is situated. There is a general requirement to consult with such other persons as appear relevant.

In relation to Herefordshire Schools the previous proposals sent out for consultation have been withdrawn. The Council is carrying out further work and will present fresh proposals for consultation which it is anticipated will go to a meeting of Cabinet In September 2008 for approval. Further consultation will begin at that point over any proposals.

The position over the School Review has changed fairly rapidly in recent weeks and it may be helpful to clarify the following points:

- The draft proposals announced on 11 January were for the whole county and were for public consultation.
- Due to concern over the detail of the proposals raised by the public, the Leader announced the recall of this draft paper on 21 January.
- Dialogue with schools continues and is seen as vital and informative though the consultation is suspended.
- All written responses are being collated to inform future debate.
- The removal of surplus places in our education system remains an issue as it impacts upon the value for money and therefore the delivery of the curriculum is likely to be detrimentally affected.
- The letter from J Knight MP which was quoted in national press reminds local authorities of their duty to consider other factors before closing any rural school. Officers are fully aware of this duty – which has not changed but it does not state that closure of rural schools is not possible, merely that due process and careful consideration must be given.
- Next steps:
 - Both the data analysis and the process will be examined by external experts in coming weeks.
 - A Cabinet paper will be considered on 21 February 2008 to consider detailed next steps but it is anticipated that the next steps include:
 - Further dialogue with schools / Diocese and key stakeholders.

- Draft proposals going to Cabinet and Scrutiny in September before then going out for public consultation on the overall pattern of school provision.

Therefore many of the specific questions today at Council may either have been dealt with by way of this statement or seem inappropriate now the proposals have been withdrawn.

9. QUESTION FROM MR PJ COCKS, LOWER BULLINGHAM, HEREFORD.

9.1 *What steps has the leader of the council taken to honour the pledges he gave at the full council meeting in November 2007, in his response to the Crookall report. In particular:-*

- (a) *Have disciplinary measures been taken against the officers and councillors responsible for the failings identified in the Crookall report?*
- (b) *Has disciplinary action been taken against the person or persons who sanctioned trips to Paris at Council Taxpayers expense?*
- (c) *When will taxpayers know the result of the investigation into the press allegations of £1m of improperly paid expenses?*

9.2 *In the last fiscal year, what was the highest sum paid out in expenses to any one councillor?*

9.3 *Why did the council leader break the undertakings he gave in November 2007 regarding the future conduct of the council; by allowing proposals for the closure of schools to go forward and into the public domain without the council having first followed the rules laid down in statute?*

9.4 *If the leader was not responsible for the breach of statute, then who was?*

9.5 *Does the cabinet expect the public to believe that the member for Children's Services and others were not fully aware of the content of the Schools Report and its implications well before it was presented at the seminar held on 11 January 2007?*

ANSWER FROM HEAD OF LEGAL AND DEMOCRATIC SERVICES

- 9.1** (a)-(b) I am afraid I cannot refer to the individuals involved but can assure you that the Council's officers have followed the process in accordance with the Council's disciplinary procedure. The appropriate investigations have, or are in the process of taking place.
- (c) There has never been an allegation by the press that there was £1 million of improperly paid expenses because this figure is totally incorrect. In fact, the amount of disallowable expenses was less than £1,000. At the time our internal reports stated this was unacceptable, and the Council has since taken strong action to ensure it never happens again.
- 9.2** In accordance with legislative requirements a notice of Councillor expenses was published in the Hereford Journal on the 4 July 2007. Should you require an additional copy of the information this will be sent to you.
- 9.3&4** The Council have not broken the statutory rules. The proposals for consultation were sent out prior to any formal statutory consultation. The

feedback from such proposals would have informed the statutory consultation when that occurred. The Council considered the proposals needed further work and the current proposals have been withdrawn. The Council will set out revised proposals for consultation once this work has been completed. The Council would invite all those interested to set out their views and alternatives when those proposals are consulted upon. This is part of the statutory consultation process. A Cabinet report will be presented on the 21 February 2008 setting out the proposals and a timeline on consultation.

ANSWER FROM COUNCILLOR RJ PHILLIPS, LEADER OF THE COUNCIL

- 9.5 Only the Leader and the Cabinet Member (Children's Services) were advised of the Schools Review.

10. QUESTION FROM MR S DOVE, HEREFORD.

10.1 COUNCILLORS' CORRESPONDENCE

- (a) *What is the agreed procedure/policy when dealing with written enquires from the public?*
- (b) *Is there a set time limit for handling/ responding to correspondence?*
- (c) *Is it considered good practice for councillors to acknowledge correspondence sent to them?*

ANSWER FROM COUNCILLOR JP FRENCH, CABINET MEMBER CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

There are no specific procedures/policies relating to the way in which Councillors deal with written enquiries from the public. However, the Council expects that Members, on election, take responsibility and reply promptly to written enquiries from the public.

The majority of Members respond promptly to correspondence. The Members' Support Office provide assistance to action this. This will be reviewed as part of Members' development.

There is not a set time limit for handling/responding to correspondence. Most Members will seek to do this within the structure set for officers, ie within 10 working days. However, if a significant delay is envisaged it is acknowledged that it would be good practice for an interim response to be made.

Members of the public should normally address any questions or concerns to their local Ward Member in the first instance. The details of all Wards and their Councillors are available on the Council website. The questions maybe directed to the Council in respect of any advice or support from officers to enable a full response to such questions.

Members of the public can also submit correspondence by email to:

councillorservices@herefordshire.gov.uk

and such matters will be passed to the local Member concerned.

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

Councillors may ask questions of Cabinet Members and Chairmen of Committees so long as a copy of the question is deposited with the Head of Legal and Democratic Services at least 24 hours prior to the meeting. A list of questions, set out in the order in which they had been received, was circulated at the beginning of the meeting. Councillors may also, at the discretion of the Chairman, ask one additional question on the same topic. The questions and summary of the answers are set out below.

COUNCILLORS QUESTIONS TO COUNCIL – 8 FEBRUARY 2008

1. Question from Councillor NL Vaughan to the Leader of the Council

Does the Leader and his Cabinet agree that Hereford United Football Club requires the active involvement of Herefordshire Council in terms of its long term future within the Edgar Street Grid?

Answer from Councillor RJ Phillips Leader of the Council

As the owner of the land on which the Edgar Street football stadium is sited, and as the Local Planning Authority, Herefordshire Council is actively involved in discussions with HUFC regarding the long-term future of the club within the ESG site. The UDP and the ESG Masterplan both show the football stadium remaining where it is but similarly both documents encourage the physical redevelopment of the ground itself. ESG are committed to the incorporation of the Football Club and the football ground within the wider ESG area as evidenced by the inclusion of the ground in the ESG masterplan.

2.1 Question from Councillor AT Oliver to Cabinet Member Highways and Transportation

- (i) *What is the final contracted cost of the Rotherwas access road?*
- (ii) *What is the estimated cost of the bridge taking the Hoarwithy Road over the access road, and what would have been the cost of a roundabout junction between the access road and Hoarwithy Road?*
- (iii) *Following on from the publicised announcement of 100 job losses within the Environment Department, would the Cabinet Member state the number of staff dismissed to-date and the annualised saving on staff costs?*
- (iv) *How many of these staff have been re-employed within the Council and how many have been employed by connected organisations such as Amey Michel?*

Answer from Councillor DB Wilcox Cabinet Member Highways and Transportation

- (i) It is not yet possible to provide the final outturn cost of the Rotherwas Access Road project as the main contract is not yet complete on site. Works are currently due to be complete on site in April 2008 and the final account will be agreed as soon as possible after that date.

The total budget for this scheme as outlined in the Advantage West Midlands bid was estimated as £12.01m. This figure was the estimated scheme costs from 06/07 to scheme end (including estimated Part 1 claims which may arise within a year of road opening). There were costs associated with this scheme in earlier years (04 and 05) associated with preliminary design, planning application process and Major Scheme Bid preparation which totalled £770,000. This gives an overall scheme budget of £12.78m.

Current predicted outturn costs indicate that although there are some increases in elements of the project there are also some decreases to costs estimated for other elements of the scheme and the predicted outturn costs remain within this budget figure.

- (ii) The tender value of the bridge element of the scheme is approximately £405,000.

It is not possible to give an estimate for a roundabout at this location as no design work has been undertaken on which an estimate could be reasonably based.

However, it is worth noting that there are several reasons why there is an overbridge at this location and no at-grade junction (roundabout) with the access road. The design of a road of this type normally seeks to limit the number of side road junctions. The flows on Hoarwithy Road were considered at the planning stage of this scheme and determined that a junction at this point would not be justified for the following reasons.

Firstly, the access road from the A49 goes into quite a deep cutting as it approaches Hoarwithy Road which helps to minimise the visual impact of the road from surrounding properties at Bullinghope and Green Crize.

If a roundabout were to be provided at this location it would require a larger area of land than the Council has acquired for this scheme to provide approaches with gradients which comply with the necessary design standards. This would have a detrimental impact on an immediately adjacent property and also an avenue of oak trees which lie to the south of the new bridge which are protected by tree preservation orders.

Neither of these are directly affected by the arrangements for the new bridge.

Following assessment of these impacts and the relatively low flows on Hoarwithy Road and indeed destination of traffic on this route, the provision of a roundabout was not deemed appropriate.

- (iii)-(iv) There never was an announcement of 100 job losses in the Environment Directorate. The worst case scenario was that up to 60 posts would be deleted and, as was said at the time, the number of staff actually being made redundant would be kept to an absolute minimum by redeploying affected staff, where possible, to other vacancies within the council.

At present a number of staff have been notified that they are at risk of redundancy but no redundancies have been made as yet. I will be happy to provide full details when the final position is arrived at.

It is important to note that not only is the directorate looking at ways to minimise its costs but also to maximise any income opportunities. Both of which I am sure Members from all sides would applaud.

2.2 Question from Councillor AT Oliver to the Leader of the Council

- (i) *How many education support and administrative staff were employed at January 2004 and how many are employed now at January 2008?*
- (ii) *What was the annualised wage cost then and now?*

Answer from Councillor RJ Phillips Leader of the Council

(i) This is difficult to answer due to:

- 1) the systems and data
- 2) Directorate changes i.e. Education / Social Care creating Children and Young People's Directorate. Therefore, assumptions have been made. Youth Service or any social care team in either report have s not been included. Early Years is not pure Education support but clearly they are aligned to Children and Young People's Directorate, I have included their figures separately,

Staff numbers and Full Time Equivalent have been included. However I must point out that this does include temporary contracts and external funding. It does not include casual / zero hours contracts. Please note that Early Years is an area that receives a significant amount of external funding, and therefore this may skew the figures.

2004 = 297 employees (214 FTE) (Early Years = 41 employees, 22.5 FTE)	2008 = 341 (257.7 FTE) (Early Years = 80 employees (61.7 FTE)
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(ii) What was the annualised wage cost then and now?

The annualised wage cost in 2008 = £6,081,532 (as above this is all perm, temporary contracts and will include external funding).

I am unable to produce an annualised wage cost for 2004, as the HR system is not sophisticated enough to pull through 2004 salaries. We can get the employee figure, but the salary data pulled through is employee salary as at today's date, not 2004.

Clearly the Children and Young People's Directorate staffing now includes both Education, Children's Services Social Care, Youth and Early Years and Extended Schools. In recent years there has been significant grant funding in some of these areas, for example the development of Children's Centres. However, the Director of Children's Services is planning a re-organisation of the Children and Young People's

Directorate which will aim to ensure we streamline services as the resourcing central budget is reducing as well as the Schools Dedicated Grant.

3. Question from Councillor ACR Chappell to Cabinet Member Social Care Adults and Health

Herefordshire has the highest number of people with dementia in the West Midlands South Strategic Health Authority area, according to 2005 statistics, 2660 people in 2005 or 14% per 1000 population.

I understand that approximately £500,000 is spent on homecare and other support to assist people to remain independent at home. £270,000 is the cost to the Council for social services input for people with dementia. In addition, the Council is responsible for placements costing about £2m in residential and nursing care in the independent sector and a proportion of the placements provided through the Shaw healthcare contract – total value of this contract is over £3m.

With the largest population of elderly people in the West Midlands and with the number of people with dementia due to rise by 57% by 2021, what action does the Cabinet Member intend to take to ensure that all those who need care with their dementia and their carers get the help they need?

Will the Council be able to afford to provide a first rate service for these people in 2021?

Should a plan be devised now to ensure that adequate provision in social and health care will be available in the future?

Answer from Councillor LO Barnet Cabinet Member Social Care Adults and Health

The Council and the PCT undertook detailed analysis in 2006/2007 on the needs of older people in Herefordshire for health and social care support and undertook a further analysis in 2007 on the needs of adults from 18-64 with mental health problems. As the question states there are significant numbers of older people with dementia and this number is expected to rise. In addition the second report identified that early onset dementia affects about 50 people aged 30-64 in Herefordshire; currently only 22 of these receive a secondary service, an estimated one-third of whom are suffering from preventable dementia as a result of substance mis-use.

Both reports recognised that too many people were going into residential care compared with other similar authorities due to a lack of options in the community to support people for longer to live independently in their own homes. The Council agreed to invest £2.1m annually from 2007/2008 to improve and modernise adult social care for older people. A proportion of this investment will be spent on developing new forms of support for older people suffering from mental ill-health, including dementia,

Two new services have already been commissioned - a domiciliary care service and an electronic 'checking' service - and are now operational. Both these services will specifically benefit older people suffering from dementia. Further improvements are being planned and will be commissioned. This includes short breaks services for carers which are being re-commissioned in the next few months. We are also reviewing our day services and will be

developing options for future models of service which will support people to continue to live independently.

The government has announced a new grant 'Transforming Social Care' which provides funding over the next 3 years to assist local authorities in improving and modernising adult social care. The emphasis is on increased self-directed care and individualised budgets. In Herefordshire we will be planning how this programme can create more opportunities for older people and their carers to have more control over purchasing their own care.

A new post of Director of Integrated Commissioning is being appointed to and this post will have the responsibility to ensure that appropriate services are commissioned across health and social care to meet the needs of Herefordshire residents. It will be an important part of this role to put in place effective commissioning arrangements to meet the needs identified in the needs analysis work referred to above.

These steps will all help ensure that Herefordshire plans to put in place appropriate provision. However like all local authorities, it is likely to continue to be a significant issue for this Council to fund the level of support needed to meet rising demand.

4. Question from Councillor AT Oliver to Cabinet Member Environment and Strategic Housing

Would the Cabinet Member for the Environment please give assurance that the further exploration of the "Rotherwas Ribbon" is going ahead with all due speed, and would he update the Council on the present position in this respect.

Would he confirm his belief that this is a unique, highly-significant find that deserves full archaeological investigation, not ceremonial burial.

Answer from Councillor Jarvis Cabinet Member Environment and Strategic Housing

"Herefordshire Council and English Heritage staff are working together to expedite the further exploration of the 'Rotherwas Ribbon' and associated prehistoric finds. At present this involves:

Securing preparation of a full interim report on the 2006-7 investigations from the excavators, the Worcestershire Historic Environment and Archaeology Service

Forming an expert advisory panel including university-based prehistorians and English Heritage specialist staff, to agree an optimum means of learning more about the discoveries both within and beyond the Access Road site

Obtaining radiocarbon dating determinations from samples taken during the 2007 excavations (dating programme being funded and co-ordinated by English Heritage)

Recasting part of the project design for further work that we submitted to English Heritage in August 2007, to facilitate the conduct of geophysical survey at the site when ground conditions improve in 2008, and

Negotiating arrangements for access for such survey work with the relevant

landowners.

Progress is being made with all these aspects, with all due expedition but bearing in mind the complexity of every aspect."

5. Question from Councillor TM James to the Leader of the Council

1. *Can the Leader of the Council inform members the date on which he was briefed on the announcement of the Schools' Reorganisation?*
2. *Did the Director of Childrens' Services mention that the plans included the closure of schools?*
3. *Did she mention how many schools were to close?*
4. *Did she state that it included secondary as well as primary schools?*
5. *Did she mention that it would include the closure of the 6th Form at Lady Hawkins' School?*
6. *On what date was the last edition of Herefordshire Matters printed?*
7. *On what date did the Leader read the contents of Herefordshire Matters prior to printing?*

Verbal response from Councillor RJ Phillips Leader of the Council

On 20 December, 2007, officers gave a verbal briefing on the draft working proposals for the schools review which included virtually all closures and mergers. No documentation was shared with the Cabinet Member (Children's Services) or the Leader. Concern was expressed at the scale of the proposals, the lack of evidence, and the lack of credibility of most of the proposals. Indications were given that more evidence was forthcoming and that these matters had been through extensive discussions with heads and diocesan representatives and were in line with Government requirements. The proposals were not given political support and that was re-affirmed to the Chief Executive on 3 January 2008.

On 10 January 2008 at the Governors' seminar the Leader again re-affirmed that the directorate proposals did not have political backing and more evidence on statistics, finance and journeys times would be required before any draft proposals would be endorsed. This was re-affirmed at the Members Seminar the following day.

6.1 Question from Councillor PJ Edwards to Cabinet Member Environment and Strategic Housing

- (1) *Given the near critical need for more affordable homes throughout Herefordshire can the Cabinet Member confirm why the 'All Member' seminars on this important subject continues to be cancelled?*

- (2) *As Worcestershire Councillors have been briefed on your proposals for a Waste to Energy Plant for Hereford, when do you intend to share this important information with your Herefordshire Councillor colleagues?*

Answer from Councillor JG Jarvis Cabinet Member Environment and Strategic Housing

- (1) Two 'All Member 'seminars on Affordable Housing were unfortunately unavoidably postponed for the following reasons:
- 29.10.07 This was cancelled because it clashed with an urgent meeting that involved all Cabinet Members and CMB.
 - 11.1.08 This was cancelled to make way for the consultation with Members announcing the Schools' Review

I would wish to reassure Councillor Edwards that this issue continues to be a top priority and that a revised date of 17th March has now been set for the seminar and all Members have been invited to attend.

- (2) Worcestershire Councillor's have not been briefed on Herefordshire's proposals for an energy to waste plant as we do not yet have a finalised proposal. As he is aware, at the Joint Waste Resource Management Forum on Monday, I reported on the successful workshop which we held last Friday and informed them that this would help us to identify the way forward before our PFI partners do a presentation to Herefordshire Councillors. However, I did say that there are potentially up to 7 sites in Herefordshire and it was in the context of an agenda item entitled ESG that I stated the opportunity to make good use of energy and heat if we did create energy from waste gathered within Herefordshire. This is no more than the answer I have given to any Councillor who has asked me. We will be announcing a seminar for Herefordshire Members to be briefed by our PFI partners as soon as is practicable.

6.2 Question from Councillor PJ Edwards to Cabinet Member Highways and Transportation

- (1) *It is understood that Colwall is to now get its permanent Network Rail road bridge after The Environment Scrutiny Committee challenged Cabinet's decision to pay for a temporary replacement. Please can you advise our Council's total costs to date resulting from the owner (Network Rail's) apparent gross neglect of maintenance, and what if any costs our Council will now incur toward this latest proposal?*
- (2) *Please can the frequency of Street Kerb & Footway / Cycleway sweeping be improved throughout Belmont Ward as we have weeds growing in the Autumn Leaf residue and this is often a receptor for broken glass & litter trappings.*
- (3) *Given that several Highways small works jobs were 'put on hold' during mid 2007 apparently due to priority Belwyn Flood Scheme Repairs, when do you now anticipate such jobs as street signage replacements, footway & kerb repairs etc being completed?*

Answer from Councillor DB Wilcox, Cabinet Member Highways and Transportation

- (1) The decision to proceed with the construction of a new bridge, rather than implementing the temporary measure of erecting a bailey bridge, follows discussions between Network Rail and our officers in light of the full structural assessment of the bridge. This assessment shows that the large edge girders supporting the footways can only take their own weight but not that of pedestrians, which was a necessary part of the Bailey bridge option.

Costs incurred so far by the Council over the last 3 years are £196,571 at present. However, this is to be shared with Network Rail. In terms of the future costs, these can only be determined once a feasibility study has been completed. Network Rail are only legally responsible for providing a bridge capable of carrying loads equivalent to a point load of 24 tonnes at mid-span compared to the 40 tonnes moving load that we as the highway authority provide. The feasibility study will determine the relative costs of providing a bridge to Network Rail's standards and to the highway authority's standards. The ratio of these 2 figures will determine the split of costs and previous payments will be taken into account then to see who still needs to pay what.

- (2) Currently the schedules and frequency for street cleaning is being reviewed for whole of the county. Obviously this is a large undertaking and will take some time to complete. The revised schedule for Belmont Ward should be completed by April 2008. When the revised schedule is in place it should provide a better service and deal with the type of issues raised such as the build up weeds and leaf residue.

Councillor Edwards will be contacted by the Highways and Transportation Streetscene Manager to identify specific locations that are a particular problem at this time in order to have any debris and weeds cleared.

- (3) All jobs that were put on hold to allow the flood repairs to be done have been reprogrammed by Amey Wye Valley for January to March 08. Of course, this would rely on no further occurrences of extreme weather or other major emergencies. I understand that to allow for this possibility and create some spare capacity in case of such incidents, some jobs are being swapped with others from next years draft programme to shorten the required working time yet still deliver appropriate schemes and spend the available budget effectively. Jobs that are delayed will then be replaced into the programme for April onwards filling the gaps created by those brought forward.

7. Question from Councillor A Seldon to Cabinet Member Children's Services

With reference to the School Review, I note consultants have been employed to provide an independent report on the validity of the statistics.

- 1 Who are the consultants?
- 2 Exactly what instructions have they been given and what are the parameters of their work?
- 3 What is the cost to the Council of their employment?
- 4 What qualifies the consultants to provide better information than researchers and Officers of the Council?

Answer from Councillor RJ Phillips, Leader of the Council

1. The expert engaged, following an invitation to tender process, is Dr Peter Boden, the Director of Edge Analytics Ltd, Visiting Research Fellow at the School of Geography at the University of Leeds and member of the British Society for Population Studies.
2. The terms of reference for the independent expertise are:
 - “To assure the methodology for estimating future pupil numbers in local authority maintained schools in Herefordshire, including that used for county population forecasts to 2026, and how those forecasts and other relevant factors are taken into account in the estimation of pupil numbers to 2012 and to 2026;
 - “to assure the appropriateness, accuracy and transparency with which the methodology is applied in aggregate to schools as a whole and to groups of schools in different areas of the county; and
 - “as necessary, to explain and defend the assured methodology and its application to internal and external audiences, including through the media.
 - “The methodology for the population forecasts to 2026 must be assured by 15 February 2008.
 - “The methodology for estimating future pupil numbers in local authority maintained schools in Herefordshire must be assured by 22 February 2008.
 - “The appropriateness, accuracy and transparency of the application of the methodology for estimating future pupil numbers must be assured by 14 March 2008.”
3. The costs of the assurances of the methodology and its application are not expected to exceed £15,000.
 - Any costs to be incurred in explaining and defending the assured methodology and its application will be determined in due course of the review.
4. Estimates of future pupil numbers are fundamental to ensuring that the review produces the right results in the interests of educational standards and achievement in the county in the coming years. The purpose of the independent expert assurance is to provide confidence to all with an interest, including schools, communities and the general public, that the estimates are as robust as they possibly can be.
 - It is not replacing the considerable expertise of the Council’s officers, who will continue to be responsible for the work that will be assured.
 - Dr Boden brings to this work a distinguished track record in demographic research and analysis over many years. It is also noteworthy that he is the Chair of Governors of the primary school attended by his children
8. Question from Councillor A Toon to Cabinet Member Children’s Services

Does the Cabinet Member for Children’s Services stand by her comments at the Children’s Services Scrutiny Committee meeting in January 08 that the role of the cabinet member is purely a liaison role with the directorate and if so can she advise who is in control, the cabinet or the officers?

Councillor JA Hyde Cabinet Member Children's Services is unavailable at present and on her return she will correspond with the questioner direct

9. Question from Councillor A Toon to Cabinet Member Corporate and Customer Services and Human Resources

Introduction

Effective and efficient support to members is crucial to the success of the Council. Equipping members with appropriate information and computer technology (ICT) will make life easier for members in a number of important aspects:

- *to manage case work and engage with the community;*
- *as a speedy research tool;*
- *to support the scrutiny role and other information gathering requirements; and*
- *to maintain contact with officers and other members.*

Given the above extract from the Constitution Appendix 12 Annex 3 and the vast amounts of taxpayers' money that has been spent on ICT to improve services and access to information

Could the Cabinet Member for corporate and customer services and human resources advise why since Sept 07

1. *Councillors can no longer access the Council intranet,*
2. *had their personal drives removed.*
3. *That all returning Councillors have been denied access to private and confidential items researched, collated and stored on their personal drives amounting to over 4 years worth of work.*
4. *That Councillors are denied the full functionality of the Councils email programme which previously existed in the members room facilities.*

One might suggest that there appears to be a systematic, unconstitutional strategy to disable Councillors' ability to perform their duties effectively.

Answer from Councillor JP French Cabinet Member Corporate and Customer Services and Human Resources

In the period leading up to the election of 2007, a review of the level and nature of ICT support and equipment available to members was undertaken. A cross section of members fulfilling a number of roles, for example, executive, scrutiny, and other committee members, were interviewed. The current arrangements were introduced for the new council members following the election. All members were invited to attend an introductory session to explain what would be available, follow up training sessions and individual consultations took place with members to ensure a common level of understanding. Prior to the election a little over 50% of members were using ICT on a regular basis. At the current time 54 members out of 58 use ICT regularly.

The new arrangements precluded the use of the intranet by members. This had not been available to all members but had been made available to some members, when the issue was raised I requested officers to review provision and I am pleased to refer you to the email sent out by the Interim Head of Service for ICT earlier this week which sets out the arrangements for intranet access for members. It is important to note that members can now access e-mails via the Internet from anywhere in the world.

In May 2007 members were offered a series of options, the second of which was to

use their own pc equipment and broadband connection and use remote access software. For those taking this option they were notified at the induction sessions that if they wanted their historical data transferred from their network drive to their home pc laptop, this could be undertaken. The server, which was used to store this data, has been decommissioned as part of the ongoing work to consolidate data and servers. It has however been archived and is still available so that if any member wishes to retrieve it this can be done if a call is logged with the ICT helpdesk.

Members currently access their emails from the member room via outlook web access; this maintains consistency between home use and the members room. It could be set up so they could access the council's internal email system (outlook), this would involve contacting the helpdesk the first time they logon to a different internal PC/laptop to set-up their email access. The internal email system also looks different from the web-access version therefore additional training may also be required for some members. The introduction of outlook web access has led to some minor changes in functionality but has some benefits; for example, the way the address book can be searched and easy access to all customisation tools.

A small number of members have quite rightly continued to raise their concerns and the Interim Head of Service has been trying to arrange a meeting with those members so that all these issues can be logged and addressed together. However this has proved impossible to achieve and arrangements have now been made to meet some members individually. A number of attempts have been made to contact Councillor Toon and make an appointment but as yet these have proved unsuccessful.

Councillor French stated she would personally speak with Councillor Toon regarding the last question.

10. Question from Councillor G Dawe to the Leader of the Council

This question relates to paragraphs 37-40 of the Crookall Report in which Mr Crookall sets out clearly that the S.151 officer first, had substantive and correct reasons for triggering a special report, and secondly, that she had no confidence that the serious matters subsequently revealed by that report would have been properly addressed if she had chosen to bring her concerns to the attention of the senior hierarchy of the council.

Given that Mr Crookall makes no distinction whatsoever, in his reporting of the assurances of both the former Chief Executive and the Leader of the Council, that "they were always open to address these issues without the need for the issue of a 151 special report", can the Leader explain how it was decided that the former Chief Executive should bear the full responsibility for the council's management and political culture (as reported in his resignation statement to the Hereford Times of 6/12/07)? Surely having accepted the Crookall Report Herefordshire Council should have followed its even handed approach as far as culpability was concerned?

Answer from Councillor RJ Phillips Leader of the Council

Thank you for your question. May I remind Council that these matters were discussed on receipt of Mr Crookhall's report at an extraordinary meeting of the Council on the 23rd November, 2007. The statement made by the previous Chief Executive of the Council in the Herefordshire Times of the 6th December, 2007 was his view in response. The Council have taken on board the recommendations of the report. Work is being carried out by officers under the Direction of the Chief Executive and will be the subject of future reports to Cabinet and Council.

In terms of culpability referred to Mr Crookhall is clear that the onus is on all of us both officers and members to ensure that due processes are followed.

11. Question from Councillor SJ Robertson to Cabinet Member Highways and Transportation

Burghill School is a successful and well supported local school with an unsafe entrance and road crossing close to a dangerous bend where vehicles regularly exceed the present speed limit of 40 mph. All children who walk to school have to cross this busy road to get into school and there have been several near misses.

Despite numerous telephone calls, letters and site meetings, the school is not in the first group of schools to have a 20 mph this year or in the following year. There are 92 pupils on role and plans to incorporate the playgroup on site will increase the number by 20 plus. The entrance is often chaotic, dangerous and congested and the new cattle market site at Stretton Sugwas will increase the traffic on this road.

- (a) *As the Council has a clear directive to reduce speed limits outside schools, why is this not being given priority?*
- (b) *The School's Travel Plan in conjunction with "Safer Routes to School" encourages children to walk or cycle to help improve the carbon footprint, reduce obesity and promote a healthy lifestyle as recommended by Government. Have all the schools chosen produced School Travel Plans and who is responsible for the final selection?*

Answer from Councillor DB Wilcox Cabinet Member Highways and Transportation

- (a) The Council is committed to rolling out the introduction of 20 mph limits at schools. However, it is necessary to effectively prioritise their implementation within the available budget. Burghill School has been assessed alongside many other schools across the County, which do not currently have 20mph zones. The speeds outside Burghill School average 30.3mph and 85% of drivers progress at or below 39mph. The accident record for the site identifies that there has been one serious accident, which is not considered to be directly linked to the speed of traffic. A very small percentage of the pupils actually walk to school at present (5%) and only 1% cycle. A school travel plan has been compiled. All these points are considered in identifying our priorities for action. The schools currently proposed for inclusion in the coming year's programme of works have a more onerous accident record than at Burghill. These accidents are also attributed to speed and it is this factor that has made these schools a higher priority. Given that the demand for such schemes exceeds the available resources on an annual basis, we must act at those sites where the risk is highest and target resources to reduce the numbers who are killed or injured on our roads.

Having taken into account accident history, together with the levels of walking and cycling, the schools listed as the highest priority are:

- Withington Primary school
- Leominster Junior and Infants School
- Walford Primary School
- Madley Primary School

- (b) The Council has actively encouraged all schools to develop school travel plans for several years. The Local Transport Plan includes a target that all schools will have developed one by 2010. As of January 2008, 84 out of 104 have completed a plan. We are actively chasing those remaining schools to develop a school travel plan and we anticipate at least a further 6 by the end of the year.

Whilst all schools are actively encouraged to develop a travel plan, the Council needs to prioritise funding for the implementation of Safer Routes to School Schemes. Prioritisation takes into account the school's travel plan, accidents, potential benefits (value for money), scheme costs and other relevant local factors. Some of the schemes identified through this process may be subject to further consultation depending on their complexity, whether or not additional land is required or if traffic regulation orders are required.

12. Question from Councillor MD Lloyd-Hayes to Cabinet Member Economic Development and Community Services

Why has the funding been with drawn from Zig Zag , this service provides an excellent service for young people under 19 who take part in substance misuse, illicit drugs and alcohol .They deal with homelessness educational exclusions, sexual health and pregnancy prevention. They are well thought of by partnership organisations and Social Services staff with whom they have worked?

Answer from Councillor AJ Blackshaw Cabinet Member Economic Development and Community Services

The Zig Zag service is currently jointly funded by Connexions and the Herefordshire Community Safety and Drugs Partnership.

The Herefordshire Community Safety and Drugs Partnership element of the funding comes in the form of the 'young persons substance misuse grant' which has historically been allocated to the partnership by the Home Office. The Government is currently reviewing the allocation of this grant which may become part of the Area based grant under the Local Area Agreement (LAA), it is hoped that the position for next year will be confirmed in the very near future.

The Connexions element of the funding transfers to the area based grant which will be administered under the LAA from 1st April, 2008. This element of the LAA funding will be overseen by the Children's Trust. The new Children and Young People's Plan identifies priorities for Herefordshire and under the Children's Trust the Government's expectation is that services will be commissioned to ensure we meet our priorities effectively. Decisions on future funding are due to be confirmed at the Children's Trust in March. The Children's Trust is aware of the implications of decommissioning services and is mindful to extend funding until the end of the academic year in the first instances to allow greater continuity.

To date longer term funding decisions have not yet been made. Zig Zag workers have been issued with notice of redundancy, whilst everything possible is done to receive notification of secure and continued funding.

13.1 Question from Councillor WLS Bowen to Cabinet Member Corporate and Customer Services and Human Resources

Can this Council, once again, have a true Members' Development Working Group – composed of back bench councillors, - independent of thought and chaired by an independent minded chairman and not by a ruling cabinet member? Do you not think that the vast majority of council members would appreciate this chance to have a proper input into the development of both individual members and of Council itself?

13.1 **Answer from Councillor JP French Cabinet Member Corporate and Customer Services and Human Resources**

Members' Development is an important consideration for Council. Any programme needs to reflect the specific roles of executive, scrutiny and all Members as community leaders in their individual wards. The introduction of the Members' Development Policy Working Group seeks to address that breadth by bringing together Group Leaders and three co-opted members from the broader membership of Council.

The Terms of Reference have been constructed so that the group can maintain a balance between the need for a more strategic review with consideration of personal development and specific targeted training. Following the Crookall report, the Chief Executive will be bringing forward proposals for a comprehensive Members' Development programme and consideration will need to be given as to how current arrangements dovetail with that.

13.2 Question from Councillor WLS Bowen to Cabinet Member Environment and Strategic Housing

13.2.1 *Can the Cabinet Member for the Environment bring Full Council (and the general public) up to date on the current planning policy (and its implementation) on polytunnels? For instance, how many growers have had demands made for planning permission for their polytunnels? How many have complied? How many have claimed exemption? How many polytunnels in or adjacent to AONB's have gained planning permissions and are these permissions for a limited period of time or are they permanent?*

13.2.2 *Why is this Council being so slow, so dilatory, in demanding higher standards of energy conservation and efficiency and in the production of renewable energy from all new buildings including commercial developments?*

13.2.3 *This administration promised 12.5% reduction in carbon footprint (starting from 2005) for Herefordshire. How much has been achieved so far and by what means. Please can you give details?*

13.2 **Answer from Councillor JG Jarvis Cabinet Member Environment and Strategic Housing**

13.2.1 CURRENT PLANNING POLICY

Herefordshire Unitary Development Plan adopted March 2007 contains

policies to enable determination of planning applications.

Forward Planning Team are currently preparing a Supplementary Planning Document on polytunnels in consultation with growers and interested parties. Draft SPD is due to go to planning committee on 11th April 2008.

PLANNING APPLICATIONS

11 growers were invited to attend individual meetings on 23rd and 24th January 2008 with relevant officers to provide an ongoing opportunity for those that had not engaged in pre-application discussions, or for those who would benefit from further advice on their sites. 7 growers attended the meetings and are engaged in the process of preparing planning applications. Two growers made contact after the event and further meetings have been arranged.

For information, there are ongoing enforcement investigations on various sites in the county.

AONB

There are 3 sites within the AONB. One has been subject to a public inquiry following the service of an enforcement notice. Part of the site was refused, part granted a 2 year temporary permission and part deemed lawful as they had been in existence for more than 4 years. Pre-application discussions have commenced with the grower on a planning application. Pre-application discussions are ongoing with the 2 other sites.

- 13.2.2 The ongoing increasing energy conservation and efficiency standards in the Building Regulations are resulting in buildings being constructed in a more sustainable way. Unlike ground breaking Councils such as the London Borough of Merton this Council does not have a policy in its UDP that provides a basis to negotiate efficiency standards beyond those set out in the Building Regulations. This matter will be addressed in the Local Development Framework, which was the subject of the member seminar last week. Notwithstanding the current lack of any policy basis planning officers continue to negotiate for ever higher standards of energy conservation and efficiency. Increasingly several companies are recognising the marketing advantages of building in a sustainable way.

- 13.2.3 An overall carbon reduction figure for Council carbon emissions since the 2002 baseline is not yet available. However we do know that energy use in council buildings including schools has reduced steadily over the period - and expenditure has risen due to increases in costs.

Electricity consumption dropped from 9.2 million kWh in 2003/04 to 7.4 million kWh in 2005/06 and gas consumption dropped from 19.8 million kWh to 16.8 million kWh over the same period. However the cost of utilities rose from circa £1.5 million in 2003 to £2.4 million in 2007. The data sets are not directly comparable but do show clear trends. Business mileage has also reduced steadily from just under 3 million in 2003/04 to 2.3 million in 2006/07.

Building sufficiently comprehensive, replicable and reliable data sets to pick up relatively subtle consumption changes of 1-2% a year is a challenge, being faced across the country - and indeed the world. Provision of data on

this will now be part of the National Indicator set (NI 185) and we hope this framework will help develop consistent and clear reporting guidance.

Nationally, discussion continues on the relative importance to be given to reducing direct impacts and to reducing those in the wider community. Both elements are included within the authority's Corporate Plan and it is anticipated that a target on reducing county per capita carbon emissions will be included in the forthcoming Local Area Agreement targets. The Council is working closely with the Herefordshire Environment Partnership and Herefordshire Partnership on carrying forward Herefordshire's Climate Change Strategy. However the Council only has direct control over emissions resulting from its own activities. Both the initiatives outlined below will help meet the Council's target for reducing carbon emissions from our own estate.

MY Energy

This year the Council has been running a low and no-cost energy saving theme as part of its commitment to reducing costs, resource consumption and carbon emissions. This has been developed through the implementation of MY Energy (Manage Your Energy) a project running with Severn Wye Energy, which aims to reduce electricity consumption by 10% over 15 Council buildings. The project was launched in May 2007 and works with a group of 30 volunteers based in 15 of our office buildings. The volunteer 'Energy Champions' encourage colleagues to switch off and reduce the amount of energy being wasted. The project runs with SWEA and the Private Sector Housing team for one year and aims to increase awareness of energy use at work and in the home. Events held so far have included:

Sustainable Breakfasts - Jointly run with Integrated Transport to encourage and reward colleagues who travel to work sustainably and promote sustainable travel, Fairtrade Tea & Coffee, Energy Efficiency and the MY Energy project.

Energy Efficiency Advice Stands - run with the local Energy Efficiency Advice Centre to promote energy efficiency at work and home.

A regular slot during Central Induction to introduce GEM & ISO14001 and to promote the MY Energy project giving tips on how colleagues can save energy at work.

Energy Saving Trust

The Council started work with the Energy Saving Trust in autumn 2007, one of a small number of Councils who have been offered free consultancy. Data have been collected on energy use across the Council and recommendations for improvement in performance are now being worked up with the EST.

13.3 Question from Councillor WLS Bowen to Cabinet Member Resources

- 13.3 *Did you not promise to spend £1 million pounds a year to save much more? How much of this potential £3 million has been spent and what savings have been achieved and by what means?*

13.3 Answer from Councillor H Bramer Cabinet Member Resources

In making my reply, I am assuming that the question is referring to the 'Invest to Save Initiatives' earmarked reserve that stood at £1.115m as at 1st April 2008. This earmarked reserve has been built up from contributions from the revenue account of £433k at the close of the 2005/06 financial year and £682k at the close of the 2006/07 financial year. The purpose of this earmarked reserve is to provide financial pump-priming for projects that lead to both an improvement in service and a cash saving over the longer term. It provides some flexibility around the requirement for all Directors to manage services within their budget for each financial year and allows projects to come forward part way through a financial year after formal budget setting has taken place. No requirement for such assistance has to date been identified in this financial year. The Council regularly reviews its policies with regard to general and earmarked reserves

70. NOTICES OF MOTION UNDER STANDING ORDERS

Councillors: MD Lloyd-Hayes and GFM Dawe submitted the first Notice of Motion.

"This Council has no confidence in the Cabinet Member for Corporate, Customer Services and Human Resources; we therefore invite her to resign from this position."

Councillors: TM James and RI Matthews submitted the second Notice of Motion.

"Members of this Council are deeply angered at the recent announcement by senior executive officers and Members of the Council of their ill thought-out and damaging closure and re-organisation plans for schools in Herefordshire.

They are also saddened at the damage that has been done to the public confidence in the local authority, the distress that it has caused to thousands of children, parents, teachers and staff throughout the county, and the consequent disruption to the education of pupils.

They also note that there are no financial grounds for these proposals; Herefordshire is this year receiving its highest local government settlement in real terms per pupil. Further, they note that many of these schools are the best performing in the county, and that they provide a vital role in sustaining our city, town, village and rural communities.

Council therefore believe that enough damage has been done to the confidence in our education provision in this county, and demand that the Cabinet instruct the education officers within Herefordshire to work within an undertaking that no schools close or are re-organised, other than under Herefordshire Council's existing small school closure policy. An undertaking should also be given by the Cabinet that it will not resurrect this damaging policy within the lifetime of this Council.

Members believe that Herefordshire schools will now need a period of stability in order to recover from the damaging way in which this whole subject has been handled."

The first notice of motion proposed by Councillors Lloyd-Hayes and Dawe was deferred until later in the meeting in order for the large number of members of the public to witness the debate on the notice of motion on the schools review.

Councillor TM James spoke on the notice of motion and stated:

- Education in the county received a higher financial settlement than 10 years ago therefore the proposals were not purely about money.
- Aylestone High School and the Bishop of Hereford's Bluecoat School had reduced their admission numbers.
- Concern at the way the Council proposing to bring about changes, feel trying to get proposals through by stealth.
- Request Members to support the notice of motion.
- Propose the Council give some respite to the schools but fear some will close because of the manner in which the process had been handled.
- Only two years away from an election, but believe Conservative party policy as well as Labour's is for large urban schools.
- Do not believe we should destroy what is great in the county.
- Believe proposals fly in the face of the Herefordshire Plan and the school proposals.

Councillor RI Matthews also spoke on the notice of motion and stated:

- That the authority had not handled the school review proposals appropriately.
- Believed that some senior Members did know about the school review proposals prior to the seminar for all Members.
- Cabinet must take full responsibility for the effect on staff moral and the stress put on teachers, parents and children.
- The Executive have blamed staff for how things have gone wrong, but the Executive must take the responsibility for what has gone on.
- The Minister has stated that local authorities must have regard for transportation costs.
- School closure proposals will cause a decline in village life and risks damaging rural communities along with the loss of local shops and post offices.
- The county has some exceptional rural schools and are important to the villages and will be needed the coming years.
- Did not believe there was any problem in rural schools getting extra support instead of urban schools.
- Members have a responsibility to the electorate and believe that the notice of motion was the only fair way forward and urged Members of all political persuasion to support the motion.

Councillor Chappell proposed an amendment to the motion.

"Council therefore believes that the Children's Services Scrutiny Committee should meet regularly, but not less than monthly until the review into the provision of education in Herefordshire is completed.

That the scope of the review should be widened to include Special School provision and associated disciplines, including provision for excluded children.

That the review will include how the Council, the Children and Young People's Directorate, Herefordshire Primary Care Trust, Housing Associations, the Voluntary Sector, and the Police administer the Every Child Matters agenda, and the Extended Schools Programme. As many groups and individuals associated with children in the

community to be involved and asked their opinions and views. These to include; Parents, School Staff, Governors, Parish Councils and elected Members of Herefordshire Council."

Councillor ACR Chappell spoke on the amendment to the notice of motion and stated:

- Labour had put more into education in Hereford in the last 10 years than the Conservative party.
- In reference to the Minister's open letter to all education authorities he stated that no rural school was to be closed unless there were special circumstances.
- Believe there needs to be a holistic review and that parents and children need to be included.
- Any review must include anyone involved with schools and children.
- Must not forget that school buildings are used out of hours in rural areas.
- Need to ensure that we do more for children with disabilities.
- As corporate parents community leaders must ensure education is being delivered properly as outlined in every child matters.

The amendment to the notice of motion proposed by Councillor Chappell was not supported.

The Leader of the Council stated he regretted the upset caused by the school review and proposed an amendment to the original motion.

"This Council notes with sadness and regret the distress caused by the draft proposals to re-organise Herefordshire schools as issued by the Directorate of Children's Services.

Council formally rejects these draft proposals.

The Council gives an undertaking that no High school closures or major re-organisations will be considered during the life of this administration.

The Council re-affirms that it will continue to apply the existing Small Schools Policy for primary schools and that no closures will happen outside that policy.

The Council confirms that any future drafting of any changes affecting Herefordshire Schools will involve Heads, Governors, parents, the local community and local Herefordshire Ward Councillors for each pyramid of schools. These groups will examine every opportunity to ensure the continued protection of our schools.

The Council gives the undertaking that such discussions will be held in public and recorded, with all documentation made available on the Council's website.

It further confirms that all statistics used to inform school provision will be independently verified.

The Council will continue to lobby the Government for fairer funding for our children and young people in Herefordshire."

The Leader of the Council spoke to the motion and stated:

- Herefordshire is expected to have a new school built to deliver vocational courses.
- No high school closures proposed until 2011 and only after dialogue with high schools.
- Give assurance that no schools closed in this administration.
- Reaffirmed the small schools closure policy if a school falls below 36 in primary schools and 200 in high schools.
- Need to have dialogue with everyone and look to continue to protect schools.
- The authority will come under challenge from the government as have received instruction from government to reduce schools with falling rolls.
- Agree with previous speakers that schools in the country are mainly urban based and that rural schools in the minority, this issue needs to be address as well by government.
- Members were reminded of the fuel price increases which cause considerable problems for those that live in rural areas. Council needs to challenge government on this issue as is a national one. The main issue is about surplus places.
- Members were reminded that several of the schools in the county did not belong to the authority but to charity organisations.
- Need to stand up to defend rural schools as they are delivering quality education.
- The authority needs to address the issues raised by the Minister.
- The Council gives an undertaking that meetings are publicly held and recorded and put on the website.
- Members were reminded that Herefordshire was the lowest funded for education in the county.
- The authority must ensure we continue to lobby central government with the backing of Council and that any closure of a school is a last resort.

Councillor LO Barnett seconded the amendment to the original notice of motion and reserved her right to speak later on the motion.

A number of Members spoke on the amendment to the motion and stated:

- Members should reject the draft proposals.
- In relation to high schools the proposals were about social mixing taking place moving pupils from Kingstone to Wyebridge
- Aylestone and Bishop of Hereford's Bluecoat school had both reduced their admission numbers.
- The Council should be talking with governors and headteachers.
- Concern that Members were not being informed of changes in their ward and that Cabinet were not in control of what officers were doing.
- Concern over a statement by the Cabinet Member that it was easier to close community schools than church schools.
- Proposed that the original notice of motion stand as is and not be amended.

- It was felt there was a need to take time to reflect and for the people of Herefordshire to recover from the upset and stress that had been caused by the proposed review.
- Some Members expressed their support for the original notice of motion and not to amend it.
- It was felt that an unambiguous statement was required to reassure the public that the authority would not carry out the proposals.
- Cabinet should apologise for the way the review was handled.
- The amendment was clear and unequivocal, there would be no closure of any school outside of the small schools policy in the life time of this authority.

The Leader of the Council stated he gave an unreserved apology on the radio, which he reiterated, for the upset and stress that had been caused. He understood how parents felt and had been a governor himself for 20 years. He added that when he saw the proposals he was outraged. He added that the proposals were rejected and that as long as he was Leader there would be no closure of any primary school outside of the small schools policy. He reiterated that an independent consultant would be brought in and that full consultation would be carried out with teachers, governors and parents. He added that he would be meeting with the Minister next month and would express the concerns and backing of the Council and the community.

A named vote was taken on the amended notice of motion with 29 Members for and 24 Members against the motion. The amended motion became the substantive motion. Members then took a named vote for the substantive motion with 31 Members for, 17 Members against and 5 abstentions.

Schools
 Substantive
 Motion

THE HEREFORDSHIRE COUNCIL

NAMED VOTE LIST

For the meeting of the Council Friday 8 February, 2008

Councillor	FOR	AGAINST	ABSTAIN	Councillor	FOR	AGAINST	ABSTAIN
PA Andrews			✓	TM James		✓	
WU Atfield		✓		JG Jarvis	✓		
LO Barnett	✓			P Jones CBE	✓		
CM Bartrum		✓		MD Lloyd-Hayes		✓	
DJ Benjamin		✓		G Lucas	✓		
AJM Blackshaw	✓			RI Matthews		✓	
WLS Bowen		✓		TMR McLean	✓		
H Bramer	✓			R Mills	✓		
RBA Burke	—			PM Morgan	✓		
ACR Chappell		✓		AT Oliver		✓	
ME Cooper	—			JE Pemberton	✓		
PGH Cutter	✓			RJ Phillips	✓		
SPA Daniels			✓	GA Powell		✓	
H Davies	—			PD Price	✓		
GFM Dawe		✓		SJ Robertson		✓	
PJ Edwards		✓		A Seldon		✓	
MJ Fishley	✓			RH Smith	✓		
JP French	✓			RV Stockton	✓		
JHR Goodwin	✓			J Stone	✓		
AE Gray			✓	JK Swinburne	✓		
DW Greenow	✓			AP Taylor		✓	
KG Grumbley	✓			DC Taylor	✓		
KS Guthrie	✓			AM Toon			✓
JW Hope MBE	✓			NL Vaughan	—		
MAF Hubbard		✓		WJ Walling			✓
B Hunt	✓			PJ Watts	✓		
RC Hunt	✓			DB Wilcox	✓		
TW Hunt	✓			JB Williams	✓		
JA Hyde	—			JD Woodward		✓	

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Council then adjourned at 2.00 pm for a short break and reconvened at 2.30 pm.

Council returned to the first notice of motion proposed by Councillors: MD Lloyd-Hayes and GFM Dawe.

“This Council has no confidence in the Cabinet Member for Corporate, Customer Services and Human Resources; we therefore invite her to resign from this position.”

Councillor Lloyd-Hayes spoke on the notice of motion and stated:

- The motion was simple, modest and clear
- Referred Members to the seriousness of the Crookall report and the request for the Cabinet Member to resign.
- Noticed there had been no apology for what had happened.
- Felt one person directly responsible.
- Concern amongst Members and the public had not reduced
- Public put their trust in elected Members to voice their concerns.
- Requested a named vote on the notice of motion.

At this point Councillors TM James and WJ Walling left the meeting.

Councillor A Blackshaw proposed an amendment to the original notice of motion.

“Whilst recognising a failure to challenge a breach of Council procedures, it is noted that there was no censure of the Cabinet Member for Corporate and Customer Services and no recommendation in relation to the continuing role of that Cabinet Member.

This Council re-affirms its acceptance of the recommendations of the Crookall Report.”

Councillor DB Wilcox seconded the amended notice of motion and reserved his right to speak later.

Some of the points and concerns raised by Members were:

- Crookall report pinpointed the dysfunctional problems not just with officers but with Members also.
- Cabinet Member only had a one hour meeting before signing off for the expenditure of £1.4 million, therefore ask Members to vote against the amendment.
- ICT review in 2006 recommending further work for scrutiny to do, but this not happened.
- Herefordshire Connects has no clear direction. Cabinet Member duty bound to step down, as important for the future of Public Service Trust.
- Owe debit of gratitude for her work on job evaluation and single status, support amendment.
- Respect what the Cabinet Member has done previously but should be accountable for actions, therefore should consider position.
- Provided advice and guidance to Members across the political spectrum and turned around West Mercia Supplies, therefore deserves support.
- The Cabinet Member has been supportive to new Members and worked hard for the Council but support original motion.
- If Cabinet Member held accountable then so should all scrutiny Members.

The Leader of the Council stated that the use of dysfunctional was only in relation to the senior management team. The Leader reminded Members of the breach of confidentiality in relation to the livestock market and the need for individuals to take responsibility for their actions. He added that Herefordshire had always had a co-operative style and hoped this would continue. He added that the Cabinet Member had only made one mistake which was to sign the memo to the Chief Executive and the Director, but otherwise had done a tremendous amount of work for the Council. Lessons had been learnt and believed that the amended motion was the correct way forward.

Councillor French added that she gave her assurance to Council that since the incident had occurred she had considered resigning and giving up public life, but she believed in working for the community. She added that when she took on the portfolio responsibility she understood how to use a computer but not the technical aspects and there was a requirement for officers to explain issues to Members. Councillor French stated that she wanted to stay and sort out the situation and that staff wanted to deliver on ICT and that Members should join her in supporting staff to carry it through.

A named vote was taken on the amended notice of motion with 29 votes for, 12 against and 8 abstentions. The amended notice of motion became the substantive motion and a further named vote was taken on the substantive motion with 29 votes for, 11 against and 9 abstentions.

CM.

*amended notice
substituted notice*

THE HEREFORDSHIRE COUNCIL

NAMED VOTE LIST

For the meeting of the Council Friday 8 February, 2008

Councillor	FOR	AGAINST	ABSTAIN	Councillor	FOR	AGAINST	ABSTAIN
PA Andrews	—			TM James			✓
WU Attfield		✓		JG Jarvis	✓		
LO Barnett	✓			P Jones CBE	✓		
CM Bartrum		✓		MD Lloyd-Hayes		✓	
DJ Benjamin		✓		G Lucas	✓		
AJM Blackshaw	✓			RI Matthews			✓
WLS Bowen			✓	TMR McLean	✓		
H Bramer	✓			R Mills	✓		
RBA Burke	—			PM Morgan	✓		
ACR Chappell	—			AT Oliver		✓	
ME Cooper	—			JE Pemberton	✓		
PGH Cutter	✓			RJ Phillips	✓		
SPA Daniels			✓	GA Powell		✓	
H Davies	—			PD Price	✓		
GFM Dawe		✓		SJ Robertson			✓
PJ Edwards			✓	A Seldon		✓	
MJ Fishley	✓			RH Smith	✓		
JP French	✓			RV Stockton	✓		
JHR Goodwin	✓			J Stone	✓		
AE Gray			✓	JK Swinburne	✓		
DW Greenow	✓			AP Taylor		✓	
KG Grumbley	✓			DC Taylor	—	—	
KS Guthrie	✓			AM Toon		✓	
JW Hope MBE	✓			NL Vaughan	—	—	
MAF Hubbard		✓		WJ Walling	—	—	
B Hunt			✓	PJ Watts	✓		
RC Hunt	✓			DB Wilcox	✓		
TW Hunt	✓			JB Williams	✓		
JA Hyde	—			JD Woodward		✓	

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29 12

APPENDIX 19 OF THE COUNCIL'S CONSITUTION – MEMBERSHIP OF COMMITTEES AND OTHER BODIES

Members were reminded that a revised Appendix 19 was reported to Council on 2 November 2007 and that the Appendix now needed further revision to reflect the consequences of the formation of a new political group on the Council. Council was advised that there were two seats for agreement on the Adult Social Care and Strategic Housing Scrutiny Committee and the Environment Scrutiny Committee.

The Group Leader for the Alliance group referred Members to Standing Order 5.7 on proportionality and requested that agreement be sought at the next Group Leaders meeting. The Head of Legal and Democratic Services advised that as there was currently no agreement amongst Group Leaders it was for Council to decide and that each political group had two seats on a scrutiny committee. He added that this was not a matter for negotiation. Council took a vote on the proposals for proportionality with 12 Members for and 6 against.

Council agreed to defer the remainder of the Council meeting until the next meeting of Council on 8 March 2008. The meeting adjourned at 3.50 pm.

COUNCIL 8 FEBRUARY 2008 RECONVENED AT THE SHIREHALL, HEREFORD ON 7 MARCH 2008.

Council reconvened at 10.00 am on Friday 8 March 2008 and referred back to the Member Questions which had not been completed and in particular to the supplementary question from Councillor Dawe and the Member question from Councillor Robertson.

In reply to Councillor Dawe's supplementary question as to why no politician had resigned in relation to the Crookall report, which had been critical of elected Member and senior officers, the Leader stated that as indicated in the Crookall report only the director had been referred to. He added that any actions taken were consistent with the Crookall report.

The Chairman then called upon Councillor Robertson to ask her question that had held over from the Council meeting on 8 February. The Chairman also welcomed the children and teachers from Burghill village school who had come to see the question put to Council.

In referring to her question Councillor Robertson stated that inline with the Every Child Matters agenda being safe was a key element and the safety of children was paramount. Councillor Robertson asked if the Cabinet Member for Highways and Transportation would reconsider the request for a 20 mph speed limit at Burghill School and also visit the school to see at first hand the problems the school faced.

11. Question from Councillor SJ Robertson to Cabinet Member Highways and Transportation

Burghill School is a successful and well supported local school with an unsafe entrance and road crossing close to a dangerous bend where vehicles regularly exceed the present speed limit of 40 mph. All children who walk to school have to cross this busy road to get into school and there have been several near misses.

Despite numerous telephone calls, letters and site meetings, the school is not in the first group of schools to have a 20 mph this year or in the following year. There are 92 pupils on role and plans to incorporate the playgroup on site will increase the number by 20 plus. The entrance is often chaotic, dangerous and congested and the new cattle market site at Stretton Sugwas will increase the traffic on this road.

- (c) *As the Council has a clear directive to reduce speed limits outside schools, why is this not being given priority?*
- (d) *The School's Travel Plan in conjunction with "Safer Routes to School" encourages children to walk or cycle to help improve the carbon footprint, reduce obesity and promote a healthy lifestyle as recommended by Government. Have all the schools chosen produced School Travel Plans and who is responsible for the final selection?*

Answer from Councillor DB Wilcox Cabinet Member Highways and Transportation

- (a) The Council is committed to rolling out the introduction of 20 mph limits at schools. However, it is necessary to effectively prioritise their implementation within the available budget. Burghill School has been assessed alongside many other schools across the County, which do not currently have 20mph zones. The speeds outside Burghill School average 30.3mph and 85% of drivers progress at or below 39mph. The accident record for the site identifies that there has been one serious accident, which is not considered to be directly linked to the speed of traffic. A very small percentage of the pupils actually walk to school at present (5%) and only 1% cycle. A school travel plan has been compiled. All these points are considered in identifying our priorities for action. The schools currently proposed for inclusion in the coming year's programme of works have a more onerous accident record than at Burghill. These accidents are also attributed to speed and it is this factor that has made these schools a higher priority. Given that the demand for such schemes exceeds the available resources on an annual basis, we must act at those sites where the risk is highest and target resources to reduce the numbers who are killed or injured on our roads.

Having taken into account accident history, together with the levels of walking and cycling, the schools listed as the highest priority are:

- Withington Primary school
- Leominster Junior and Infants School
- Walford Primary School
- Madley Primary School

- (b) The Council has actively encouraged all schools to develop school travel plans for several years. The Local Transport Plan includes a target that all schools will have developed one by 2010. As of January 2008, 84 out of 104 have completed a plan. We are actively chasing those remaining schools to develop a school travel plan and we anticipate at least a further 6 by the end of the year.

Whilst all schools are actively encouraged to develop a travel plan, the Council needs to prioritise funding for the implementation of Safer Routes to School Schemes. Prioritisation takes into account the school's travel plan, accidents, potential benefits (value for money), scheme costs and other relevant local factors. Some of the schemes identified through this process may be subject to further consultation depending on their complexity, whether or not additional land is required or if traffic regulation orders are required.

The Chairman referred Members to the questions of Councillors Bowen and Lloyd-Hayes that also been left over from Council on the 8 February. The Chairman advised Council that as both Councillors had proffered their apologies for the meeting no supplementary questions could be asked and referred Members to the answers provided.

12. Question from Councillor MD Lloyd-Hayes to Cabinet Member Economic Development and Community Services

Why has the funding been with drawn from Zig Zag , this service provides an excellent service for young people under 19 who take part in substance misuse, illicit drugs and alcohol .They deal with homelessness educational exclusions, sexual health and pregnancy prevention. They are well thought of by partnership organisations and Social Services staff with whom they have worked?

Answer from Councillor AJ Blackshaw Cabinet Member Economic Development and Community Services

The Zig Zag service is currently jointly funded by Connexions and the Herefordshire Community Safety and Drugs Partnership. The Herefordshire Community Safety and Drugs Partnership element of the funding comes in the form of the 'young persons substance misuse grant' which has historically been allocated to the partnership by the Home Office. The Government is currently reviewing the allocation of this grant which may become part of the Area based grant under the Local Area Agreement (LAA), it is hoped that the position for next year will be confirmed in the very near future.

The Connexions element of the funding transfers to the area based grant which will be administered under the LAA from 1st April, 2008. This element of the LAA funding will be overseen by the Children's Trust. The new Children and Young People's Plan identifies priorities for Herefordshire and under the Children's Trust the Government's expectation is that services will be commissioned to ensure we meet our priorities effectively. Decisions on future funding are due to be confirmed at the Children's Trust in March. The Children's Trust is aware of the implications of decommissioning services and is mindful to extend funding until the end of the academic year in the first instances to allow greater continuity.

To date longer term funding decisions have not yet been made. Zig Zag workers have been issued with notice of redundancy, whilst everything possible is done to receive notification of secure and continued funding.

13.1 Question from Councillor WLS Bowen to Cabinet Member Corporate and Customer Services and Human Resources

Can this Council, once again, have a true Members' Development Working Group – composed of back bench councillors, - independent of thought and chaired by an independent minded chairman and not by a ruling cabinet member? Do you not think that the vast majority of council members would appreciate this chance to have a proper input into the development of both individual members and of Council itself?

13.1 Answer from Councillor JP French Cabinet Member Corporate and Customer Services and Human Resources

Members' Development is an important consideration for Council. Any

programme needs to reflect the specific roles of executive, scrutiny and all Members as community leaders in their individual wards. The introduction of the Members' Development Policy Working Group seeks to address that breadth by bringing together Group Leaders and three co-opted members from the broader membership of Council.

The Terms of Reference have been constructed so that the group can maintain a balance between the need for a more strategic review with consideration of personal development and specific targeted training. Following the Crookall report, the Chief Executive will be bringing forward proposals for a comprehensive Members' Development programme and consideration will need to be given as to how current arrangements dovetail with that.

13.2 Question from Councillor WLS Bowen to Cabinet Member Environment and Strategic Housing

13.2.1 *Can the Cabinet Member for the Environment bring Full Council (and the general public) up to date on the current planning policy (and its implementation) on polytunnels? For instance, how many growers have had demands made for planning permission for their polytunnels? How many have complied? How many have claimed exemption? How many polytunnels in or adjacent to AONB's have gained planning permissions and are these permissions for a limited period of time or are they permanent?*

13.2.2 *Why is this Council being so slow, so dilatory, in demanding higher standards of energy conservation and efficiency and in the production of renewable energy from all new buildings including commercial developments?*

13.2.3 *This administration promised 12.5% reduction in carbon footprint (starting from 2005) for Herefordshire. How much has been achieved so far and by what means. Please can you give details?*

13.2 Answer from Councillor JG Jarvis Cabinet Member Environment and Strategic Housing

13.2.1 CURRENT PLANNING POLICY

Herefordshire Unitary Development Plan adopted March 2007 contains policies to enable determination of planning applications.

Forward Planning Team are currently preparing a Supplementary Planning Document on polytunnels in consultation with growers and interested parties. Draft SPD is due to go to planning committee on 11th April 2008.

PLANNING APPLICATIONS

11 growers were invited to attend individual meetings on 23rd and 24th January 2008 with relevant officers to provide an ongoing opportunity for those that had not engaged in pre-application discussions, or for those who would benefit from further advice on their sites. 7 growers attended the meetings and are engaged in the process of preparing planning applications. Two growers made contact after the event and further meetings have been arranged.

For information, there are ongoing enforcement investigations on various

sites in the county.

AREAS OF OUTSTANDING NATURAL BEAUTY (AONB)

There are 3 sites within the AONB. One has been subject to a public inquiry following the service of an enforcement notice. Part of the site was refused, part granted a 2 year temporary permission and part deemed lawful as they had been in existence for more than 4 years. Pre-application discussions have commenced with the grower on a planning application. Pre-application discussions are ongoing with the 2 other sites.

- 13.2.2 The ongoing increasing energy conservation and efficiency standards in the Building Regulations are resulting in buildings being constructed in a more sustainable way. Unlike ground breaking Councils such as the London Borough of Merton this Council does not have a policy in its UDP that provides a basis to negotiate efficiency standards beyond those set out in the Building Regulations. This matter will be addressed in the Local Development Framework, which was the subject of the member seminar last week. Notwithstanding the current lack of any policy basis planning officers continue to negotiate for ever higher standards of energy conservation and efficiency. Increasingly several companies are recognising the marketing advantages of building in a sustainable way.

- 13.2.3 An overall carbon reduction figure for Council carbon emissions since the 2002 baseline is not yet available. However we do know that energy use in council buildings including schools has reduced steadily over the period - and expenditure has risen due to increases in costs.

Electricity consumption dropped from 9.2 million kWh in 2003/04 to 7.4 million kWh in 2005/06 and gas consumption dropped from 19.8 million kWh to 16.8 million kWh over the same period. However the cost of utilities rose from circa £1.5 million in 2003 to £2.4 million in 2007. The data sets are not directly comparable but do show clear trends. Business mileage has also reduced steadily from just under 3 million in 2003/04 to 2.3 million in 2006/07.

Building sufficiently comprehensive, replicable and reliable data sets to pick up relatively subtle consumption changes of 1-2% a year is a challenge, being faced across the country - and indeed the world. Provision of data on this will now be part of the National Indicator set (NI 185) and we hope this framework will help develop consistent and clear reporting guidance.

Nationally, discussion continues on the relative importance to be given to reducing direct impacts and to reducing those in the wider community. Both elements are included within the authority's Corporate Plan and it is anticipated that a target on reducing county per capita carbon emissions will be included in the forthcoming Local Area Agreement targets. The Council is working closely with the Herefordshire Environment Partnership and Herefordshire Partnership on carrying forward Herefordshire's Climate Change Strategy. However the Council only has direct control over emissions resulting from its own activities. Both the initiatives outlined below will help meet the Council's target for reducing carbon emissions from our own estate.

MY Energy

This year the Council has been running a low and no-cost energy saving

theme as part of its commitment to reducing costs, resource consumption and carbon emissions. This has been developed through the implementation of MY Energy (Manage Your Energy) a project running with Severn Wye Energy, which aims to reduce electricity consumption by 10% over 15 Council buildings. The project was launched in May 2007 and works with a group of 30 volunteers based in 15 of our office buildings. The volunteer 'Energy Champions' encourage colleagues to switch off and reduce the amount of energy being wasted. The project runs with SWEA and the Private Sector Housing team for one year and aims to increase awareness of energy use at work and in the home. Events held so far have included:

Sustainable Breakfasts - Jointly run with Integrated Transport to encourage and reward colleagues who travel to work sustainable and promote sustainable travel, Fairtrade Tea & Coffee, Energy Efficiency and the MY Energy project.

Energy Efficiency Advice Stands - run with the local Energy Efficiency Advice Centre to promote energy efficiency at work and home. A regular slot during Central Induction to introduce GEM & ISO14001 and to promote the MY Energy project giving tips on how colleagues can save energy at work.

Energy Saving Trust

The Council started work with the Energy Saving Trust in autumn 2007, one of a small number of Councils who have been offered free consultancy. Data have been collected on energy use across the Council and recommendations for improvement in performance are now being worked up with the EST.

13.3 Question from Councillor WLS Bowen to Cabinet Member Resources

13.3 *Did you not promise to spend £1 million pounds a year to save much more? How much of this potential £3 million has been spent and what savings have been achieved and by what means?*

13.3 Answer from Councillor H Bramer Cabinet Member Resources

In making my reply, I am assuming that the question is referring to the 'Invest to Save Initiatives' earmarked reserve that stood at £1.115m as at 1st April 2008. This earmarked reserve has been built up from contributions from the revenue account of £433k at the close of the 2005/06 financial year and £682k at the close of the 2006/07 financial year. The purpose of this earmarked reserve is to provide financial pump-priming for projects that lead to both an improvement in service and a cash saving over the longer term. It provides some flexibility around the requirement for all Directors to manage services within their budget for each financial year and allows projects to come forward part way through a financial year after formal budget setting has taken place. No requirement for such assistance has to date been identified in this financial year. The Council regularly reviews its policies with regard to general and earmarked reserves

71. CABINET REPORT AND MINUTES

The Leader of the Council, Councillor R.J. Phillips, presented the report of the

meetings of Cabinet held on 29 November, 13 December 2007 and 24 January 2008.

In relation to Item 4 Wyebridge College – The Leader stated that the item would be dealt with on the agenda for the 7 March meeting.

RESOLVED: That the reports from the meetings of Cabinet held on 29 November and 13 December 2007 and 24 January 2008 be received.

72. PLANNING COMMITTEE

Councillor T.W. Hunt presented the report of the meeting of the Planning Committee held on 14 December 2007 and 18 January 2008.

Council requested an amendment to the Local Government Ombudsmen report as it was felt that it did not truly reflect what was said. It was proposed to take out the words 'was disappointed about' and insert 'would not accept'. Council agreed the change of wording and the amendment was carried.

RESOLVED: That the report of the meetings of the Planning Committee held on 14 December 2007 and 18 January 2008 be received with the amendment to the Local Government Ombudsman Report as outlined above.

10A Planning Obligations Supplementary Planning Document

Councillor TW Hunt presented the report on the Planning Obligations Supplementary Planning Document, which sets out the Council's policy on the use of planning obligations, following statutory public consultation.

Councillors referred to the report and stated that there would be a number of people wishing to build their own home who would not be able to afford the contribution proposed for a four bedroom home. Councillors were reminded of discussions held at the Planning Committee meeting on 24 January where Members had requested the fees be scaled down. It was added that other authorities had thresholds of ten houses or more and asked that Herefordshire's be set at five and requested that Cabinet review the policy.

Councillor JG Jarvis, Cabinet Member Environment and Strategic Housing, stated the issue had been debated at Cabinet and it was felt that this was the only fair way forward and urged Council not to amend the policy. He added that there was no reason why when a single house was being erected that a business case could not be put forward for the Section 106 Agreement to be negotiated. He reminded Council that any funds raised through a 106 agreement would go to the parish council for schemes identified or towards the roads in the parish.

The Leader of the Council reminded Council that the policy related to non-affordable housing issues and that the opportunity to raise funding for the parishes was an important one. Council was reminded of the benefits that had been brought to Shobdon parish through a 106 Agreement and reminded Members of the need to ensure agreements were fair and consistently monitored.

Councillor B Hunt seconded the proposal for the policy to be reviewed again. On a show of hands 11 Members were for, 30 against and three abstained.

RESOLVED**THAT:**

- (a) the Planning Obligations Supplementary Planning Document and associated Sustainability Appraisal be agreed and adopted; and
- (b) appropriate amendments be made to the Planning Committee Scheme of Delegation to Officers and that a Section 106 Monitoring Officer be recruited, following which the Supplementary Planning Document be brought into effect.

73. STRATEGIC MONITORING COMMITTEE

Councillor PE Edwards presented the report of the meeting of the Strategic Monitoring Committee held on 19 November 2007, 21 January 2008 and the Supplementary report of 31 January 2008.

The Chairman of the Strategic Monitoring Committee referred Council to nine specific recommendations, which had been made accepted by Cabinet. Council was also referred to the review of IT in education and the Herefordshire Connects Programme.

RESOLVED: That the report of the meetings of the Strategic Monitoring Committee held on 19 November 2007, 21 January 2008 and the Supplementary report of 31 January 2008 be received.

74. STANDARDS COMMITTEE

Mr D Stevens presented the report of the meeting of the Standards Committee held on 18 January 2008.

RESOLVED: That the report of the meeting of the Standards Committee held on 18 January 2008 be received.

75. REGULATORY COMMITTEE

Councillor P Jones presented the report of the meeting of the Regulatory Committee held on 20 November and 18 December 2007 and 29 January 2008.

The Chairman of the Regulatory Committee referred Council to paragraph two of the report and advised that there had been considerable alarm from cab drivers about their livelihoods and officers concern for the public. He added that an agreed system was being discussed and was well on the way to a solution picking up on the recommendation on page 78 of the agenda. Council requested that it be updated on the situation in Commercial Road in relation to the monitoring of the public the number of public houses and clubs in the area and whether the situation had improved or deteriorated. The Chairman advised that he had not heard from the police stating it had not been successful.

RESOLVED: That the report of the meetings of the Regulatory Committee held on 20 November and 18 December 2007 and 29 January 2008 be received.

76. AUDIT AND CORPORATE GOVERNANCE COMMITTEE

Councillor ACR Chappell presented the report of the meeting of the Audit and Corporate Governance Committee held on 30 November and 21 December 2007 and 25 January 2008.

RESOLVED: That the report of the meetings of the Audit and Corporate Governance Committee held on 30 November and 21 December 2007 and 25 January 2008 be received.

77. WEST MERCIA POLICE AUTHORITY

Councillor B Hunt presented the report of the West Mercia Police Authority held on 25 September and 18 December 2007.

Councillor ACR Chappell referred to page 99 of the Council agenda regarding the Community Engagement Strategy and stated that residents in the St Martins and Hinton ward did not have confidence in the Police and there was concern that investigations were not being carried out properly. It was added that some residents were still awaiting a response from the Police to incidents that had been carried some weeks earlier, which it was felt was unacceptable. Council was also informed of another incident where it took the Police 45 minutes to respond to a call out. Councillor Chappell advised that he had written to the Police on the matter in December 2007 and was still awaiting a response to his letter. Councillor Hunt, as a representative of the Council on the West Mercia Police Authority was requested to provide an answer to the queries by the end of the week.

Councillor PE Edwards asked why the Police or Community Support Officers were not available after 10.00 pm at night when teenage children were still out on the streets. Councillor RI Matthews asked how many officers quoted as being deployed locally were. Councillor Matthews also asked about the opening of Leominster Police Station and the Community Engagement Strategy where he believed it was working well the Council and West Mercia Police particularly in relation to drugs, but did not feel that the issues of partnership working were covered in the reports of the West Mercia Police Authority.

Councillor Hunt responded to Councillor Chappell's questions and stated they were operational matters which were not within his remit. He requested that the issues were forwarded to him in writing and he undertook to follow up on the matters. With regard to recruitment figures he stated that in Herefordshire there had been significant increases in staffing levels. The authority was now up to establishment levels in the Herefordshire division with 290 officers, 130 civilian staff and 40 Community Support officers. Councillor Hunt added that he understood the point raised on the partnership and stated that information on consultation was reported back to the authority. He stated that he would report back to the questioners personally once he had received a full response from the authority on the questions raised.

The Leader of the Council referred to the Police Authority report of 18 December regarding the budget for the forthcoming year and the setting of the precept for Council tax. He referred to paragraph 11 and the PCCG being phased out and different consultation groups being formed. The Leader sought assurance that the Police Authority would not do their own thing on community consultation and also sought assurance that the Police Authority had looked at efficiency savings before setting the precept for Council tax. Council discussed the issues of anti-social behaviour and the PACT (Partners and Communities Together) meetings and also the proposal that the Police Authority once again come under the local authority. In referring to integrated performance figures there was concern that partner organisations were consistently in the red rather than the black, which posed a risk in

itself. It was proposed that the Police Authority be invited to come and speak to Council.

Councillor Hunt responded to the questions and with reference to the Police Authority coming under the local authority once again he stated he did support and the idea was being examined, with proposals to come to Council in the future. He added that efficiency savings had been made prior to the setting of the precept. With regard to the PCCG meetings these were being removed and replaced by policing groups. Councillor Hunt confirmed that he would pass on the request for the Divisional Commander to come and speak to Council.

RESOLVED: That the report of the meetings of the West Mercia Police Authority held on 25 September and 18 December 2007 be received.

78. HEREFORD & WORCESTER FIRE AND RESCUE AUTHORITY

Councillor P Jones presented the report of the meetings of the Hereford & Worcester Fire and Rescue Authority which were held on 13 December 2007.

The Chairman stated that the Fire Authority had also set a high percentage precept, but this only worked out at 1p extra per day. He added that under efficiency savings some jobs were being put as civilian posts. He stated that an investigation had been done into the fire at Warwickshire as the Hereford and Worcester Fire Authority had been a back up to Warwickshire. A 1% increase had been provided for the authority and it was noted that Shropshire had received a 6% increase.

The Leader again referred to partnership working and concern over the reporting back. He stated that he felt that the minutes from the Fire Authority only gave a flavour of this. The Chairman responded and stated that partnership working was taken seriously by the Fire Authority.

RESOLVED: That the report of the meeting of the Hereford & Worcester Fire and Rescue Authority held on 13 December 2007 be received

The meeting ended at 3.50 p.m.

CHAIRMAN

MINUTES of the meeting of COUNCIL held at The Shire Hall, St Peters Square, Hereford. on Friday 7 March 2008 at 10.00 am.

Present: Councillor J Stone (Chairman)
Councillor JB Williams (Vice Chairman)

Councillors: PA Andrews, WU Attfield, LO Barnett, CM Bartrum, DJ Benjamin, AJM Blackshaw, H Bramer, ACR Chappell, ME Cooper, PGH Cutter, H Davies, GFM Dawe, PJ Edwards, MJ Fishley, JP French, JHR Goodwin, AE Gray, KG Grumbley, KS Guthrie, JW Hope MBE, MAF Hubbard, B Hunt, RC Hunt, TW Hunt, JA Hyde, TM James, JG Jarvis, P Jones CBE, G Lucas, RI Matthews, TMR McLean, R Mills, PM Morgan, AT Oliver, JE Pemberton, RJ Phillips, GA Powell, PD Price, SJ Robertson, A Seldon, RH Smith, RV Stockton, JK Swinburne, AP Taylor, AM Toon, NL Vaughan, WJ Walling, DB Wilcox and JD Woodward

1. PRAYERS

The Very Reverend Peter Haynes led the Council in prayer.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors: WS Bowen, RBA Burke, SPA Daniels, DW Greenow, MD Lloyd Hayes, DC Taylor and PJ Watts.

3. DECLARATIONS OF INTEREST

Councillors: WU Attfield and ACR Chappell declared a personal interest as School Governors in Item 2.1 (i) Wyebridge Academy of the supplementary Cabinet report.

4. MINUTES

The Chairman announced that as the meeting of 8 February 2008 had been adjourned, there were no Minutes for signature.

5. CHAIRMAN'S ANNOUNCEMENTS

The Chairman announced the death of a member of staff, Jeremy Beavan, who had been killed in a collision on the A40 on 18 February 2008. Mr Beavan had been based at the Ross Library, working as a Rural Learning Champion within Cultural Services; he had only been employed by the Council since 12 February 2008. He was survived by his wife Ziming.

The Chairman went on to report that both he and Councillor SJ Robertson had successfully completed their sponsored swims in all four of the Halo swimming pools. They had started at Leominster, had progressed to Ledbury and Ross-On-Wye, and had finished at the Hereford Leisure Pool. They had successfully raised over £2,000 and he thanked Halo and Councillors and Members of the public for all their support and sponsorship.

The Chairman reported that, as a result of the resignation of former Councillor McLean, there would be a by-election for the Old Gore Ward on 10 April 2008.

The Chairman reminded Members of the Civic Service on Sunday 9 March at 3.30pm at Hereford Cathedral. The service would be followed by afternoon tea at the Town Hall.

The Chairman reported that he had received a petition from the Children of Burghill School regarding speed limits around the school. The petition would now be passed to the Cabinet Member for Children's Services, Councillor JA Hyde. He thanked the children for coming to the meeting, and added that he hoped to be able to visit the school soon to see the situation for himself.

6. QUESTIONS FROM MEMBERS OF THE PUBLIC

Question from Mr Keith W Francis, Ledbury, Hereford.

As Chairman of Ledbury Civic Society which contributed £5,000 towards the Ledbury Area Development Trust Business Plan for the Master's House, Ledbury, I wish to put the following questions to Herefordshire Council as 'Public Questions for Council' at their meeting on 7th March 2008.

'The Master's House in Ledbury is a Herefordshire Council owned building, currently in a poor state of repair, despite being a Grade 2 listed building in the heart of the town. Can the Council confirm that it will commit itself to the full re-development plan for the site, including the building of a new extension to accommodate a new library, as detailed in the Ledbury Area Development Trust Business Plan?*

Secondly, over what period of time and how will the redevelopment project be funded and will the work commence in the next financial year?

ANSWER FROM COUNCILLOR AJM BLACKSHAW, CABINET MEMBER ECONOMIC DEVELOPMENT AND COMMUNITY SERVICES

Councillor Blackshaw stated that Herefordshire Council was fully committed to the development of the Master's House site in Ledbury; in preserving the heritage of the area whilst creating opportunities to improve the access to services. The Council had been fully involved in the development of the Business Plan. This included consultation with local people and other bodies who were interested in making sure that the site was fully utilised.

The next stage was to confirm the detailed costs of the proposals and to secure the finances to deliver the proposals. Applications for funding had been made to the Rural Regeneration Zone (RRZ) for a multi use facilities grant; other funding routes were being considered. Cabinet had recently agreed to utilise prudential borrowing to create additional capacity in the Council's capital programme. The Master's House scheme was currently being considered alongside other projects for prioritisation in the capital programme. As soon as funding had been identified, a timescale for the project would be established.

Questions from Mr Roger Steeds, Bringsty

School Closures

The recent decision by Herefordshire District Council that no secondary school will close during this council (i.e. before May 2011) whilst most welcome is insufficient.

Would the Council please make clear with some urgency that no school which dominates a geographical area, by being say at least 10 miles from the nearest

similar establishment, should be considered for closure whilst there are clusters of 3 or more schools (Hereford has 6) grouped around its perimeter all within say 15 miles.

Such a sensible decision would remove the threat that Herefordshire District Council made by singling out Bromyard's Queen Elizabeth Humanities College a threat which it has not withdrawn only masked. It would also prevent the LEA staff wasting time considering unacceptable options if only during this Council.

ANSWER FROM COUNCILLOR JA HYDE, CABINET MEMBER CHILDREN'S SERVICES

Councillor Hyde reported that other than the technical procedures required to create an Academy, none of the 14 High Schools in Herefordshire would close in the life of this administration. The policy of any future Council could not be fixed by the current one. That was not to suggest that the policy would not change. The factors behind the current decision were likely to be relevant in the future; location of Bromyard and the High School in relation to other High Schools, and its catchment area, was likely to be as relevant in the future as it currently was.

Linton Tile Works

When will Herefordshire District Council take the required steps to ensure essential repairs to the poor public access to their Bromyard recycling centre? This urgent work has been put off repeatedly with vague reference to a long-term development plan.

Does such a plan exist? The Parish Council were told it did in July 2007.

Are Herefordshire District Council, Marsten Developments Ltd and Advantage West Midlands discussing the plans finances?

Are Herefordshire District Council seeking public monies to fill in, at great expense, a substantial hole which may well have significant ecological benefit and is unlikely to bring real benefits?

Have Herefordshire District considered the ethics of the situation with two of the more relevant landowners not being involved and where it appears that the council and the developer may be acting as one another's agents?

Who is representing Herefordshire District Council in these talks?

How did Marsten Developments become involved? Was it by Public Tender? Do Marsten Developments have an option to buy Herefordshire District Council land? Was this acquired by public tender?

Does the plan involve scrapping the existing "Travellers" park built at considerable expense with public money and using more public money to replace it with a smaller unit?

A group of Burley residents wrote in August 2007 to the Highways Department expressing their concerns over potential HGV access. The local County Councillor was copied. When can they expect a response?

Letter addressed to The Northern Planning Division, copy to The Chair, Northern Area Planning Committee, dated 19 August 2007, referred to in Mr Steed's Question

9 above:

Re: Development of Linton Tile works

At the July meeting of the Parish Council it was announced that plans for the development of Linton Tile works had reached an advanced stage. We, the undersigned Burley residents, urgently seek reassurance that there is no intention of allowing HGV's access to the site from the narrow road over the single track railway bridge on Burley Lane coming from the A44. We would ask for this reassurance to cover both the development and subsequent phases.

We look forward to hearing from you

Signed by 20 residents.

Answer from Councillor AJM Blackshaw, Cabinet Member for Economic Development and Community Services

Councillor Blackshaw reported that the Council had no right to repair a road that was not in its ownership. The Council was well aware of the condition of the road and was seeking to persuade the owners to undertake the repairs (for which the Council would have to make some contribution). The property department was seeking legal advice as to how the Council might enable the road to be repaired and upgraded as soon as possible. His understanding was that the Council was exploring possible remedies under Civil Law but Councillor Blackshaw had been advised this was not necessarily straightforward.

In the meantime, he had visited the site and would be talking to the Council's Property Department concerning whether temporary repairs could be undertaken to some of the potholes in the road to try and reduce some of the problems in the short-term.

Herefordshire Council was examining the potential to redevelop the land at the rear of the existing estate for employment purposes. This site was zoned for employment use within the UDP and currently the constraints that would impact on development were being considered. This included scoping out the costs associated with appropriate surveys and costs associated with any potential relocation of the travellers' site and waste facilities. Additionally, the Council was establishing the potential for alternative sites for both of these facilities. This piece of work would allow the Council to establish some basic development costs and help identify impacts on land values prior to any work being undertaken.

Should the Council decide that the site should be redeveloped for employment use then the disposal of such an asset would be undertaken via a public tender procurement route that adhered to Council guidance. Herefordshire Council had been approached by a developer interested in developing the site for employment purposes, they had been advised that the Council was required to undertake a tender process and that the Council would only consider an offer that came through this route.

Should the Council decide to redevelop the site AWM might be approached in an attempt to secure funding for the servicing of the site. This would be the subject of a funding application and would be dependant on gaining internal AWM approval for the project.

Councillor Blackshaw went on to reply to the additional question as to whether a plan existed for the work by saying that, as previously mentioned, a scoping process was

underway for the facilities. Any redeveloped site that gained access via the existing estate would require the involvement and agreement of all affected parties, especially the owners of the existing access route. Should the Council decide that the site should be redeveloped for employment use then the disposal of such an asset would be undertaken via a public tender procurement route that adhered to Council guidance. The Economic Regeneration team were currently leading on the project in terms of establishing costs and timescales and were working closely with colleagues in the Property Services section.

The Council's Travellers' Policy had been to reduce the size of most of its sites. This policy was based around making the sites easier to manage and experience had shown that larger sites were more expensive and difficult to manage. Bromyard Travellers' site did require considerable investment as it had been badly vandalised a number of years ago. The Council had sought funding through a Central Government grant scheme. To date grant applications had been unsuccessful and the Council was continuing to seek ways of funding a refurbishment and reduction in size of the site.

Whilst there had been informal discussions regarding potential redevelopment of the Linton Tile Works these had not, as yet, been formally submitted to the Council for consideration. Should any formal proposals for this site come forward in the future, the Highways and Transportation Service would consider in detail the likely traffic implications of any development, including in relation to HGV movements, and seek to minimise any adverse impact on the local road network.

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

Question from Councillor AT Oliver to the Cabinet Member for Highways and Transportation

Within the national policy context Herefordshire Council will be required to

- (i) Provide sustained and increasing investment in improving road conditions; and*
- (ii) Create better quality bus services and national concessionary travel, with better integrated transport provision.*

Where within the Medium Term Financial Strategy do we provide the necessary investment and strategy to address these requirements?

Answer from Councillor DB Wilcox, Cabinet Member for Highways and Transportation

The Councillor stated that the Local Transport Plan 2006/7 - 2010/11 set out the Council's investment strategy for transport over the medium term. The Council had managed to secure increased funding from Government for the maintenance allocation following successful lobbying for improvements in the formula which determined its level of funding.

The Council had also prepared a Supplementary Planning Document on Planning Contributions which would help it legitimately increase the level of funding that it secured through new development to improve the transport network. This would also help improve medium term funding for transport.

The Council was currently developing the Herefordshire Transport Asset Management Plan (TAMP) which would help it take a longer term view of how best

to invest in the transport network. It was intended that a final TAMP would be available in May. It was anticipated that the document would provide an action plan of ongoing improvement in investment in the network.

In terms of public transport, the Council continued to invest significant amounts in supporting services and had increased funding to support free bus travel for OAPs. The concessionary fares scheme was likely to cost just under £1.5M for 2007/8 and was predicted to cost £1.7M in 2008/9.

Question from Councillor AT Oliver to the Cabinet Member for Resources

The Financial Management Strategy states that effective project management of capital schemes to ensure they stay within budget is required to increase capital investment capacity.

In the light of the doubling in cost of provision of the new capital market, how may we have confidence this effective management will be achieved, and that major schemes such as the Edgar Street Grid, the Office Accommodation Strategy, and the ICT Strategy Programme, will stay within budget?

Answer from Councillor H Bramer, Cabinet Member for Resources

Councillor Bramer stated the Council had a policy that required all major projects to be managed in accordance with PRINCE 2 project management principles. Each major project was supported by an appropriately qualified project manager from the Corporate Programmes and Projects team within the Corporate & Customer Services Directorate. Adoption of the PRINCE 2 methodology ensured that, amongst other issues, there was strict financial control of projects against the approved budget with exceptions on financial or any other matter being escalated to the appropriate officer or body of the Council for decision in line with the Council's Constitution. In addition to formal reports on any major project, Cabinet also received a budget monitoring report on an at least bi-monthly basis which provided information on progress with major projects from the financial perspective. This provided the opportunity for Members to be advised of any significant financial risks in connection with major projects in relation to the budget provision.

Question from Councillor AT Oliver to the Cabinet Member for Resources

Within the capital programme for funding bids not recommended is a bid for essential maintenance work to a Grade II Listed Building, that is the Broad Street Library.

On the face of it, it would appear this work is not essential, and can be postponed indefinitely. May we be assured that if we walk down Broad Street we are not in imminent danger of being hit by falling coping stones?

Answer from Councillor H Bramer, Cabinet Member for Resources

Councillor Bramer said that he could confirm that the decision not to proceed with capital expenditure was based on the wider intentions to consider a relocation of the library to a new building and to completely refurbish and adapt the Broad Street building as a museum that was being considered by the Adult & Community Services Directorate. In the circumstances, major capital expenditure on the building at this time could be counter-productive. The report on library provision was due to be received from the external consultants in the near future with a report to Cabinet which would come forward in July or August. In the interim, any essential safety or wind and watertight repairs that required attention would be met from the Council's revenue budgets.

Councillor Oliver thanked Councillor Bramer for his answers, and posed a supplementary question on the Edgar Street Grid project. He said that it was almost inherent in such large capital projects that costs could spiral above budget. How sure could the Council be that such increased costs could be dealt with. Councillor Bramer replied that ways were being looked at reducing costs in all areas.

8. NOTICES OF MOTION UNDER STANDING ORDERS

The Chairman reported that there were no notices of motion.

9. CABINET

The Council received the Cabinet report and recommendations to Council arising from the meetings held on 21 and the 28 February 2008.

The Chairman reported that Council would be asked to debate the Revenue Budget and Council Tax for 2008/09 as part of the Cabinet report and advised Council of the process of the debate. He stated that once the Leader had proposed the council tax and budget, Members of the Council would be provided with the opportunity to move any amendments. Once the Council had agreed the Cabinet item, the meeting would move to Item 10 on the Agenda, and would formally set the Council Tax and the Revenue Budget in accordance with legislation. That was not however, the opportunity for further debate, as it was the necessary formal step that was required to give effect to the resolution on the Cabinet Report.

The Leader of the Council presented the report of the Meeting of Cabinet held on 21 February 2008. He reported that the first two pages consisted of the Draft Financial Strategy and the Draft Revenue Strategy. These should be considered within the three year rolling strategy. The Government settlement of three years was to be welcomed, and was a tribute to the lobbying by the Local Government Association.

Councillor Bramer, Cabinet Member for Resources, presented the Medium Term Financial Management Strategy (MTFMS) 2008 – 2011. The document represented a capital and revenue budget for the next three to five years, as well as a Treasury strategy for the next year. It was noted that it had been commended by the External Auditors, and he commended it to the Council as a positive budget for the County. An additional £3.5m had been made available for Social Care, £900k of which would be spent within the next financial year.

The Comprehensive Spending Review showed how Central Government planned to allocate public spending. Balancing the Council's future finances, as well as making sure that they were sustainable, had not been easy. Efficiency targets for the Council as a whole, as well as individual Directorates, had been set. Savings of £400k alone had been identified by rationalising photocopiers and printers within the Council, which would allow for further investment in priority areas. Councillor Bramer went on to say that the clarity of management of balances and reserves was sufficient to provide £4.5m in 2008/09 to cover any variables in the resources model. This would be monitored throughout the year and adjusted as necessary. It would mean that the Council would have monies set aside for any unforeseen situations, such as another flooding incident requiring the activating of the Bellwin Scheme.

Councillor Bramer went on to say that the Council had received a 2.35% real term increase for the next fiscal year, which was better than had been expected. However, Hereford Council still received 20% less funding than the average upper tier authorities. The Council tax rise of 4.4% only represented 1.5% in real terms,

and therefore represented value for money for the tax payer. Thirty five councils had set their council tax for the coming year, and Worcestershire and Shropshire had set 4.34% and 4.4% respectively. The proposed rise of 4.4% sat well with the Council's rural neighbours. Band D Council Tax would therefore be slightly above the average of £1,099, at £1,131.00 increase for the next fiscal year.

Councillor Bramer said that the MTFMS was a comprehensive document and the Corporate Management Board should be congratulated on their presentation. The budget had been balanced, and the Council had not drawn on reserves to achieve this. He recommended it to the Council for adoption.

Councillor PJ Edwards thanked Councillor Bramer for his report, and asked the Council to consider three important points. The first of these was the coming financial risks; the second the duty to contain spending by balancing future budgets; and thirdly was the incremental effect of Prudential Borrowing on the Council Tax. This would be £36.17 in 2008/09 for a Band D property, a figure that would rise to £68.89 in 2009/10 and £85.58 in 2010/11. These figures had to be contained, and he urged the Executive and the Council to manage capital bids more effectively.

Councillor AM Toon concurred that the capital areas were of the greatest concern. She drew the Council's attention to the level of Prudential Borrowing, which she considered to be an area of great concern: the rising cost of this borrowing was one of the biggest burdens for the Council. She blamed poor procurement and financial management for the situation.

Councillor MAF Hubbard remarked that he felt that there was insufficient financial training for Councillors to be able to critically assess these reports. This was an important matter, as Members were being asked to set a central part of the Council's finances.

Councillor RI Matthews drew Member's attention to item 34 subsection d) on page 26 of the report. He said that Herefordshire Connects was an item that had been on the Agenda for a while, and requested that Council be informed when the programme was to be delivered and when the Council would see the benefits.

Councillor TM James, Leader of the Liberal Democrats, said that he felt that the documentation could be simplified in its presentation. He suggested that the Budget summary should have been included in the main text. He was also concerned about the Medium Term Strategy and the impact of the proposed borrowing on council tax rates. He went on to point out that the Capital Receipt reserves would be depleted during a period when future financial stability was difficult to predict. A recession could increase interest rates in the medium term. The level of borrowing meant that in order to service the Council's debt, a sum of around £2 per week per householder would be required and that this strategy should be reconsidered. He added that he would caution against funds being managed internally.

Councillor SJ Robertson highlighted item 6.4.9 Smallholdings Estate on page 64 of the report. She said that the principle of raising funds from vacant properties was sensible, but that eight occupied smallholdings had been given notice to quit. She was concerned, as there had apparently been no debate over the matter, and the local Members had not been informed. She said that the Council had a moral duty to help those who were being asked to leave, especially as the Council would be benefiting financially from the sale. She added that a resident of many years in her ward had been offered a place that was outside of the ward area.

Councillor AT Oliver said that he had concerns regarding the Revenue Budget summary on page 18 of the report and the amount raised through Council Tax this

year compared to last year.

Councillor Bramer replied to the issues that had been raised. He said that the difference that had arisen between the £42m and £74m figures was as a result of the Dedicated Schools Grant.

He went on to say that the concerns that had been raised around the issue of Prudential Borrowing were addressed by the Prudential Code on page 91 of the report. The Council must have regard to the Prudential Code when it sets its Affordable Borrowing Limits, which required it to ensure that total capital investments remained within sustainable limits and that impact on future council tax levels was acceptable. The Cabinet would continue to work within this code.

Councillor Bramer stated that eight smallholders had been served notices to quit. Three of the premises would be sold as part of the construction of significant capital projects; two were in difficulties and had fallen behind with their rent. The remainder were subject to the Council's policy that these farms should be considered as a starter route into agriculture, and not as farms for life.

Councillor Edwards remarked that he supported the view that the overall capital borrowing spends for 2010/2011 outlined on page 101 were not exceptional. It was quite possible for capital budgets to double within 12-18 months, and it was conceivable that the Council would soon reach the limits outlined.

In reply to a comment on revenue streams Councillor JP French said other local authorities had to make cuts; Herefordshire did not have to face such drastic action. However, efficiency savings were being made. It was conceivable that the Council could attain savings in the region of £8m in-year spending on bureaucracy. A report from the District Auditors had been received, and the Chief Executive would be submitting a further report later in the year. The recommended changes in children and adult programmes had been adopted.

In reply to queries from Councillors TM James and GFM Dawe, Councillor Bramer said that the Council's borrowing remained at 8%, which left a large differential between authorised external debt, and what the Council was actually taking out. Changes in the presentation of the budget had been adopted as a result of requests from Central Government. The Leader added that ongoing Member development in financial matters was important, and said that the Council's Finance Team would answer any questions that Members might have. The Council's financial capacity was within the budget and was clearly set out in the table on page 15 of the report, where the excess of income over expenditure had been clearly laid out. The Government had encouraged the Council to go down this route. The Council would be obliged to prioritise the timescale and cash flow of capital budgets for all major projects currently under consideration. The capacity for the rest of the supported borrowing arrangements was also laid out, and Members would have the opportunity to scrutinise the figures.

The Leader reported that the integrity of the £2.5m grant that had been provided for the super refresh of the key priorities for the development of Local Area Agreement as outlined on page 9 of the report would be maintained.

Councillor AM Toon reported that the business case for the Wyebridge Academy had not yet been presented to Cabinet. She considered that there was a potential estimated overspend on the project of £1.5m. The lack of a business plan had resulted in a call in on the matter in December 2007. The subject would be exhaustively considered at a Cabinet meeting on the 27 March 2008. Councillor Hyde, Cabinet Member for Children's Services, replied that there had

been slippage on the timing of the presentation of the business case as a result of doubts over funding. If the Council missed the chance to get the grant from the Department for Children, Schools and Families of £21,939,195 that was currently on offer, it would not be eligible for funding again until 2020. The grant would meet the cost of the rebuilding of the school in its totality.

Councillor Toon went on to say that she was concerned about the involvement of the Diocese of Hereford in the running of the Academy as parents and children would lose their right to appeal once the Academy would be out of the control of the Local Authority. Councillor ACR Chappell concurred with these comments, and said that if it had been made clear that the Church would be running the Academy, neither he nor Councillor WU Attfield, as Governors, would have voted for that arrangement. It was clear, however, that it was important that the Council should support the South Wye area. There were also other schools within the County that might be looking to be independent, such as the Lord Scudamore School. The issue was important for the people of South Wye, and he assured Members that should either he or Councillor Attfield have any concerns about the project, he would bring them to Council immediately. The Leader thanked the Councillors for their comments, and pointed out that the Department had made it clear that there was a real risk that the Council might not receive the funding for the Academy if the schedule slipped. It was clear that a debate on the matter was needed, and he assured Members that a practical solution would be reached at the next Cabinet meeting.

Councillor Oliver highlighted the fall in the Comprehensive Performance Assessment score from 2 to 1 for Housing, and asked whether there were any other schemes apart from the mandatory 35% of affordable housing that was required of a developer to help solve the affordable housing issue. The Leader replied that the Council might have to look again at the 35% proportionality. The County was bidding to be a centre for growth, and there was a blue print for 16,500 houses to be built. Herefordshire's sub-regional importance within the region was vital, and the Council needed to be supportive and imaginative in how it supported this. A sensible debate on the housing issue was clearly needed, and ways of educating the public about the situation would need to be found as growing generations could not now afford to buy houses. This was a national as well as a local matter.

Councillor JG Jarvis, Cabinet Member for Environment and Strategic Housing, added that, in the current year to date, 41 affordable units had been completed. A further 67 had been completed by Housing Associations, and 38 empty properties had been brought back into use. 158 affordable units had been delivered in the year, with a further 160 to be delivered by Housing Associations. He went on to say that 1200 homes would be delivered over the next three years, which would bring the waiting list down by 25%.

In reply to Councillor James's concern that the treatment of the Landlord of the Dog Inn, Ewyas Harold, was disproportionate, Councillor Jarvis replied that the Council had a duty to enforce the law, especially when there had been complaints from the public. The District Judge had said that the Council had acted in a professional and impartial way. The Council had offered alternative ways of dealing with the matter, but these had been ignored.

RESOLVED:

- (a) That the reports from the meetings of Cabinet held on 21 and 28 February be received.**
- (b) The Medium Term Financial Strategy 2008/11 be endorsed.**

(c) The funding allocations to capital bids be endorsed.

10. COUNCIL TAX RESOLUTION 2008/09

It was unanimously formally RESOLVED: THAT:

(1) In respect of the Council's 2008/09 budget:

(a) a Council Tax of £1,131.13 be levied (at Band D);

(b) service areas contain expenditure within "cash limits" i.e. outturn budgets with no further allowance for pay or price inflation beyond that already provided;

And

(2) in respect of Council Tax for 2008/09 that the following amounts be approved by the Council for the year 2008/09 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:

(a) £323,319,576 being the estimated aggregate expenditure of the Council in accordance with Section 32(2)(a) to (e) of the Act;

(b) £189,148,000 being the estimated aggregate income of the Council for the items set out in Section 32(3)(a) to (c) of the Act;

(c) £134,171,576 being the amount by which the aggregate at (a) above exceeds the aggregate at (b) calculated by the Council in accordance with Section 32(4) of the Act, as its total net budget requirement for the year;

(d) £53,307,413 being the aggregate of the sums which the Council estimated will be payable for the year into its general fund in respect of redistributed non-domestic rates, revenue support grant, additional grant or relevant special grant, increased by the transfer from the Collection Fund;

- (e) £1,165.62 being the amount at (c) above less the amount at (d) above all divided by the amount of the Council Tax base calculated by the Council, in accordance with Section 33(1) of the Act, as the basic amount of its Council Tax for the year;
- (f) £ 2,393,176 being the aggregate amount of all special items referred to in Section 34(1) of the Act;
- (g) £1,131.13 being the amount at (e) above less the result given by dividing the amount at (f) above by the amount of the Council Tax base calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates;
- (h) that the precepting authority details incorporated in Annex 1 (i-v), relating to Special Items, West Mercia Police and Hereford and Worcester Combined Fire Authority be approved in accordance with Sections 30(2), 34(3), 36(1) and Section 40 of the Local Government Finance Act 1992.

- (3) Pursuant to the requirements of the Local Government (Functions and Responsibility) (England) Regulations 2000, any decisions on the application of reserves and balances as required from time to time during the financial year be taken by Cabinet.

11. REVIEW OF THE CONSTITUTION IN RESPECT OF FINANCIAL AND CONTRACTUAL PROCEDURES AND QUESTIONS FOR COUNCIL BY COUNCILLORS

The Council received a review of the Constitution in respect of financial and contractual procedures and questions for Council by Councillors.

In reply to Councillor Toon's concern over the change of deadline for the submission of questions to Council, the Leader informed Council that the Group Leaders had supported this alteration. It would provide a better service to Councillors, as Officers and Cabinet Members would have more time to undertake the necessary research to provide appropriate answers to queries.

Councillor Edwards reported that the Strategic Monitoring Committee had

considered the review at its last meeting, and had endorsed all the points. It had suggested the addition of item (b), that the Head of Legal & Democratic Services should ensure a thorough revision of the Scheme of Delegation for approval by Council in May 2008

Councillor Dawe, Alliance Group Leader, requested that his vote against the recommendations be noted.

RESOLVED

THAT:

- a) **the Budget and Policy Framework Procedure Rules, Financial Procedure Rules and Contract Procedure Rules attached to this report be adopted, subject to consideration of any further recommendations from Cabinet, the Audit and Corporate Governance Committee and the Strategic Monitoring Committee;**
- b) **the Head of Legal & Democratic Services ensures a thorough revision of the Scheme of Delegation for approval by Council in May 2008;**
- c) **the Head of Legal & Democratic Services carries out a thorough review of the remainder of the Constitution for approval by Council in July 2008; and**
- d) **the amendments to Part 4 of the Constitution paragraph 4.25.1 Formal Questions from Councillors be approved.**

The meeting ended at 1.30 p.m.

CHAIRMAN

REPORT OF THE ELECTION OF A COUNCILLOR

Report By: DEPUTY RETURNING OFFICER

Wards Affected

Old Gore

Purpose

To inform Council of the outcome of the person elected as Councillor as a result of the by election in Old Gore Ward which took place on 10th April 2008.

Recommendation

THAT the report be noted

Background

The by election of Old Gore Ward took place on 10th April 2008 following the resignation of the previous councillor Tessa McLean. Councillor B A Durkin was elected following the poll and count which took place on the 10th April 2008 and the result declared following that poll. The result of the election is as follows:

Name of Candidate	Description	Number of Votes. If Elected the word 'ELECTED' appears against the number of votes
DURKIN	Barry Alan The Conservative Party Candidate	422 ELECTED
GARTSIDE	John Andrew Independent	401
LANE	Josephine Elizabeth Liberal Democrat	241
WORGAN	Adrian James Green Party	49

APPOINTMENT TO OFFICES RESERVED TO COUNCIL, ALLOCATION OF SEATS TO POLITICAL GROUPS, APPOINTMENT TO COMMITTEES AND OTHER BODIES

Report By: Chief Executive

Wards Affected

County-wide

Purpose

1. To exercise those powers reserved to Council at its Annual Meeting:
 - (a) To make appointments to the positions of Chairmen and Vice-Chairmanships of committees and other offices.
 - (b) To note the allocation of seats to political groups based on proportionality as defined by the Local Government and Housing Act 1989 giving effect also to Section 15(5) b of the Act which provides that where the majority of seats on an authority are held by one political group that group shall have a majority on all bodies to which appointments are made.
 - (c) To make arrangements for such appointments to committees and other bodies as may be necessary.

Financial Implications

2. The financial implications are dependent on the number of Cabinet Member posts determined by the Leader.

Appointment of Chairmen of Committees and other bodies

3. Appointment of the Leader of the Council will already have been dealt with under item 8 and the Leader will appoint the remaining Cabinet portfolio holders. Subject to the Council's decision at item 8, the Leader of the Conservative Group will table his proposals. The first purpose of this item is, therefore, to make appointments to the other offices. Details of the proposed appointments to Chairmen and Vice Chairmen positions contained in Appendix 1 which will be available to members at the meeting. Standing Order 4.3.6 allows for those Committees which do not have a Chairman elected at the annual meeting of Council to elect their own Chairmen at the first meeting following the annual meeting. This will apply to the Compensation (Enhanced Payments) Panel and also to the Social Care Appeals Panel, Appointments and Contracts Review Panel and the Employee

Further information on the subject of this report is available from
Sian Clark, Democratic Services Manager on (01432) 260222

Appeals Panel whose memberships vary and are drawn from a wider list of Councillors, and to the Standards Committee which includes non-elected members.

4. The Standards Committee of the Council must comprise at least two Councillors and it has been the practice for the Chairman and Vice-Chairman of the Council to serve on this Committee. This is currently Chaired by an independent member, Robert Rogers.

Allocation of Seats to Political Groups and Appointments to Committees

5. The Local Government (Committees and Political Group) Regulations 1990 require the allocation of committee seats to political groups to be in proportion, as far as is reasonable practicable to the size of those groups on the Council and that the Council reviews that allocation each year at the Annual Meeting. The requirement is for representation to be proportional on each committee and across the relevant committees taken as a whole subject to Section 15 (5) b of the Local Government and Housing Act, 1989, which provides that where the majority of seats on an authority are held by one political group that group shall have a majority on all bodies to which appointments are made.
6. Under Standing Order 4.4.1.1 Members appointed to Committees retain their seats until the annual meeting after the next ordinary election. It is only necessary therefore to make new appointments to give effect to any changes in proportionality or where Members wish to resign their current appointments. However, account will need to be taken of the need to allocate seats to any Chairman and Vice-Chairman already appointed by Council. As there have been no changes to the political proportionality of the authority Group Leaders have given consideration to the proposed membership of Committees, which will be available as Appendix 2 alongside Appendix 1 at the meeting (which takes account of the proposed appointments to Chairmen and Vice Chairmen position as outlined in Appendix 1). Should further adjustments be required during the year, these adjustments will be dealt with by Group Leaders and the new appointments will be made by the Chief Executive giving effect to the notification given by Group Leaders using his delegated powers. It is also proposed that in accordance with past practice the newly appointed Chairman of the Southern Area Planning Committee be formally appointed to serve on the Planning Committee.
7. Under executive arrangements the strict calculation of proportionality required by the Local Government and Housing Act 1989 is across all the traditional Committees and the Scrutiny Committees. The strict calculation does not include the seats on Cabinet or the Standards Committee.
8. If Council wishes to allocate seats on a different basis than political proportion, such alternative arrangements can only be made where they are approved by Council without any Member voting against. This is known as a nem con vote by the Council. Abstentions from voting do not invalidate the nem con vote. If such arrangements are to be made then it is necessary to give notice of such a possibility under Regulation 20 of the Local Government (Committees and Political Groups) Regulations 1990. Notice is, therefore, formally given on the agenda so that Council is not denied that opportunity.

9. The Strategic Monitoring Committee currently comprises the Chairmen and Vice-Chairmen of the Scrutiny Committees and such other councillors as the Council may appoint to it. The operation of the Strategic Monitoring Committee on this basis has depended on Council agreeing to suspend the rules of proportionality in relation to Strategic Monitoring Committee compensating for that suspension of proportionality when calculating proportionality across the Council as a whole.
10. The importance of the suspension of proportionality is that unless proportionality is so suspended then the right to nominate to seats on Strategic Monitoring Committee lies with the respective political Group Leaders and appointments cannot be made by Council.
12. If alternative arrangements are not approved, the Chief Executive, in consultation with the Group Leaders, will have to exercise his delegated powers to make any adjustment to the number and allocation of seats to give effect to the rules on proportionality and to make appointments in accordance with the nominations of the political group leaders.

Appointment to Bodies by Reference to Area

13. Membership of the Planning Area Sub-Committees is determined in accordance with Ward membership. There is an exception in the Local Government (Committees and Political Groups) Regulations 1990 which enables appointments to be made to groups composed of all the Councillors for an area without the rules on proportionality being applied.

RECOMMENDATIONS

- THAT (a) the arrangements for proportionality and the notice given in paragraph 9 of the need to partially suspend the rules of proportionality be noted. Council will be invited to move a resolution to that effect which, as advised, will have to be nem con if it is to be effective;**
- (b) Councillors be appointed to the offices contained in the papers (as Apendix 1) which will be for the term of office which will expire at the next Annual Meeting of Council;**
- (c) the Chief Executive be requested to exercise his delegated powers to make, (if required) following consultation with the political group leaders, any adjustment to the number and allocation of seats to give effect to the rules on proportionality and to make appointments, as necessary, in accordance with the nominations of the political group leaders;**

BACKGROUND PAPERS

None identified.

QUESTIONS FROM MEMBERS OF THE PUBLIC**Report By: Assistant Chief Executive Legal and Democratic****Wards Affected****Purpose**

To receive any questions from members of the public deposited more than six clear working days before the meeting of Council.

Background

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

Questions

4. A number of questions have been received by the deadline and are attached at Appendix 1.

Questions from Ms B Evans, KingsThorn, Herefordshire Council

- 1 What financial contribution to the Rotherwas Access road has been promised by Bloor Homes?
- 2 Where is the published evidence supporting this?

Question from Mrs U Clay, Hereford.

What indications of support for housing development at Bullinghope has the Council received from the Rotherwas business community since construction commenced on the Rotherwas Access Road?

Questions from Mr T Brown, Hereford

I am a resident of Hereford and am very concerned about the nature of the planning application made by Bloor Homes in Bullinghope.

- 1 What community facilities have been proposed by Bloor Homes in:
 - a Hollington Ward
 - b St Martins and Hinton Ward
 - c Belmont Ward?

- 2 What predictions does the Council have for the proportionate use of these contributions by the residents of each of the three wards?

Question from Mr R Steeds Bringsty, Worcestershire.

On July 20th 2007, No's 7, 8 and 9 Malvern Road, Bringsty were flooded internally with raw sewage. Water had run off the Bromyard Downs which rise up behind the former council houses. A detailed analysis of the physical problem will be circulated shortly. The area has flooded before, it need never flood.

In March a contractor J Poyner put in approximately 75 yards of smooth walled 9" pipe to drain the site where much of the water accumulated.

On enquiry it became apparent that the issue has not been discussed or minuted at any of the 4 Parish Council meetings or 3 Commons Management meetings, nor the annual meetings in April, nor is any provision made in their annual accounts. Yet the Chairman was informed of it.

George Thompson the Land Agent learned of the situation from me in April as did the Herefordshire Council's Environmental Health Department.

The victims, the residents of No's 7, 8 and 9 were not consulted over the 9" pipe.

- 1 Who authorised the work?
- 2 Why were the proper authorities not consulted?
- 3 Whose budget is expected to pay for it?
- 4 The work is neither sufficient nor complete. Can we be assured that the job will be completed to the satisfaction of both the Land Agent and the victims?
- 5 When will the Council implement Mr Grover's simple recommendations and bring to an end this era of mismanagement?

Questions from Mr R Steeds, Bringsty Worcestershire.

1. SCHOOL CLOSURES

On March 7th the Council were asked to give schools servicing a substantial geographic area a degree of protection when considering which schools to close. Bromyard Queen Elizabeth Humanities College covers roughly 200 sq miles of Herefordshire whereas each Hereford City School covers 25 sq miles or so.

The Council's negative reply only served to sharpen the "Sword of Damocles" which the Council has uniquely hung over the Q.E. The reply also appears to be at odds with the Chief Executive's views as quoted on page 39 of the March edition of Herefordshire Life ... "The reality is that we are going to find solutions that do not involve school closure".

Prospective Bromyard school parents and current teachers need to know which policy the Council are following? This cannot wait until 2011 As determined people will seek the best long term outcome for themselves and their families and will seek to avoid uncertainty.

As it seems geographic considerations and current educational performance are not to be criteria for school assessment in the matter then it is reasonable to ask the Council to list the criteria they will consider?

2. THE GOVERNANCE OF BROMYARD DOWNS

There has been concern over the management of Bromyard Downs for nearly thirty years. The problems became public in March 1990 when Justice John Lee in the High Court found against the Chairman and Vice Chairman of the Parish Council (and by inference against the Parish and District Council).

The District Council paid the legal bills and attempted to control the situation by imposing a Deed of Delegation which the Chairman of the Parish signed on May 22nd 1991. Unfortunately neither the general public nor it seems Herefordshire District Council were ever properly informed of the Deed's contents.

The District and Parish Councils' mishandling of the Crow Act signs in July 2004 brought the 1951 scheme; the 1991 Deed and its Right of Appeal to light. Thus it became apparent that both the scheme and the Right of Appeal were being ignored.

The District Council no doubt wishing to prevent personal embarrassment mishandled the subsequent appeal; ignored the procedure laid down by Malvern Hills District Council and thus perpetuated the mismanagement.

In May 2006 Mr C Grover a former Cabinet Member addressed the issue by writing to the Chief Executive and proposed simple changes to the Commons

Management Committee with the full backing of Bromyard Town Council and many others.

In December 2006 the Cabinet responded with an action plan involving proper consultation to be completed by April 2007. Nothing happened.

- 2.1 When can we expect a response?
- 2.2 Why has the District Council involved Legal Counsel? Surely this cost is not justified and if needed should be AFTER consultation NOT BEFORE.
- 2.3. Is the District Council aware that the Commons Management Committee, to whom it has been formally delegated financial responsibility, spent just £49 on the Common in the year 2006/07?
- 2.4 How much did Herefordshire District Council spend on the Bromyard Downs Common “physically and administratively” in 2006/07?
- 2.5 Why did Herefordshire Council spend anything?
- 2.6 Are the Commons Management Committee’s accounts properly audited and incorporated into the Parish Council’s accounts? If not, why not? Have the District Council ever inspected the accounts?
- 2.7 Is the District Council aware that the events leading up to the High Court case are even now being repeated? This seems a deliberate contempt of Court for which the District Council will surely be blamed.
- 2.8 Is the District Council happy that the man who caused and lost the legal case is still in the Chair?

3. LINTON TILE WORKS

Thank you for answering my questions of 7 March 2008.

- 3.1 Why does the Council say it has no right to repair the access road? Surely it has a duty to see the road is repaired. No good will come by threatening the existing owners with the law. Surely the Council should seek their cooperation and pay most if not all the costs? Has there been any joint meeting of all the parties with an interest in the road?
- 3.2 When can we expect to see the road improved?
- 3.3 As the road is so poor would the Council allow 4x4’s and trailers to use the site “domestically”?

Questions from Mr R Hattersley, Hereford

- 1 What level of tailback at the Belmont roundabout would be regarded as acceptable after the construction of 300 new houses at Bullinghope? Please answer specifically with length of tailbacks over periods of time.
- 2 What is the maximum number of houses that should be constructed without any provision of public transport outside the city centre?

Questions from Mr N Jones, Hereford.

- 1 What contribution is Bloor Homes making to Rotherwas Futures?
- 2 What is the value and purpose of any contribution?
- 3 What estimate of the Council's costs was submitted to the Court in relation to the S287 review of the UDP?
- 4 What amounts under main headings comprise the total for protective costs?

Questions from Mr N Barrington, Newton Farm, Herefordshire Council

BLOOR HOMES DEVELOPMENT AT BULLINGHOPE

- 1 Please can you state the total value of assets at the Rotherwas Industrial estate?
- 2 What discussions did the Council have with the Businesses at Rotherwas?

Questions from Mr J Cannell, Dilwyn, Herefordshire

- 1 What archaeological discoveries have been made at or near to the proposed Bloor Homes site and what other archaeology is likely to be found in the coming months?
- 2 What discussions have council officers had with the Environment Agency concerning the likelihood of flooding in the vicinity of the proposed development?

Questions from Mr I Jardin, Herefordshire CPRE

ROTHERWAS ACCESS ROAD

With regard to the project for the construction of the Rotherwas Access Road,

- 1 How much has been expended to date on this project?
- 2 How has (1) been funded, itemised by source and amount?
- 3 What is the latest estimate of the final total cost of this project?

SUSTAINABLE RESIDENTIAL DESIGN

Policy H13/5-8 of the Unitary Development Plan requires proposals for residential development to provide for energy efficiency, recycling, water conservation, and sustainable drainage.

What standards have the Council set to determine whether proposals meet these requirements and where are these standards published?

Questions from Mr B Clay, Hereford.

- 1 How would the funding expected from Bloor Homes for the Rotherwas access road be replaced if their planning application at Bullinghope failed?

- 2 At current market values for the area concerned, what estimate does the Council have for the probable selling price of each type of house proposed by Bloor Homes at Bullinghope?

Question from Mr M Hill, Hereford

How can a planning committee consider a proposal that offers no socially affordable housing if it has no specific information from which to evaluate the alternative benefits offered?

Questions from Mr and Mrs A Hardwicke, Bullingham Lane, Hereford

PROPOSED DEVELOPMENT BLOOR HOMES, BULLINGHAM LANE

- 1 What discussions have council officers had with Welsh Water concerning the effect on sewage disposal of 300 + more houses at Bullinghope?
- 2 What is the Council's estimate as to the additional vehicle movements, over and above those estimated by Halcrow for Bloor Homes, that would create the gridlock referred to in the Halcrow report?

Questions from Ms R Roseff, Hereford

- 1 On what date did Bloor Homes first indicate to Herefordshire Council that they would be willing in principle to make a contribution to the Rotherwas Access Road if land at Bullinghope was included in the UDP?
- 2 Was the first discussion only with members, only with officers, or both?

REPORT OF THE MEETINGS OF CABINET HELD ON:**27 March, 10 April and 1 May 2008**

Cabinet Members: RJ Phillips (Leader of the Council),
JP French (Deputy Leader),
LO Barnett, AJM Blackshaw, H Bramer,
JA Hyde, JG Jarvis, DB Wilcox.

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

1.1 The following plans were considered by Cabinet and commended to Council for approval. They are subject to separate reports on the Council agenda:

- Corporate Plan 2008-2011 (Cabinet: 27 March 2008)
- Children and Young People's Plan 2008-2011 (Cabinet : 10 April 2008)
- Herefordshire Community Safety and Drugs Partnership – Partnership Plan (Cabinet: 1 May 2008)

2. NOTICES OF MOTION

2.1 Cabinet considered no motions to Council at the meetings covered by this report.

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

3.1 **Children's Centres Phase 2 - Golden Valley / Peterchurch.** The Cabinet Member Children's Services made a decision on 11 April 2008 approving the project for a partnership between the Council's Children and Young People's Directorate and the Parochial Church Council of Peterchurch. The project will re-order the nave at St Peter's Church to allow community activities that would include 10 hours per week for a Children's Centre.

3.2 **Funding Agreements with Halo and the Courtyard.** The Cabinet Member Economic Development and Community Services made a decision on 12 March 2008 approving the funding for Halo and The Courtyard on a three year rolling basis that will be reviewed annually.

3.3 **Proposed Disposal of Property at Grange Court.** The Cabinet Members for Resources and for Economic Development and Community Services made a joint decision on the disposal of property at Grange Court. This was an exempt item.

**4. CORPORATE STRATEGY AND FINANCE
(Chairman of Cabinet – Cllr RJ Phillips)****Report on Decisions Taken**

4.1 **Annual Governance Statement**

4.1.1 The Cabinet was informed that following the Department for Communities & Local Government Circular 03/2006 and the Use of Resources 2008 assessment, a change in approach would be required with the Council replacing the Statement on Internal Control with an Annual Governance Statement (AGS). The AGS would be produced alongside the annual statement of accounts. Cabinet agreed the proposed framework for preparing an AGS as set out in the appendices to the report.

4.2 Supporting Governance Improvement

4.2.1 Cabinet noted the progress made in implementing actions agreed following the Special Report by the Director of Resources and the subsequent Independent Review of Herefordshire Council's ICT Financial and Contractual Governance Arrangements (Crookall Review). It was agreed that future monitoring and reporting would be included within the Integrated Performance Report.

4.3 Annual Audit and Inspection Letter 2008

4.3.1 Cabinet considered and noted the Annual Audit & Inspection Letter which provided an overall summary of the Audit Commission's assessment of the Council following their audit, inspection and performance assessment work over the last year. The Audit Commission had identified eight issues that it considered required action, and as a result the overall star rating had decreased from 3 to 2. It was reported that this was largely due to financial irregularities highlighted in the ICT Department and a low score in respect of Housing Services. It had been confirmed that the Audit Commission had been satisfied that the Crookall Report had been thorough and independent and therefore whilst it would not be conducting its own review, the Audit Commission would be monitoring progress.

4.3.2 The Cabinet approved the draft response to each of the action points raised in the Annual Audit and Inspection Letter for 2008, in light of comments made by the Audit and Corporate Governance Committee, which will be reviewed after six months and would be incorporated into the appropriate Directorate and service plans for 2008/09. Additionally, Cabinet requested that the Chief Executive arrange for the District Auditor to present the Annual Audit and Inspection Letter to a joint meeting of the Cabinet and Strategic Monitoring Committee in future years, and that the meeting also be open to all Members of the Council

4.4 Use of Resources Report 2008

4.4.1 Cabinet noted the Audit Commission's Use of Resources report for 2008, which outlined that the Council's overall score for the Use of Resources had fallen from 3 to 2. Cabinet approved the response to each of the opportunities for improvement identified in the Use of Resources report for 2008 (outlined in appendix 2 of the report) and noted the comments made by the Audit & Corporate Governance Committee.

4.5 Race Equality Scheme

4.5.1 The Race Equality Scheme 2008/2011 and its Action Plan were agreed by Cabinet.

5. CHILDREN'S SERVICES
(Cabinet Member: Councillor JA Hyde)

Report on Decisions Taken

5.1 Wyebriidge Academy

5.1.1 Cabinet approved, for submission to the Secretary of State, a draft outline Business Case for the creation of an Academy at Wyebriidge Sports College. The approval was given on the strict understanding that all capital costs associated with the project were to be met from with the DCSF grant of £21,939,195, and that the Academy would be funded after the initial start up period on the same basis as other schools in the county. Additionally, the Cabinet approved; in principle to the relocation of a temporary unit on the Wyebriidge site as an alternative provision for Redhill Residents Association, subject to a successful bid to secure the necessary funding, estimated at £80,000; to the authorisation of the signing of the Memorandum of Understanding between the Council & Partnership for Schools, thereby agreeing the use of the National Academy Framework for the procurement of the construction of the buildings; and the engagement of Navigant Consultants to implement the next stage of the project and associated risk at the cost of £107,000.

5.2 Staunton on Wye Replacement Aided School Project

5.2.1 Cabinet considered a report in respect of the provision of a new build replacement school of Staunton on Wye and were advised by the Chairman of Governors, Mr S Grist, who had been invited to the meeting, that existing accommodation was substandard in terms of its physical condition and suitability of teaching spaces. The Cabinet approved the provision of a new build replacement school for Staunton on Wye which would accommodate 70 pupils.

6 CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES
(Cabinet Member: Councillor JP French)

Report on Decisions Taken

6.1 Performance Improvement Framework and Cycle

6.1.1 Cabinet considered a report on the revised Council's Performance Improvement Framework (PIF) and associated improvement cycle for the next two years. Members were informed that the PIF required updating to take account of a number of changes in respect of; data quality assurance, tightening of performance management within Herefordshire Partnership and the new Local Area Agreements, and the emerging Public Service Partnership arrangements.

6.1.2 Cabinet approved the updated Council performance improvement framework and an associated performance improvement cycle for the next two years, and specifically agreed; those elements of the updated PIF (appendix 1 of the report) which related to Cabinet's own role and those of the Leader, Lead Cabinet Members, and the scrutiny function; the two-year performance improvement cycle (as appendix 2 of the report), which included public consultation in the Autumn of 2008 to inform future priorities, plans and budgets.

6.2 Data Quality Policy

- 6.2.1 Cabinet was informed that following the annual audit for 2007/08 of the authority's data quality, the anticipated score of 2 had been achieved in an overall ranking of 1-4 (4 being the best score). It was emphasised that data quality systems and processes should continue to be improved across all Directorates. Members considered and approved the data quality policy, and specifically noted the actions being taken by the Chief Executive to improve data quality and those elements of the data quality policy that related to the role of the Cabinet and those of the Leader, lead Cabinet Member and all Members.

6.3 Renewal of Contract : Microsoft Enterprise Agreement

- 6.3.1 Cabinet discussed and approved the renewal of the corporate Microsoft Enterprise Agreements to the sum of £645,000 over a three-year period. Additionally, the Chief Executive was formally requested to correspond with Government to raise the issue that the Council could not use the cheaper NHS PCT software agreement (under a Herefordshire Public Services banner) as this would break licensing laws.

7 ECONOMIC DEVELOPMENT AND COMMUNITY SERVICES (Cabinet Member – Councillor AJM Blackshaw)

Report on Decisions Taken

7.1 Rights of Way Improvement Plan

- 7.1.1 Cabinet considered and adopted a Rights of Way Improvement Plan (ROWIP) for Herefordshire, a statutory document, which outlined existing countryside access provision and the future needs of users. The Plan provided details on how all the proposals would be implemented and the benefits in respect of tourism, social and economic wellbeing as well as being an integral part of the Council's integrated Transport Plan.

8 ENVIRONMENT AND STRATEGIC HOUSING (Cabinet Member: Councillor JG Jarvis)

8.1 Report on Decisions Taken

- 8.1.1 There were no decisions by Cabinet relating to this portfolio during the reporting period.

9 HIGHWAYS AND TRANSPORTATION (Cabinet Member – Councillor DB Wilcox)

9.1 Report on Decisions Taken

- 9.1.1 There were no decisions by Cabinet relating to this portfolio during the reporting period.

10 RESOURCES (Cabinet Member – Councillor H Bramer)

Report on Decisions Taken

10.1 Budget Monitoring

10.1.1 Cabinet considered a report on the Council's performance against revenue capital budgets (as at 29 February 2008) and were provided with an update of the corporate risk register. The report outlined information relating to the remedial action being taken to address areas of underperformance, the details of which were noted.

10.2 Council Asset Management Plan

10.2.1 Cabinet considered the Council's Asset Management Plan 2008/09, which set out the focus of activity for the Asset Management and Property Services team over the next 12 months and outlined how those activities supported the authority's corporate priorities. Cabinet approved the Council's Asset Management Plan for 2008/09 and it was noted that the Plan would form part of the Resources Directorate's service plans for the year with performance managed in line with the Council's performance management framework.

10.2.2 Additionally, Cabinet endorsed the view expressed in discussion that asset management requirements should be considered across the County's public bodies and a culture developed with public partners jointly achieving best use of property assets.

10.3 Draft Capital Programme 2008/09

10.3.1 Cabinet considered a report which identified for consideration three further spending proposals which related to projects in Hereford, Ledbury and Ross-on-Wye, all of which supported corporate priorities for promoting regeneration and improving accessibility and quality of services to the community. Cabinet agreed to the;

- (i) Additional capital resources of £440,333 be allocated to the scheme which brought together Ross on Wye Library and Info Services on one site;
- (ii) Allocation of Capital resources of £2.92m to the Masters House scheme in Ledbury;
- (iii) Additional capital resources allocation of £751,000 to the Hereford City Centre refurbishments, and to the:
- (iv) Holding of the balance of the additional funding, pending greater certainty about funding of other major projects.

10.4 Integrated Risk Management

10.4.1 The Cabinet considered the use of a joint management strategy, policy and toolkit to be used by both the Council and the PCT, together with the use of an Assurance Framework for reporting jointly all high risks previously reported separately as the council's corporate risk register, the PCT's strategic risk and the high risks association with the Herefordshire Public Services project. Following consideration, the Cabinet agreed to adopt the combined risk management strategy, policy and toolkit for use through out the Council, additionally it was agreed to use the Assurance Framework to report corporate high risk.

11 SOCIAL CARE AND HEALTH (Cabinet Member - Councillor LO Barnett)

Report on Decisions Taken

11.1 Assessment of 18-64 Year Olds' Future Needs and Services: Mental Health and Physical Disabilities

11.1.1 Cabinet was presented with a report which had been considered by the Adult Social Care and Strategic Housing Scrutiny Committee and the Health Scrutiny Committee, and agreed to:

- i) approve the proposed patterns of high performing mental health and physical disability services and for these to be put in place between April 2008 and March 2012;
- (ii) That they be achieved by means of detailed joint commissioning plans of the Council and the Herefordshire Primary Care Trust;
- (iii) that the adequacy of the new patterns of services be subject to a further full review of needs and services by 2012 in the light of better data and of actual demand of modernised service;
- (iv) that the results of the review be used to inform budget planning at that time.

11.1.2 The Cabinet additionally agreed to take into account the other Committees' (as outlined above) resolutions in the course of implementing the new patterns of services.

11.2 Learning Disability Accommodation and Support Partnership Contract

11.2.1 Cabinet's approval was given to authorise officers to finalise contractual terms and conditions and enter into a contract between Herefordshire Council and Midland Heart to provide Accommodation and Support for people with a learning disability (as outlined in the report).

**COUNCILLOR RJ PHILLIPS
LEADER OF THE COUNCIL**

Background Papers

- Agenda papers of the Cabinet meetings held on 27 March, 10 April and 1 May 2008

DRAFT CORPORATE PLAN 2008-11**Report By: Deputy Chief Executive****Wards Affected**

County-wide

Purpose

To ask Council to approve the Council's Corporate Plan 2008-11

Recommendation**THAT:**

- (a) **Council approves the Corporate Plan 2008-11 subject to the negotiated Local Area Agreement targets being added.**

Reasons

- 1 Under its constitution the Council is required to have an up-to-date Corporate Plan.

Key Points Summary

- The Plan sets out the Council's priorities and how they will be achieved. It also sets out the targets to be used to measure the achievements, as well as the key actions that will be taken to achieve the targets.
- The Council's top priorities, and how they relate to the Community Strategy and the Local Area Agreement, are set out in Table 1 on page 6 of the Plan.

Alternative Options

- 2 There are no Alternative Options – see 'Reasons' above.

Considerations

- 3 The draft plan was considered by Cabinet on 27 March. It agreed to commend it to Council, subject to necessary revisions being made to reflect the terms of the approved new Local Area Agreement and for amendments agreed at Cabinet being made. The Plan has been duly amended. It will be supplemented to reflect the outcome of negotiations with Government on the Local Area Agreement, which are expected to conclude in June. These negotiations particularly affect the completion of the targets in Appendix F of the Plan.

Financial Implications

- 4 The draft Plan has been prepared so as to be fully compatible with the agreed Medium Term Financial Management Strategy (MTFMS). The only direct costs arise

from the printing and design of the Plan, which are not expected to be more than about £6,000.

Legal Implications

5 None

Community Impact

6 The draft Plan shows how the Council's intends to contribute to the achievement of the Herefordshire Sustainable Community Strategy and the Local Area Agreement.

Risk Management

7 A robust, affordable corporate plan, providing the basis for effective performance management, is a principal means of managing the risks to the achievement of the Council's priorities.

Consultees

8 No consultees

Appendices

9 Appendix 1 – Draft Corporate Plan 2008-11

Background Papers

10 None identified.

CORPORATE PLAN

2008-2011

Quality of life

Fairness and prosperity

Value for money

If you need help understanding this document, or would like it in another format or language, please call 01432-383444 or e-mail jgorman@herefordshire.gov.uk

3 Foreword / Introduction**The vision for Herefordshire and the role of the Corporate Plan:**

- 4 *Themes and the Council's top priorities*
- 5 *Managing the risks to achieving the priorities*

7 The planning framework**The themes in detail**

- 8 ● **Children and young people**
- 10 ● **Health and well-being**
- 12 ● **Older people**
- 14 ● **Economic development and enterprise**
- 16 ● **Safer and stronger communities**
- 18 ● **Sustainable communities**
- 20 ● **Organisational improvement and greater efficiency**

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Foreword

For those of us lucky enough to have been long-established in the county, Herefordshire is a jewel beyond price. It's no less important to the many people who choose to move here for a better life, or who visit to refresh themselves through its unique heritage and great natural beauty.

But it's also the place where people work and strive to improve their communities and quality of life for themselves, their families and their friends and neighbours. In a world that's changing at an unprecedented pace, the county has to respond to growing challenges. One of the greatest is to our economy, where wage levels are already well below the national and regional averages, and where skills levels need to rise significantly if we are to compete successfully for the well-paid, high tech jobs of the future.

Of equal importance are the challenges to the fundamentals of community life. Government policies and funding, economic pressures and changes in our population – the big increase in older people and the continuing fall in the number of children – require fresh and radical thinking if we are to sustain and improve our care services, schools, postal services and all the other things that make the difference between a good life and a raw deal. This is especially important for those who labour under some kind of disadvantage.

This corporate plan sets out what the Council intends to do over the next three years to address these challenges. It can't do it alone. That's why we are deepening and extending the *Herefordshire Partnership* that brings together the Council and its many partners across the public, private and voluntary community sectors. We are determined that at the centre of this drive will be a closer and more effective working relationship with town and parish councils, and a much better understanding of the needs and wishes of our customers, with effective action to meet them. The new and dynamic public service arrangements being put in place by the Council and the Primary Care Trust, working with united leadership and purpose, provide a unique opportunity for the county to focus on delivering excellent public services.

The last year has been challenging for the Council in many ways, but the reality is that much has been achieved – from the £3.5 million of efficiency savings we have ploughed back into improved services, like the growing network of village wardens helping older people to maintain their independence, to another year of even better school examination results, the nearly completed Rotherwas relief road, the bringing back into use 145 empty dwellings and the provision of over 140 new affordable homes, and the support provided to help 15 village shops survive and prosper.

By working in innovative ways with our partner organisations and with communities and businesses across the county, we are determined to combine the best of what already makes Herefordshire special with the measures that are essential to secure a brighter and sustainable future for all.

Councillor Roger Phillips
Leader of the Council

Chris Bull
Chief Executive

The vision for Herefordshire and the role of the Corporate Plan

Working together in The Herefordshire Partnership, the Council, the Primary Care Trust and our other local public, private and voluntary sector partners have agreed a vision for Herefordshire in 2020. It is that:

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.

This vision is presented in more detail in The *Herefordshire Sustainable Community Strategy*. The themes of the strategy and how these are carried through in the *Local Area Agreement* with local partners and the Government, and in the Council's own themes and priorities, are shown in the table on page 6.

This Corporate Plan sets out what the Council intends to do over the coming three years - 2008 to 2011 - to achieve the shared vision for Herefordshire.

Themes and the Council's priorities

United by the triple goals of *improving quality of life, fairness and prosperity*, and *value for money*, its seven themes are:

- **Children and young people**
- **Health and well-being**
- **Older people**
- **Economic development and enterprise**
- **Safer and stronger communities**
- **Sustainable communities**
- **Organisational improvement and greater efficiency**

Within these themes, the Council's top priorities are;

- **The best possible life for every child, safeguarding vulnerable children and improving educational attainment**
- **Reshaped adult health and social care, so that more older and other vulnerable people maintain control of their lives**
- **The essential infrastructure for a successful economy, enabling sustainable prosperity for all**

- Affordable housing to meet the needs of local people
- Better services, quality of life and value for money, particularly by working in partnership with the Herefordshire Primary Care Trust and other local organisations

In pursuing these themes and priorities we will ensure that we:

- promote equality and respect diversity
- reduce inequalities
- protect and improve the welfare of rural areas

The Corporate Plan looks back at our performance over the last year, including the results of independent assessment of the Council.

Looking forward, it sets out our targets for the coming year and for the two subsequent years. It also says what our measures of success will be and what key actions we will take, by when, to achieve the targets.

Managing the risks to achieving the priorities

The Council has a systematic approach to identifying the risks to achieving its priorities, including those it is pursuing with its partners, and how these will be managed.

The major risks and the measures to mitigate them are set out in the Council's regularly updated Corporate Risk Register, which is available via the following link:

[electronic link to be added]

The Council plays close attention to managing the financial risks to the achievement of its priorities. Its approach is set out in detail in its latest Medium Term Financial Management Strategy, which is available via the following link:

[electronic link to be added]

TABLE 1: How the Council's themes and top priorities relate to the *Herefordshire Sustainable Community Strategy (HSCS)* and the *Local Area Agreement (LAA)*

HSCS themes	The Corporate Plan themes	The Council's top priorities	LAA priorities
Children and young People	Children & young people	The best possible life for every child, safeguarding vulnerable children and improving educational attainment	<ul style="list-style-type: none"> • Encourage and enable children and young people in Herefordshire to achieve their potential and participate in positive activities • To improve participation in, and achievement for, young people in education, employment and training post 14
Healthier communities and older people	Health and well-being Older People	Reshaped adult health and social care, so that more older and other vulnerable people maintain control of their lives	<ul style="list-style-type: none"> • Encourage and promote a healthy lifestyle with particular attention to: reducing smoking, levels of obesity and excessive consumption of alcohol • Help vulnerable people to live safely and independently in their own homes
Economic development and enterprise	Economic development and enterprise	The essential infrastructure for a successful economy, enabling sustainable prosperity for all	<ul style="list-style-type: none"> • Improve access to integrated public and community transport, reduce traffic congestion and encourage alternatives to car use • Increase the economic potential of the county with a particular regard to higher skilled and better paid jobs • Increase access to learning and development at all levels, and increase participation, in order to raise achievement, address worklessness and improve workforce skills
Safer and stronger communities	Safer & Stronger communities Sustainable communities	Affordable housing to meet the needs of local people	<ul style="list-style-type: none"> • Further reduce the low levels of crime, disorder and anti-social behaviour in the county and reduce any disproportionate fear of such • Increase safety for road users in the county • Increase the availability of appropriate and affordable housing • Improve the availability of sustainable services and facilities and access to them • Encourage thriving communities where people are able to influence change and take action to improve their area, regardless of their background • Minimise domestic and commercial waste and improve recycling • Lead a local contribution to climate change reduction • Enhance the recovery from events that have significant and potentially long-term impacts upon the community through proactive and effective inter-agency collaboration and coordination
	Organisational improvement and greater efficiency	Better services, quality of life and value for money, particularly by working in partnership with the Herefordshire Primary Care Trust and other local organisations	

THE PLANNING FRAMEWORK

The delivery of our Corporate Plan will enable us to achieve

The vision of the *Herefordshire Sustainable Community Strategy*

“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”

The Council’s top priorities

The best possible life for every child, safeguarding vulnerable children and improving educational attainment

Reshaped adult health and social care, so that more older and other vulnerable people maintain control of their lives

The essential infrastructure for a successful economy, enabling sustainable prosperity for all

Affordable housing to meet the needs of local people

Better services, quality of life and value for money, particularly by working in partnership with the Herefordshire Primary Care Trust and other local organisations

CORPORATE PLAN

There are seven themes in our Corporate Plan

Older people

Sustainable communities

Health and well-being

Safer and stronger communities

Children and young people

Economic development and enterprise

Organisational improvement and greater efficiency

Cross-cutting themes underpin our plans – they are:
 • **Protect and improve the welfare of rural areas**
 • **Promote equality, reduce inequalities and respect diversity**

THE CORPORATE PLAN THEMES

Theme one - Children and young people

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 securing further improvements in educational attainment

The Council, with the Primary Care Trust and its other partners in the Herefordshire Partnership have agreed that the long-term objectives for creating a great place for every child and young person to grow up are:

- Children and young people are healthy and have healthy lifestyles
- Children and young people are safe, secure and have stability
- Children and young people achieve educational, personal, social and physical standards
- Children and young people engage in positive behaviour inside and out of school
- Children and young people engage in further education, employment and training on leaving school

Our key achievements during 2007-08

- 78 schools will have achieved the Healthy Schools Standard by March 2008
- The Tellus2 survey reported that more children and young people feel safe in Herefordshire than nationally
- There have been substantial improvements in educational standards at Key Stage 4 since 2005, with 93.4% of young people achieving 5 or more A*-G grades at GCSE in 2007
- At Key Stage 3 Herefordshire pupils achieved 4% above the national average at levels five plus and six plus in 2007 exams
- 31% of young people feel that Herefordshire Council gives them the opportunity to influence decision making, a significant improvement on the 19.2% who said so in 2005
- The percentage of 16-18 year olds not in education, employment or training has been reduced to below the national average
- The number of families in bed and breakfast accommodation was reduced from 55 in 2006 to 14 at the end of March 2008

Our key commitments during 2008-09

- Increase the percentage of initial assessments of children in need completed within seven days
- Improve educational attainment at Key Stages 1 and 2
- Work with schools and communities to secure the best possible sustainable school education for the future
- Implement an area-wide programme for 14-19 learning
- Implement CAFTAC (Common Assessment Framework – Team Around the Child) county-wide, in tandem with other national strategies
- Develop the Youth Service to meet the new Targeted Youth Support and Positive Activities agenda
- Reduce the number of households in temporary accommodation

Our key commitments for future years 2009-11

- Maintain and enhance educational standards at all key stages
- Continue to work with schools and communities to secure the best possible sustainable school education for the future
- Conclude the roll-out of children's centres and extended schools
- Embed Children's Trust arrangements, including targeted and pooled resources to secure effective commissioning of services for children and young people
- Implement the Primary Capital Strategy, Building Schools for the Future and the Wyebridge Academy

Key Performance Indicators (KPIs) for Children and Young People this coming year

Council KPIs

- NI 59: Initial assessments for children's social care carried out within 7 working days of referral
- NI 64: Child protection plans lasting 2 years or more
- NI 65: Children becoming the subject of a Child Protection Plan for a second or subsequent time
- NI 66: Looked after children cases which were reviewed within required timescales
- NI 67: Child protection cases which were reviewed within required timescales
- NI 68: Referrals to children's social care going on to initial assessment
- NI 93: Progression by 2 levels in English between Key Stage 1 and Key Stage 2
- NI 94: Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2

KPIs in the Local Area Agreement on which the Council leads

- NI 57: Children and young people's participation in high-quality PE and sport
- NI 69: Children who experienced bullying
- NI 72: Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy
- NI 73: Key Stage 2 - to increase the proportion achieving level 4+ in both English and Maths
- NI 74: Key Stage 3 - to increase the proportion achieving level 5+ in both English and Maths
- NI 75: Key Stage 4 - to increase the proportion achieving 5 A*-C grades at GCSE and equivalent, including GCSE English & Maths
- NI 83: Key Stage 3 - to increase the proportion achieving level 5 in science
- NI 87: Attendance - to reduce the number of persistent absentee pupils in secondary schools
- NI 91: Participation of 17 year-olds in education, employment or training
- NI 92: Narrowing the gap between the lowest achieving 20% in Early Years Foundation Stage Profile and the rest
- NI 93: Key Stage 1-2 - to improve the proportion progressing two national curriculum levels in English
- NI 94: Key Stage 1-2 - to improve the proportion progressing two national curriculum levels in Maths
- NI 95: Key Stage 2-3 - to improve the proportion progressing two national curriculum levels in English
- NI 96: Key Stage 2-3 - to improve the proportion progressing two national curriculum levels in Maths
- NI 97: Key Stage 3-4 - to improve the proportion progressing the equivalent of 2 national curriculum levels in English
- NI 98: Key Stage 3-4 - to improve the proportion progressing the equivalent of 2 national curriculum levels in Maths
- NI 99: Children in care - to increase the proportion achieving level 4+ in English at Key Stage 2
- NI 100: Children in care - to increase the proportion achieving level 4+ in Maths at Key Stage 2
- NI 101: Children in care - to increase the proportion achieving 5 A*-C grades at GCSE and equivalent, including GCSE English and Maths
- NI 110: Young people's participation in positive activities
- NI 117: 16-18 year olds who are not in education, employment or training

KPIs in the Local Area Agreement on which one of our partner organisations leads

- NI 51: Effectiveness of child and adolescent mental health (CAMHs) services – PCT lead
- NI 56: Obesity among primary school age children in Year 6 - PCT lead

By 2011, how will we know whether we have been successful?

- Earlier intervention and prevention services delivered through multi-agency integrated teams based in localities
- Joint commissioning of services across all Children's Trust agencies
- Improved performance at all key stage examinations
- Emotional health of children and young people enhanced

Theme two - Health and well-being

To improve the health and well-being of all our citizens aged 18-64, reducing health inequalities and maximising the independence of disadvantaged people

The Council and the Primary Care Trust, with their partners in the Herefordshire Partnership, have agreed that the long-term objectives to enable 18-64 year-olds to have the best possible health and well-being are:

- Healthy life-styles
- Modernised health and social care services that maximise people's control and independence
- The reduction of health inequalities
- Protection from abuse, exploitation and discrimination
- Improved quality of life through access to leisure, social activities, life long learning and to universal services
- Sufficient income and affordable housing

Our key achievements during 2007-08

- Helped over 340 people with physical disabilities to live at home
- Helped over 300 people with learning disabilities to live at home
- Helped over 430 people with mental health problems to live at home
- The *Supporting People* programme is currently helping over 3,300 people across the county
- Enabled 128 people to choose their own care arrangements through direct payments
- Over 96% of equipment delivered within 7 days
- All clients with a learning disability receive an annual review,
- All young people with a learning disability offered self-directed support,
- Comprehensive assessments of future health and social care needs for people with physical disabilities and people with mental health problems, and the patterns of service required to meet them
- Setting up of Woodside Flats as an assessment resource
- Joint Intermediate Care post to establish an integrated service across health and social care
- Consultations held with users, carers and providers to improve day care services
- Increased numbers of people with learning disabilities receiving individual budgets
- Everyone known to us with a learning disability is now registered with a GP
- Have ensured that GPs can identify everyone on their lists who has a learning disability

Our key commitments during 2008-09

- Joint health and social care commissioning plans in place to secure modern, more effective services for people with mental health problems, learning disabilities and physical disabilities
- Establish single access point intermediate care service, increasing the number of intermediate care places to prevent hospital admission and secure timely discharge
- Embed the Single Assessment Process across partner organisations
- Develop and implement a mental health rehabilitation and recovery service
- Ensure that users are appropriately assessed for continuing health care eligibility
- Ensure all users feel safe
- Extend self-directed care (direct payments and individual budgets) to as many people as possible
- Increase the range and availability of support to carers
- Maximise the number of people accessing health care on a planned rather than an unplanned basis

Our key commitments for future years 2009-11

- Implementation of the joint health and social care commissioning plans to secure modern, more effective services for people with mental health problems, learning difficulties and physical disabilities
- Ensure information, advice and advocacy is available to all
- Ensure self-directed care and personalised budgets are offered to the majority of service users
- Increase the range and availability of support to carers
- All services enable people to be treated with dignity and respect
- Integrate health and social care across front-line services

Key Performance Indicators (KPIs) for Health and well-being this coming year

Council KPIs

- NI 8: Adult participation in sport
- NI 130: Social care users receiving self-directed support (direct payments and individual budgets)
- NI 135: Carers receiving needs assessment or review and a specific service or advice and information (aged 18-64)
- C29: Number of adults with physical difficulties helped to live at home
- C30: Number of adults with learning difficulties helped to live at home
- C31: Number of adults with mental health difficulties helped to live at home
- D54: Delivery of equipment
- *Local indicator* (Safeguarding): percentage of people seen within 5 days from date of referral to strategy discussion
- *Local indicator* (Benefits): the number of people helped by the joint team to claim Council Tax and Housing benefits

KPIs in the Local Area Agreement on which the Council leads

- NI 130: Social care users receiving self-directed support (direct payments and individual budgets)
- NI 135: Carers receiving needs assessment or review and a specific service or advice and information
- NI 142: Number of vulnerable people who are supported to maintain independent living

KPIs in the Local Area Agreement on which one of our partner organisations leads

- NI 39: Alcohol harm related hospital admissions - PCT
- NI 121: Mortality rate from all circulatory diseases at ages under 75 - PCT
- NI 123: 16+ current smoking rate prevalence - PCT

By 2011, how will we know whether we have been successful?

- Improved health and emotional well-being – More people enjoying good physical and mental health. More people enabled to manage their long-term conditions independently
- Improved quality of life – More people having access to leisure, social activities and life-long learning. More people feeling safe and secure at home and in the community
- Making a positive contribution – More people involved in local activities, policy development and decision-making affecting their lives
- Increased choice and control – More people choosing and controlling services, and able to manage risks in their personal lives
- Freedom from discrimination and harassment – Improved access to services and fewer people suffering abuse or exploitation
- Economic well-being – More people having sufficient income for good diet and to meet their individual needs
- Maintaining personal dignity and respect – More people clean, comfortable and enjoying a clean and healthy environment. More people able to participate in family and community life

Theme three - Older People

To ensure that older people remain healthy, independent and active, continuing to live in their local communities and contribute to them.

The Council, the Primary Care Trust and their partners in the Herefordshire Partnership have agreed that the long-term objectives for older people to live fulfilled lives are:

- Staying involved
- Feeling and being safe
- Having enough money and avoiding social isolation
- Staying healthy and independent
- Exercising individual choice and control

Our key achievements during 2007-08

- Over 96% of items of equipment delivered to service users within 7 days
- New mental health domiciliary care service in place
- Roving night service in place
- Leadon Bank extra-care housing up and running
- Nearly 4,000 people have received support from the joint welfare benefits team, enabling them to access additional income of £4.2m
- Through the Signposting service, nearly 1,500 people have received a total of 3,000 services to enable them to remain independent at home
- Over 550 people have received a Telecare service to maximise their independence
- Over 1,300 footcare sessions have been delivered to help prevent falls and maintain independence
- 36 older people are benefiting from direct payments
- Village wardens have provided over 2,215 client contacts to enable people to remain safely in their own homes
- A new 'Just Checking' monitoring service has been launched to monitor safety and independence at home – eight people helped since January

Our key commitments during 2008-09

- Increase options to support people in their own homes
- Increase the number, type and use of supported housing options
- Extend the delivery of person-centred services
- Introduce the option of self-directed care and individual budgets to older people. (This option has previously only been available to people with learning disabilities)
- Increase the range and availability of support to carers
- Increase the uptake of benefits
- Increase the number of people remaining at home after receiving an intermediate care service
- Ensure easier access to services by providing them closer to home, including working with the PCT to provide more flexible GP surgery opening hours
- Implement the Older Person's Strategy, *Growing Older in Herefordshire* to improve older people's quality of life

Our key commitments for future years 2009-11

- Ensure information, advice and advocacy is available to all
- Ensure self-directed care and personalised budgets are offered to the majority of service users
- Increase the range and availability of support to carers
- All services treat older people with dignity and respect
- Integrate health and social care across front-line services

Our Key Performance Indicators (KPIs) for Older People this coming year

Council KPIs

- NI 125: Achieving independence for older people through rehabilitation / intermediate care
- NI 130: Social care clients receiving self-directed support – older people
- NI 131: Delayed transfers of care from hospitals
- NI 135: Carers receiving needs assessment or review and a specific service or advice and information – older people
- NI 136: People supported to live independently through social services (older people element, similar to former Helped to live at home indicator (C32))
- C72: Reduction in new admissions to residential care
- LPSA indicator: The gap between the percentage of people 65 and over using home care services provided through Social Care, and people 65 and over who directly purchased services using Direct Payments, who report being satisfied with the help they received from Herefordshire Social Care and perfection (100%)
- *Local indicator*: Number of people using Telecare
- *Local indicator* (Safeguarding): percentage of people seen within 5 days from date of referral to strategy discussion
- *Local indicator* (Intensive homecare): target to be set end of May

KPIs in the Local Area Agreement on which the Council leads

- NI 130: Social care clients receiving self-directed support
- NI 135: Carers receiving needs assessment or review and a specific service or advice and information
- NI 136: People supported to live independently through social services

KPIs in the Local Area Agreement on which one of our partner organisations leads

- NI 39: Alcohol harm related hospital admissions – PCT
- NI 121: Mortality rate from all circulatory diseases at ages under 75 - PCT
- NI 123: 16+ current smoking rate prevalence - PCT

By 2011, how will we know whether we have been successful?

- Improved health and emotional well-being – More older people enjoying good physical and mental health. More older people enabled to manage their long-term conditions independently
- Improved quality of life – More older people having access to leisure, social activities and life-long learning. More older people feeling safe and secure at home and in the community
- Making a positive contribution – More older people involved in local activities, policy development and decision-making affecting their lives
- Increased choice and control – More older people choosing and controlling services, and able to manage risks in their personal lives
- Freedom from discrimination and harassment – Improved access to services and fewer older people suffering abuse or exploitation
- Economic well-being – More older people having sufficient income for good diet and to meet their individual needs
- Maintaining personal dignity and respect – More older people clean, comfortable and enjoying a clean and healthy environment. More older people able to participate in family and community life

Theme four - Economic development & enterprise

To secure the essential infrastructure for a successful economy by improving business, learning and employment opportunities in Herefordshire, enabling sustainable prosperity for all

The Council and its partners in the Herefordshire Partnership's have agreed that the long-term objectives for ensuring there are opportunities for all people and businesses to prosper are:

- More and better paid employment
- A more adaptable and higher skilled workforce
- Reduced traffic congestion through access to better integrated transport provision

Our key achievements during 2007-08

- Retail developer selected for the Edgar Street Grid
- Outline planning permission secured for Model Farm employment site
- Redundant building grants totalling over £215,000 were awarded to 8 Herefordshire projects during 2007-08 creating or safeguarding 53 jobs over the next 5 years
- New Rotherwas relief road started
- Enterprise Centre at Rotherwas started
- Funding for Rotherwas Futures secured
- Over £290m tourism contribution to the economy

Our key commitments during 2008-09

- Start preliminary work on the Edgar Street Grid Retail Quarter
- Edgar Street Grid Urban Village partner to be secured
- Increase the number of bus journeys made compared to 2006-07
- Detailed planning permission to be secured for Model Farm, Live / Work developer appointed and Advantage West Midlands funding secured for infrastructure
- Completion of Rotherwas Relief Road
- Planning permission for new cattle market to be secured
- Rotherwas Futures Phase 2 (Southern Magazine employment units) to be started
- Redundant Building Grant of over £500,000 to be used to complete 25 projects, creating 120 new jobs
- Inward investment strategy completed
- Continued development of home / work business support
- Vision for Hereford City strategy to be produced
- Engage 1,500 residents in adult and community learning courses

Our key commitments for future years 2009-11

- Increase the proportion of all major planning applications processed within 13 weeks
- Increase the number of bus journeys made compared to 2006-07
- Construction of Model Farm employment units commenced and first units completed
- Commence construction of Edgar Street Grid Retail Quarter and on- and off-site infrastructure
- Units on Rotherwas Futures phase 2 completed and site infrastructure in place
- New cattle market opened
- Implement the inward investment strategy

Our Key Performance Indicators (KPIs) for *Economic development and enterprise* this coming year

Council KPIs

- NI 161: Learners achieving a Level 1 qualification in literacy
- NI 162: Learners achieving an Entry Level 3 qualification in numeracy
- NI 168: Principal roads where maintenance should be considered
- NI 169: Non-principal roads where maintenance should be considered
- NI 171: VAT registration rate
- NI 172: VAT registered businesses in the area showing growth
- NI 178: Bus services running on time

KPIs in the *Local Area Agreement* on which the Council leads

- NI 13: Migrants' English language skills and knowledge
- NI 152: Working age people on out of work benefits
- NI 167: Congestion – average journey time per mile during the morning peak
- NI 168: Principal roads where maintenance should be considered
- NI 169: Non-principal roads where maintenance should be considered
- NI 171: VAT registration rate

KPIs in the *Local Area Agreement* on which one of our partner organisations leads

- NI 163: Working age population qualified to at least Level 2 – Learning and Skills Council

By 2011, how will we know whether we have been successful?

- Model farm business and Live / Work units available for new businesses
- Edgar Street Grid retail quarter work commenced
- Rotherwas Futures phase 2 completed and units available for rent
- Inward investment attracted
- New cattle market opened

Theme five - Safer and stronger communities

Working with our partners, including the Police and town and parish councils to develop stronger, more inclusive communities and create a safer place to live, work and visit.

The Council and its partners in the Herefordshire Partnership have agreed that the long-term objectives for developing stronger and safer communities in which to live are:

- Reduce levels of crime, drug-misuse, anti-social behaviour and the fear of these things
- Reduce the number of road accidents
- Ensure that people have a sense of belonging and are active in their communities
- Ensure that inequalities are reduced, so that fewer are disadvantaged
- Increase access to services and facilities
- Ensure there is affordable housing for local people

Our key achievements during 2007-08

- Completion of the Museum Resource Centre
- Completion of phase 2 of Aylestone Park
- New mobile library vehicles introduced, with a direct link to the main library catalogue
- 79% of people said that they were satisfied with their local community as a place to live, and 49% thought that people from different backgrounds got on well together
- 69% of residents were satisfied with parks and open spaces, 48% were satisfied with theatres and 46% were satisfied with museums and galleries
- Helped to resolve over 60 complaints alleging discriminatory treatment
- Hepatitis C awareness project carried out in October and highlighted nationally as best practice by the Department of Health
- Between January to October 2007, 120 referrals were made to the Drugs Intervention Programme and all were acted upon
- The Christmas alcohol awareness campaign to encourage safer drinking contributed to a 4.6% reduction in alcohol related disorder
- Sports Referral project nominated for a BBC Midlands Sports award
- *Retail radios* in shops and pubs in the market towns linked up to the main CCTV control room
- *Herefordshire Compact* in place to promote and support partnership working between the voluntary and community sector and public bodies
- 575 grant enquiries from partners in the private, public and voluntary and community sectors responded to in 2007, resulting in £350,000 of additional external funding being secured to fund a range of social, cultural and learning projects in local communities
- Completion of three multi-use games areas within Hereford City

Our key commitments during 2008-09

- A reduction in the number of adults killed or seriously injured in road accidents
- All pedestrian crossings in the county to have facilities for disabled people
- *Herefordshire Community Safety and Drugs Partnership Strategy 2008-11* to be launched
- Harm reduction strategy for Herefordshire to be completed and implemented
- *Hidden harm* report, looking into the risks facing children with drug-misusing parents, to be completed and implemented
- Improve the public's perception of levels of crime, drug mis-use, anti-social behaviour and the safety of our roads
- Development of codes of good practice to support the *Herefordshire Compact*
- Secure external LEADER funding for social and community priorities in rural areas
- Secure external Rural Regeneration Zone funding to support multi-use centres in rural areas
- Deal positively with all complaints alleging discriminatory treatment
- Run a series of events and activities to encourage reading as part of the National Year of Reading

- Work with independent museums to achieve national accreditation that reflects their improvement as centres for local people and visitors
- Build on the success of h.art (Herefordshire Art Week) and Hereford Contemporary Crafts Fair, with increased visitor numbers / sales at both events
- Increase the number of schools with an *Artsmark* award from the Arts Council
- Work to commence on development of the Ledbury Centre at the Masters House site
- Support Herefordshire's involvement in London's 2012 Olympics and Paralympic Games
- Development of Ross on Wye Library to incorporate *Info in Herefordshire* as a integrated service for information and communication

Our key commitments for future years 2009-11

- A reduction in the number of people killed or seriously injured in road accidents
- Implementation of the *Herefordshire Community Safety and Drugs Partnership Strategy*
- Ledbury Centre - to be developed at the Masters House site
- Deal positively with all complaints alleging discriminatory treatment
- Relocate the Hereford library to a new multi-use customer and cultural centre on the Edgar Street Grid
- Development of phases 3, 4 & 5 of Aylestone Park
- Support Herefordshire's involvement in the London 2012 Olympic and Paralympic Games
- Establish a talent identification programme in preparation for the 2012 Olympic and Paralympic Games
- Extend the refurbishment of Hereford City Centre

Our Key Performance Indicators (KPIs) for Safer and stronger communities this coming year

Council KPIs

- NI 1: Percentage of people who believe people from different backgrounds get on well together in their local area
- NI 3: Civic participation in the local area
- NI 4: Percentage of people who feel they can influence decisions in their locality
- NI 9: Use of public libraries
- NI 17: Perceptions of anti-social behaviour
- NI 21: Dealing with local concerns about anti-social behaviour and crime by the local council and police
- NI 47: People killed or seriously injured in road traffic accidents

KPIs in the Local Area Agreement on which the Council leads

- NI 1: Percentage of people who believe people from different backgrounds get on well together in their local area
- NI 4: Percentage of people who feel they can influence decisions in their locality
- NI 6: Participation in regular volunteering
- NI 9: Use of public libraries
- NI 11: Engagement in the arts
- NI 17: Perceptions of anti-social behaviour
- NI 40: Drug users in effective treatment
- NI 47: People killed or seriously injured in road traffic accidents

KPIs in the Local Area Agreement on which one of our partner organisations leads

- NI 19: Rate of proven re-offending by young people – Youth Offending Team
- NI 30: Re-offending of prolific and priority offenders - West Mercia Constabulary
- NI 115: substance misuse by young people - Young Persons Substance Misuse Group

By 2011, how will we know whether we have been successful?

- Overall satisfaction with the local area as a place to live
- Higher levels of satisfaction for quality of life indicators
- Fewer people killed or seriously injured in road accidents
- Hereford Centre built on the Edgar Street Grid
- A network of multi-use centres across Herefordshire

- Greater community cohesion
- More drug users in effective treatment
- Further reduction in crime levels, anti-social behaviour, drug misuse and fear of crime

Theme six - Sustainable communities

To protect the environment, including producing much less waste, recycling much more of what remains and significantly reducing carbon emissions; and to provide an efficient and effective planning system that supports this objective, as well as enabling the supply of sufficient affordable housing and employment

Protecting the environment is important for Herefordshire residents. The Council and its partners in the Herefordshire Partnership have agreed that the long-term objectives for making Herefordshire a greener and more sustainable place in which to live are:

- To secure cleaner, greener communities
- To ensure there is affordable housing for local people
- To enable the provision of accessible, sustainable employment opportunities

Our key achievements during 2007-08

- Retained the International Environmental Management Standard - ISO 14001 - for the whole Council
- Received the Institution of Civil Engineers Best Civil Engineering Project award in the West Midlands for the restoration of the Victoria footbridge
- The new Whitecross Eco-school was awarded the 'Best Sustainable Innovation' category at the Local Authority Building Control National Built-in Quality Awards
- The amount of household waste collected has been reduced, and the proportion of that waste recycled and composted increased
- Reduced the percentage of roads and streets falling below an acceptable levels of cleanliness from 17% in 2006 to 14% in 2007
- 141 affordable homes provided
- 145 empty properties brought back into use during the year
- Continued to deal with planning applications promptly – 69% of all major applications were dealt with within 13 weeks, compared to the statutory standard of 60%
- Obtained funding of over £7m for flood alleviation and started work on a major scheme at Ross
- Co-ordinated nearly £2m worth of highway and other repairs following the floods in July 2007

Our key commitments during 2008-09

- Improve the carbon footprint of operational buildings
- Continue to reduce the amount of residual waste per household and increase the proportion of waste recycled or composted
- Continue to improve street cleanliness
- Local Development Framework to be further developed
- 180 affordable homes to be delivered
- Bring back into use 38 properties that have been empty for more than 6 months
- Continue to deal with planning applications in good time
- Reduce the carbon emissions from our own operations
- Reduce the number of households in temporary accommodation

Our key commitments for future years 2009-11

- Increase the percentage of household waste recycled or composted
- Continue to reduce the amount of residual waste per household and increase the proportion of waste recycled or composted
- Continue to improve street cleanliness
- Continue to deliver affordable homes throughout county
- Continue to deal with planning applications in good time

Our Key Performance Indicators (KPIs) for Sustainable communities this coming year

Council KPIs

- NI 155: Number of affordable homes delivered (gross)
- NI 156: Number of households living in temporary accommodation
- NI 175: Access to services and facilities by public transport, walking and cycling
- NI 185: CO₂ reduction from Local Authority operations
- NI 187: Tackling fuel poverty – people receiving income-based benefits living in homes with a low energy efficiency rating
- NI 191: Residual household waste per head
- NI 195: Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting)
- NI 197: Improved local biodiversity – active management of local sites

KPIs in the Local Area Agreement on which the Council leads

- NI 37: Awareness of civil protection arrangements in the local area
- NI 154: Net additional homes provided
- NI 155: Number of affordable homes delivered (gross)
- NI 156: Number of households living in temporary accommodation
- NI 159: Supply of ready to develop housing sites
- NI 175: Access to services and facilities by public transport, walking and cycling
- NI 186: Per capita reduction in CO₂ emissions in the local authority area
- NI 187: Tackling fuel poverty – people receiving income-based benefits living in homes with a low energy efficiency rating
- NI 191: Residual household waste per head
- NI 197: Improved local biodiversity – active management of local sites

By 2011, how will we know whether we have been successful?

- Planning applications dealt with within 13 weeks
- Retain the International Environmental Management Standard - ISO 14001 - for the whole Council
- Reduce the Council's own carbon emissions
- The proportion of all new housing that is affordable will be higher
- Reduced amount of residual waste per household and increased proportion of waste recycled or composted
- Cleaner streets

Theme seven - Organisational improvement and greater efficiency

To secure better services, quality of life and value for money, particularly by working in partnership with the Herefordshire Primary Care Trust and other local organisations

In order to be a consistently high performing organisation, focused on the needs of its communities, the Council has the following long-term objectives:

- To work in an ever-closer relationship with the Herefordshire Primary Care Trust and other organisations, including the Police and town and parish councils, so as to improve outcomes for users and citizens and provide better value for money for tax-payers
- To secure the highest possible levels of efficiency savings and value for money, including through better working arrangements with its key partners, so as to maximise investment in front-line services and minimise Council Tax increases
- 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
- To ensure business continuity in the face of emergencies
- To gain a better understanding of our customers needs and preferences so that we can improve services to meet them
- 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
- To ensure data quality of the highest standard

Our key achievements during 2007-08

- Council Tax increased by only 3.8%, well below the national average
- Front-office services for Planning and Environmental Health, Trading Services and handling calls on Council Tax transferred to *Info*. Centres. Back-office services made more efficient and effective
- Established the customer call centre
- Achieved efficiency savings of £4.2 million, of which £3.5 million were cash-releasing
- Improved employee satisfaction – for example, 75% of staff agreed that the Council is good to work for (up from 69% the previous year); and 69% of staff felt they were kept informed about plans, priorities and performance (up from 63%)
- Appointment of a single chief executive for the Council and PCT
- Appointment of a single directors for public health for the Council and the PCT
- Joint emergency planning unit established with the PCT and the Herefordshire Hospitals Trust
- Joint approach to risk management established with the PCT
- An information-sharing agreement between the Council and the PCT
- The Environment Directorate achieved the International Quality Management Standard - ISO 9001
- Data quality policy and action plan in place, so as to achieve best practice standards
- New organisational structures for the Council and the Primary Care Trust
- We became the first employer in the county to sign a Local Employment Partnership (LEP) to offer work trials, New Deal placements and one-to-one mentoring for people seeking work
- 66% of Council buildings are now accessible by disabled people – up from 50% in 2006-07

Our key commitments during 2008-09

- More effective, efficient and integrated business systems, including for social care and corporate services
- Implement information-sharing agreement between the Council and the PCT
- Achieve cash-releasing efficiency savings of £3m
- Review the accommodation strategy for Council and PCT estates
- Continue to work towards *Investor in People* accreditation

- Remodelling of tourist information centres
- Ensure that equality impact assessments are up to date and the findings acted upon
- Joint Strategic Needs Assessment for health and social care carried out with the PCT and other partners
- A more general programme of needs assessment – including the economy, the environment and communities – carried out with *Herefordshire Partnership* partners
- Joint Council and PCT health and social care commissioning plans for older people, mental health, physical disability and learning disabilities
- Appointment of a single director for integrated commissioning
- Implementation of new Council and PCT organisation structures
- Implement revised governance arrangements for the *Herefordshire Partnership*
- Major improvements in data quality systems
- Strengthened arrangements for consultation and engagement with the public and service users, focusing particularly on disadvantaged groups
- Satisfaction surveys and follow-up work to establish the reasons for dissatisfaction, so as to improve services and outcomes for people
- Prepare effectively with partners for the new system of Comprehensive Area Assessment
- Strengthened scrutiny arrangements that make a major contribution to planning and performance management across the Council, the PCT and the *Herefordshire Partnership*

Our key commitments for future years 2009-11

- Other joint goals / structures agreed between the Council and PCT
- Rationalisation of the Council and PCT estates
- Ensure the Council is fully prepared to meet the challenges in the Local Government & Public Involvement in Health Act 2007
- Reach level 4 of the equality standard for local government
- Complete roll-out of impact assessment plans across all directorates
- Joint Strategic Needs Analysis for health and social care carried out with the PCT
- More general programme of needs assessment carried out with *Herefordshire Partnership* partners
- Continue to achieve improvements in data quality

Our Key Performance Indicators (KPIs) for Organisational improvement and greater efficiency this coming year

Council KPIs

- Direction of Travel assessment
- Use of Resources score
- NI 179: Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the financial year
- Investors in people accreditation
- VFM HR SI 1: Average days per full-time employee per year invested in learning and development
- BVPI 11b: Percentage of the top 5% of local authority staff who are from an ethnic minority
- BVPI 11c: Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools)
- VFM HR PI 5: Average working days per employee (full time equivalent) per year lost through sickness absence
- VFM HR SI 10: Percentage of leadership posts occupied by women
- VFM HR SI 11: Percentage of employees who consider themselves to have a disability
- VFM HR SI 12: Percentage of Black and Minority Ethnic (BME) employees in the workforce
- NI 14: Avoidable contact: the average number of customer contacts per received customer request
- *Local indicator*: Judgement awarded by the Audit Commission on the Council's data quality arrangements
- VFM SI 5: The percentage of total non-pay channelled directly through collaborative procurement arrangements with other buying organisations
- VFM ICT PI 7: Commissioner and user satisfaction index
- VFM ICT SI 3: Unavailability of ICT services to users

By 2011, how will we know whether we have been successful?

- Measurable improvements in health and social care outcomes for people
- Higher levels of public and user satisfaction
- An improved Direction of Travel assessment
- An improved Use of Resources assessment
- Demonstrable improvements in value for money across the Council
- Emergencies dealt with successfully
- *Investor in People* accreditation

FACTS AND FIGURES – 1

What you need to know about Herefordshire

Size

- Herefordshire covers 842 square miles

Population

- The current population is 177,800 (source; Office of National Statistics (ONS) 2006 mid year estimate)
- 24% of the population is over retirement age (compared to 19% nationally) (source; ONS 2006 mid year estimate)
- In 2005 3.7% of the county's population was from an ethnic minority (compared to 15.3% nationally) (source; ONS)

Employment

- 18% of jobs are in wholesale, retail and repair trades
- 17% of jobs are in manufacturing
- 12% of jobs are in health and social work
- 7% of jobs are in agriculture (compared to 1.5% for England)
- 7% of jobs are in tourism
- 20% of the economically active population is self-employed (compared to 12% nationally)
- In Herefordshire 6.1% of 16-18 year olds are not in education, employment or training (compared to 7.7% for England)
- Unemployment is low - 1.6% in January 2007, compared to 3.4% across the region and 2.6% across England

Earnings

- In 2006, average gross weekly earnings for full-time employees were;
 - £390.60 for Herefordshire
 - £415.50 for the West Midlands
 - £453.30 for England
- On average, Herefordshire workers work longer hours: 9.3% are working 60 hours or more a week, compared to 5.8% in the West Midlands

Education

- In 2006 93% of young people achieved 5 or more GCSEs at grades A*-G (compared with 91% amongst the top-performing English authorities)
- 19% of the adult population holds qualifications at Level 4 or 5 (compared to 16% regionally)
- At the time of the 2001 Census (the most recent figures), 29% of 16-74 year olds had no qualifications, compared to 34% regionally

Access to services

- Nearly 37% of households have 2 or more cars, compared to 30% regionally
- 18% of households in Herefordshire don't have a car (compared to 27% for England)

The priorities for the people of Herefordshire

- In 2006 residents said that the most important things that needed to improve were:
 - More affordable housing
 - Better health services
 - A lower level of crime
 - A reduction in traffic congestion

Leisure & culture

- An estimated 17.7% of the population volunteer
- 70% of residents find it easy to access a library
- 69% of residents find it easy to access sports and leisure centres
- 69% of residents are satisfied with parks and open spaces

Health

- Life expectancy for men is 77.6 years (compared with 76.9 for England)
- Life expectancy for women is 82.4 years (compared with 81.1 for England)
- Three areas in Hereford City (2 within South Wye and 1 in Central Ward) are within the 25% most health-deprived areas in England

Housing

- Average house prices are high (£215,208) compared with the region (£172,152) and England and Wales as a whole (£207,573)
- The ratio of lower quartile house price to lower quartile earnings is 9.25 for Herefordshire, which is high compared to 6.86 for the West Midlands and 7.25 for England (provisional figures)

Crime & Safety

- House burglaries have reduced by 66% over the past four years
- Vehicle crimes have gone down by more than 34% over the past four years
- The number of people killed or seriously injured on the roads was 133 in 2007, compared with 147 in 2005

Waste disposal

- 521kg of household waste was collected per person per year in 2005-06 (compared to the worst 25% of all other English authorities, which collected on average 479kg)
- In 2005-06, Herefordshire land-filled 76% of all household waste, compared with the 70% national average

An area of outstanding natural beauty

- 3,460 kilometres of public rights of way
- 1,400 open spaces owned and managed by the local authority
- 259 commons
- The Wye Valley is an Area of Outstanding Natural Beauty

FACTS AND FIGURES - 2

Delivering against our priorities

“Performance has improved in most priority areas”

(Audit Commission Comprehensive Performance Assessment scorecard 2007)

COUNCIL PRIORITY

“The best possible life for every child, safeguarding vulnerable children and improving educational attainment”

- 78 schools will have achieved the Healthy Schools Standard by March 2008
- 93.4% of young people achieving 5 or more A*-G grades at GCSE in 2007
- 500 children took part in 30 events in libraries in the summer holidays
- £500,000 Artificial Turf pitch at John Kyrle High School, Ross

COUNCIL PRIORITY

“Reshaped adult health and social care, so that more older and other vulnerable people maintain control of their lives”

- Over 96% of items of equipment delivered to service users within 7 days
- New mental health domiciliary care service in place
- Roving night service in place
- Leadon Bank extra-care housing up and running

COUNCIL PRIORITY

“The essential infrastructure for a successful economy, enabling sustainable prosperity for all”

- Rotherwas Relief Road on course to be completed in June 2008
- Retail developer selected for the Edgar Street Grid
- Enterprise Centre at Rotherwas started
- Over £290m tourism contribution to the economy

COUNCIL PRIORITY

“Affordable housing to meet the needs of local people”

- 145 empty properties brought back into use during the year
- 141 affordable homes provided
- 22 eco homes built at Barton Yard, Hereford
- Over 660 people helped with heating and energy efficiency grants by the Herefordshire Fuel Poverty Strategy

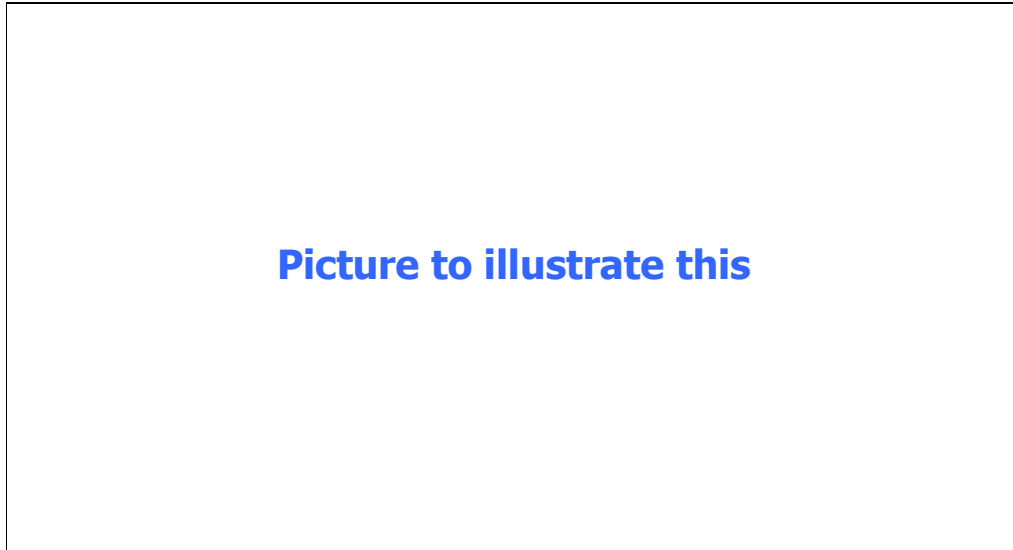
COUNCIL PRIORITY

“Better services, quality of life and value for money, particularly by working in partnership with the Herefordshire Primary Care Trust and other local organisations”

- £3.5m of efficiency savings ploughed back into improved services
- Appointment of single Chief Executive for the Council and the PCT
- Establishment of a joint emergency planning unit with the PCT and the Herefordshire Hospitals Trust
- Reduction in staff sickness from 8.41 days a year at the start of the year to 8.07 (Dec 2007)

FACTS AND FIGURES - 3

Awards Success



- Received Institution of *Civil Engineers Best Civil Engineering Project* award in the West Midlands for the restoration of the Victoria footbridge
- The new Whitecross Eco-school was awarded the *Best Sustainable Innovation* category at the Local Authority Building Control National Built in Quality Awards
- *Info in Herefordshire* and *Info by Phone* were awarded the customer service excellence Charter Mark award for the fifth year in succession
- Leading Aspect Award for *Values Education*

FACTS AND FIGURES - 4

What have we done and how well have we done it?

Grants received

- Sustrans lottery funding worth £350,000 to help build a walking and cycling link between Hereford and Holme Lacey
- £100k carbon reduction funding from Salix
- Business support funding worth £14,500 to assist 15 village shops across the county
- Redundant building grants totalling over £215,000 were awarded to eight Herefordshire projects during 2007-08, creating or safeguarding 53 jobs over the next five years

Green issues

- 22 eco-homes built at Barton Yard, Hereford
- All year 7 pupils (over 2,000 children) attended the SPeAR experience – an interactive sustainability show held at the Courtyard
- Land (without a nature conservation designation) managed for biodiversity - up from 25% to over 30% by the end of 2007-08
- 87 Herefordshire schools and nurseries are registered as *Eco-Schools*; 28 schools have bronze awards and 15 have silver
- Between August 2007 and March 2008 the council moved nearly 12,000 files around the city using a pedal-powered delivery service, saving almost a third of a tonne of carbon emissions from going into the atmosphere

Improved access to the countryside

- 485,000 visits to Queenswood Country Park
- New policies to improve access along public rights of way – during 2007-08 over 200 individual access improvements were made to some 160 paths

Festivals and events

- Herefordshire Food Festival had over 7,900 visitors in 2007
- Herefordshire Art Week – over 300 artists at 115 venues across the county, with over 20,000 visits generating over £100,000 worth of sales and commissions
- Annual Walking Festival – has attracted over 7,000 people since 2002
- The annual Funding Fair was held in October with over 150 delegates from the voluntary and community sector
- 'Out in the Sticks' festival held – over 20 events were held across the county to celebrate the lives, achievements and culture of the lesbian, gay, bisexual and transexual communities
- Summer Reading Challenge – 1,345 young people took part and 854 completed the challenge by reading six books each

Schools

- 29 schools given an *Artsmark* award by the Arts Council
- The annual *Arts Supermarket* brought art and artists into the classroom
- Work to prevent flooding at Holmer School
- £500,000 Artificial Turf pitch at John Kyrle High School, Ross

Thriving leisure and arts

- Village Art markers working with 8 communities
- Opening of the Museum Resource and Learning Centre
- 201,000 tickets sold for the Courtyard Centre for the Arts
- Hereford Leisure Centre and Ross Swimming Pool have been rated within the top one per cent of public leisure facilities nationwide (Quest)

More affordable and better housing

- 145 empty properties brought back into use during the year
- 141 affordable homes provided
- The Herefordshire Fuel Poverty Strategy was launched in July 2007; up to March 2008 it had helped 663 people with heating and energy efficiency grants

Major regeneration and capital projects

- Edgar Street Grid
- Rotherwas Futures
- Completion of phase 2 of Aylestone Park
- Rotherwas Relief Road started - to be completed in June 2008
- £1m investment in leisure centres

Improved libraries and Community learning

- New library at Kington
- New mobile library vehicles with access to the library catalogue
- 1,446 learners on adult and community learning courses
- 76.4% success rate in adult and community learning

Better social care & health

- Integrated community equipment services deliver over 96% of items of equipment within seven days
- Hepatitis C awareness project highlighted as a national area of best practice
- Investment to prevent Legionella in council-owned buildings
- Development of specialised day opportunities for adults with learning difficulties

More activities for children and young people

- 85% of babies and young people received Book-start packs
- 260 babies finished Bookcrawl
- Creative Partnerships involved 5 schools and 350 children in creative learning
- *Write Direction* film project involved 8 schools and 250 children
- 500 children took part in 30 events in libraries in the summer holidays
- 1,345 children starting the Summer Reading Challenge - with around 65% completing it

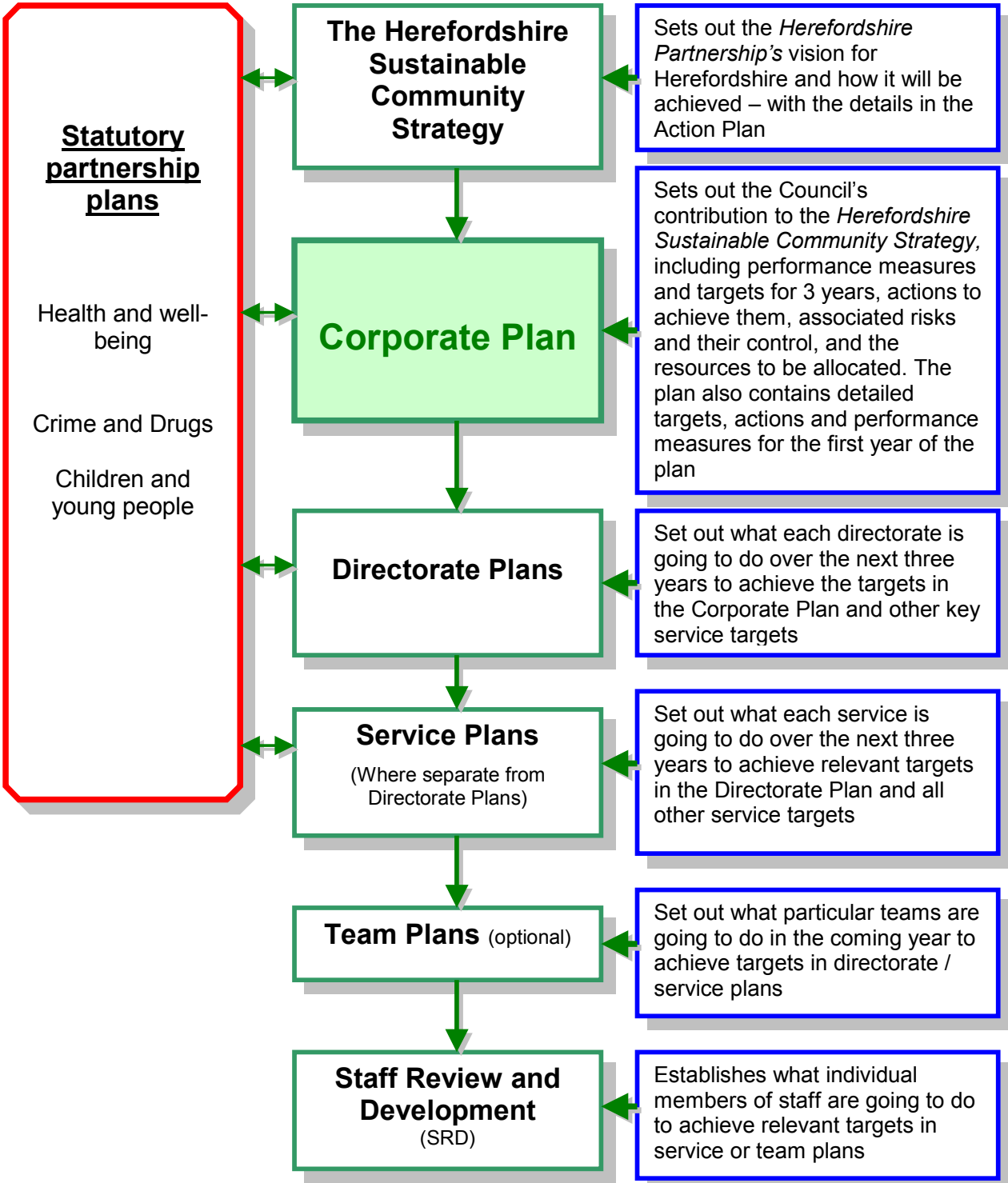
Looking Forward - 1

This Corporate Plan is one element of the Council's **strategic planning framework**. It takes the *Herefordshire's Sustainable Community Strategy* as its starting point and translates that into a three-year plan setting out what the Council will do to make the *Strategy's* aspirations a reality. In turn, the Corporate Plan is translated into directorate and service plans across the Council, and ultimately into every member of staff's individual objectives and targets.

The diagram on the following page illustrates this hierarchy, and how the various plans fit together to deliver improved services, outcomes and better value for money for users and citizens.

Ensuring it gets delivered – The Council is continuously developing and improving its performance management system to ensure the delivery of what is promised in our plans. The *Herefordshire Partnership* and the Council's Cabinet, scrutiny committees, the Corporate Management Board and senior officers regularly monitor progress to ensure that remedial action is taken where necessary.

The Strategic Planning Framework



Looking Forward - 2 - Performance Improvement Cycle 2008-2009

2008	
March	<ul style="list-style-type: none"> ● Corporate Plan 2008-11 commended to Council by Cabinet ● Directorate and service plans 2008-11 approved ● Council Tax & Budget set ● Annual Governance Statement ● Directors and heads of service - Staff Review & Development (SRDs)
April	<ul style="list-style-type: none"> ● Joint Strategic Needs Assessment statutory duty in effect ● Month 12 Integrated Performance and Finance Report (IPFR)
May	<ul style="list-style-type: none"> ● Corporate Plan 2008-11 approved by Council ● Staff Review & Development (SRD) - All other managers & staff ● Leader and Chief Executive-led performance meetings
June	<ul style="list-style-type: none"> ● Local Area Agreement (LAA) approved ● Statement of Accounts approved ● Month 2 IPFR & Confirmation of month 12 out-turn ● Agreed needs assessment programme
July	<ul style="list-style-type: none"> ● Leader and Chief Executive-led performance meetings ● Consultation on Comprehensive Area Assessment (CAA) details
August	<ul style="list-style-type: none"> ● Month 4 IPFR ● Training and Development Programme
September	<ul style="list-style-type: none"> ● Mandatory biennial new Place Survey ● Audit Commission Opinion on the Accounts ● Public consultation
October	<ul style="list-style-type: none"> ● Issue requirements for refreshed 2009-11 plans ● Updated Medium Term Financial Management Strategy (MTFMS) ● Annual summary of accounts and performance published ● Month 6 IPFR ● Leader and Chief Executive-led performance meetings ● Employee Opinion Survey ● SRD six-month reviews
November	<ul style="list-style-type: none"> ● Annual Performance Assessments of Adult Social Care & Children & Young People ● Confirmation of the local government settlement within the three-year settlement framework
December	<ul style="list-style-type: none"> ● Budget advice to directorates and services ● Final Comprehensive Performance Assessment published ● Month 8 IPFR
2009	
January	<ul style="list-style-type: none"> ● Use of Resources judgement ● CAA details confirmed ● Report on the Place Survey and public consultation ● Draft 2009-10 operating statement ● First drafts of refreshed 2009-11 plans ● Local government settlement confirmed ● Leader and Chief Executive-led performance meetings
February	<ul style="list-style-type: none"> ● Direction of Travel judgement ● CAA details confirmed ● Strategic options and challenge – Joint Management Board (JMB) ● Updated MTFMS ● Month 10 IPFR

March	<ul style="list-style-type: none"> ● LAA 12 month review ● 2009-10 operating statement approved ● Refreshed 2009-11 plans approved ● Council Tax & Budget set ● Annual Governance statement ● Directors and heads of service - SRDs ● Strategic options and challenge - Strategic Monitoring Committee (SMC)
April	<ul style="list-style-type: none"> ● Agreed needs assessment programme ● Month 12 IPFR ● Leader and Chief Executive led performance meetings ● Beginning of CAA ● Strategic options and challenge - Cabinet
May	<ul style="list-style-type: none"> ● Updated MTFMS (reflecting strategic options and challenge process) ● Staff Review & Development (SRD) - all other managers & staff
June	<ul style="list-style-type: none"> ● Draft Corporate Plan 2010-13 - JMB and SMC ● Statement of Accounts approved ● Month 2 IPR & confirmation of month 12 out-turn
July	<ul style="list-style-type: none"> ● Leader and Chief Executive-led performance meetings ● Employee Opinion Survey ● Draft Corporate Plan 2010-13 - Cabinet
August	<ul style="list-style-type: none"> ● Month 4 IPFR ● Training and Development Programme
September	<ul style="list-style-type: none"> ● Annual local satisfaction survey? ● Issue requirements for 2010-13 directorate and service plans ● Audit Commission Opinion on the Accounts
October	<ul style="list-style-type: none"> ● LAA 6-month review? ● First set of CAA results published ● Annual summary of accounts and performance published ● Updated MTFMS ● Leader and Chief Executive-led performance meetings & Month 6 IPFR ● SRD six-month reviews ● Corporate Plan 2010-13 approved
November	<ul style="list-style-type: none"> ● Annual Performance Assessments of Adult Social Care & Children & Young People ● Confirmation of the LG settlement within the three-year settlement framework
December	<ul style="list-style-type: none"> ● Initial draft of 2010-11 operating statement ● First drafts of 2010-13 plans ● Budget advice to directorates and services ● Month 8 IPFR

Appendix A – 2007 performance

Every year the Audit Commission assesses the performance of each council in England and awards a star rating - out of 4 - alongside a direction of travel judgement.

The **Comprehensive Performance Assessment (CPA)** star rating is intended to show how well councils are delivering services for local people and communities. From a range of perspectives, and bringing together information from other inspectorates, the Commission gives an overall view of performance.

In 2007 the Audit Commission assessed the Council as demonstrating 2* overall performance.

The **Commission for Social Care Inspection (CSCI)** assessed the Council as maintaining a 1* service (which equates to 2* in the CPA service block scores), delivering adequate outcomes, with uncertain capacity for improvement.

The **Office for Standards in Education (OFSTED)** judged as satisfactory the Council's maintenance and improvement of outcomes for children and young people, its associated social care services and its capacity to improve.

The Council's overall score for Use of Resources, as judged by the Audit Commission, has fallen to 2 (adequate performance) from a 3 (performing well in 2005-06). In its assessment the Commission acknowledged that the Council is generally a low cost authority with a mix of performance levels; has a good Medium Term Financial Management Strategy, linked to key strategic objectives; and produces good annual accounts. However, the Council identified serious flaws within the application of internal control arrangements in one service area. This was investigated by the Audit Commission who said that the council had been 'commendably open and transparent in its reporting' and that there was 'no evidence' to suggest the problems were more widespread than originally identified. The Commission concluded there is 'no merit in a further investigation'.

The following table shows the various judgements used in CPA and compares performance with 2006:

	2006	2007
Use of Resources	3	2
Children and young people	2	2
Social care (adults)	2	2
Benefits	2	3
Culture	3	3
Environment	2	3
Housing	2	1
Corporate Assessment (protected from 2002)	3	3
Overall star rating	3*	2*

The **Direction of Travel assessment** is intended to show a council's rate of improvement in the services it delivers to the public.

The Audit Commission's overall view of the Council is that:

"Herefordshire Council is improving adequately. Performance has improved in most priority areas. Children's services remain adequate overall with some improvement in exam results and arrangements for looked after children. Progress in adult social care has been steady

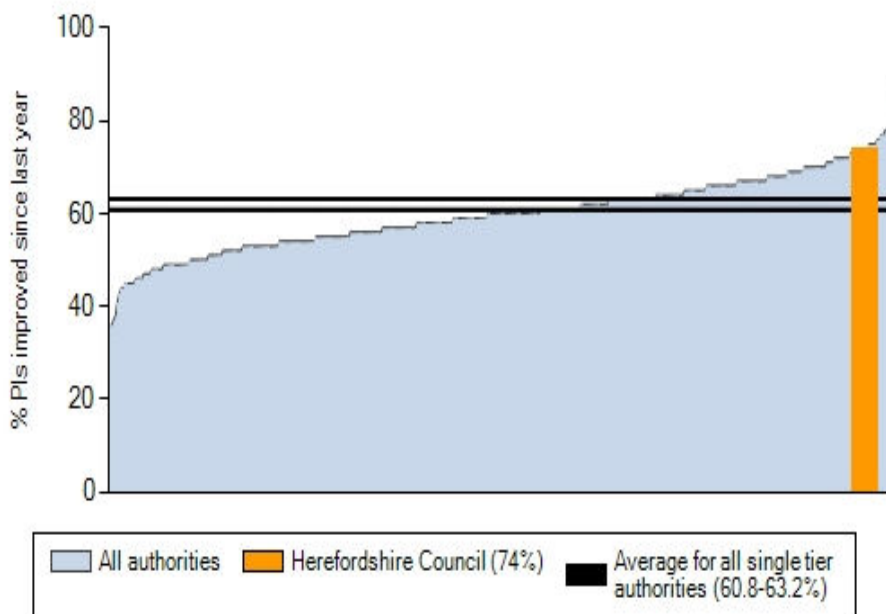
with more vulnerable people helped to live at home. Tax collection and benefits administration have improved, along with the speed of planning applications, street cleanliness and recycling levels. However, it costs more to collect waste and there has been limited progress on the Council's business transformation programme. The Council continues to contribute to improvements in road safety, regeneration initiatives and better health for children and vulnerable adults through working in partnerships. Value for money is reasonable but is not measured consistently. Progress is being made on most improvement plans but the overall picture is not being reported clearly. Further improvements are expected to result from the new managers of adult social care and a single head of Human Resources with the Primary Care Trust. Some significant weaknesses in the governance of ICT have been recognised by the Council and plans agreed to address them."

The judgement of the Council's Direction of Travel has remained constant for the last 3 years and is shown in the table below:

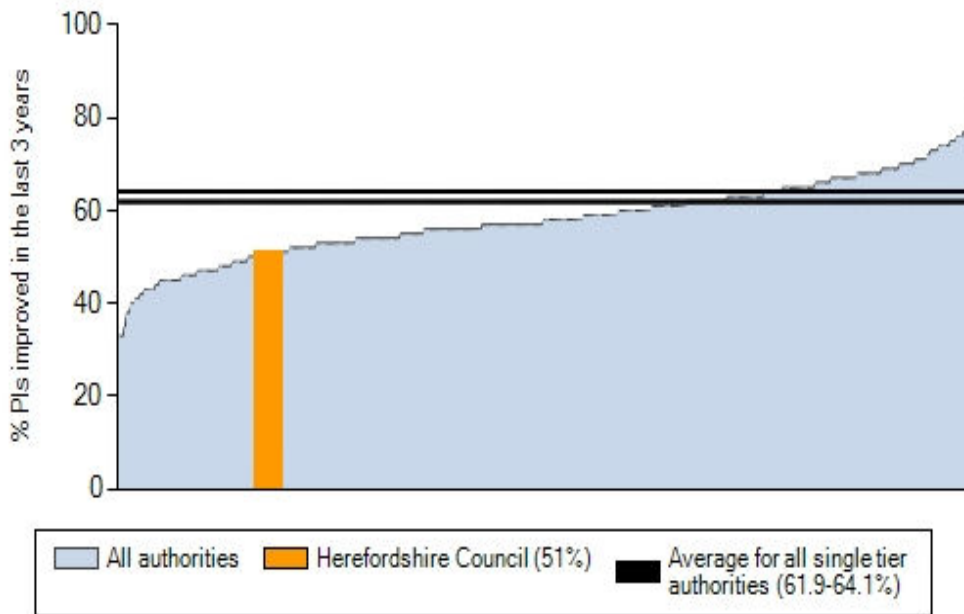
	2006	2007
Direction of Travel judgement	Improving adequately	Improving adequately

Part of this Direction of Travel assessment was based on an analysis of the Council's performance against the suite of performance indicators in the Audit Commission's Performance Information Profile. The profile showed an improvement in 74% of the indicators over the previous 12 months, placing the Council 14th out of 388 authorities; however improvement over a 3-year period was 51%, placing the Council 311th out of 388 authorities.

Proportion of indicators that improved in 2006-07 compared to 2005-06

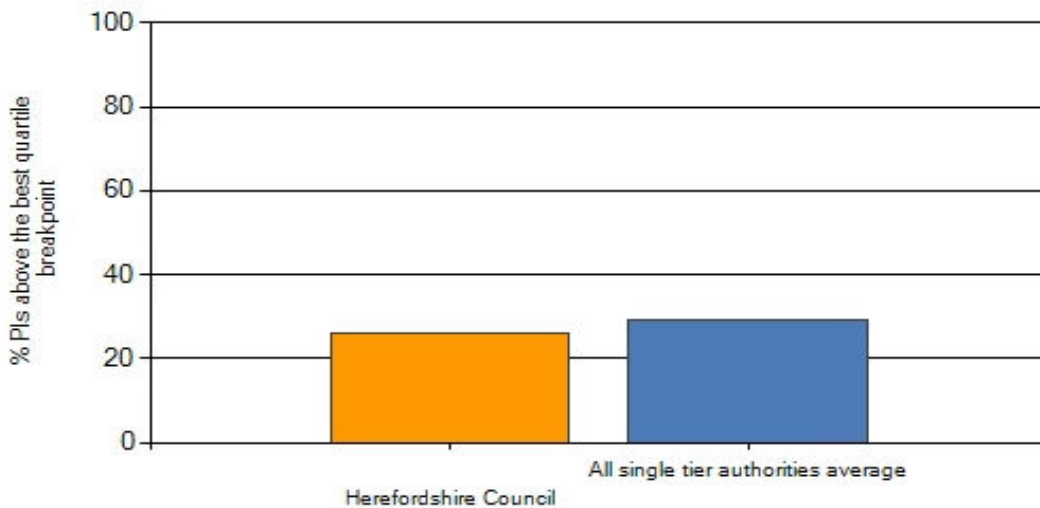


Proportion of indicators that have improved in the last three years



Although the Performance Information Profile illustrates the extent of improvement, the Council's performance levels compared to other authorities are best illustrated by quartile performance (dividing the data into 4 intervals, each containing 25% of the data; the lower, middle, and upper quartiles are computed by ordering the data from smallest to largest and then finding the values below which fall 25%, 50%, and 75% of the data). In 2007, the Council had 26% of its indicators in the top quartile, which is slightly below the average of all other single tier authorities.

Percentage of indicators that are in the "best" quartile



Appendix B – COUNCIL BUDGET

REVENUE BUDGET	2008-09	2009-10	2010-11
	£'000	£'000	£'000
Adult and Community Services	51,235	51,787	51,859
Children's Services (excluding Direct Schools Grant)	24,864	25,086	25,437
Corporate and Customer Services	9,142	9,232	9,427
Environment	25,533	26,676	27,349
Resources	6,923	7,096	7,243
Central Services and Human Resources	5,074	5,108	5,168
Capital Financing Costs (net of investment income)	10,120	11,723	13,099
Total Corporate Area budgets	132,891	136,708	139,582
Herefordshire Connects - Revenue Costs	1,137	454	354
2008-09 Capacity Reserve	(1,500)	0	0
Procurement and Efficiency	(750)	(750)	(750)
Corporate Capacity		2,043	6,014
NET REVENUE BUDGET	131,778	138,455	145,200
Note - Includes only the social care system part of <i>Herefordshire Connects</i> . Figures based on 4.4% Council Tax increase in 2008-09.			
CAPITAL PROGRAMME 2008-11	2008-09	2009-10	2010-11
	£'000	£'000	£'000
Children and Young Peoples Services	15,582	30,993	25,769
Environment Services	16,954	13,407	13,620
Corporate and Customer Services	669	0	0
Resources	4,436	2,910	8,600
Adult and Community Services	17,220	5,557	2,329
Available Funding not yet allocated	2,527	2,770	646
Herefordshire Connects	508	0	0
	57,896	55,636	50,964
Funded by:			
Capital Receipts Reserve	10,104	1,347	745
Grants and Contributions	19,961	31,466	27,249
Supported Capital Expenditure (Revenue)	12,750	13,567	13,230
Revenue Contribution	170	0	0
Prudential Borrowing – allocated	12,384	6,487	9,094
Prudential Borrowing – to be allocated	2,527	2,769	646
	57,896	55,636	50,964
Note - Includes only the social care system part of <i>Herefordshire Connects</i> .			

Appendix B (cont) How each £1 is spent

29.7 pence pays for adult social services, and in 2007-08 we did the following

- New mental health domiciliary care service in place
- Increased numbers of people with learning disabilities receiving individual budgets
- 167 footcare clinics to help prevent falls and maintain independence

22.9 pence pays for children's services, and in 2007-08 we did the following

- 78 schools will have achieved the Healthy Schools Standard by March 2008
- 93.4% of young people achieving 5 or more A*-G grades at GCSE in 2007
- 31% of young people feel that Herefordshire Council gives them opportunity to influence decision making, a significant improvement on the 19.2% in 2005
- The number of 16-18 year olds not in education, employment or training has been reduced to below the national average

16.3 pence pays for cleaning the streets, collecting rubbish, recycling and maintaining highways and streetlights, and in 2007-08 we did the following

- Retained the International Environmental Management Standard - ISO 14001
- Reduced the percentage of roads and streets falling below an acceptable levels of cleanliness from 17% in 2006 to 14% by December 2007
- Reduced the amount of household waste collected and the proportion recycled, and increased the proportion composted

11.5 pence pays for running the Council and working with partners to improve local services and in 2007-08 we did the following

- Council Tax increased by only 3.8%, well below the national average
- Achieved efficiency savings of £4.2 million, of which £3.5 million were cash-releasing
- Appointment of single chief executive for the Council and PCT

7.7 pence pays for parks, libraries, leisure facilities and cultural events and in 2007-08 we did the following

- Managed 59 play areas, 1,400 open spaces, 3,460km of public rights of way and 259 commons
- Organised events such as Herefordshire Art Week, the Walking Festival, the Food Festival, Craft Markets and Fairs, the Summer Reading Challenge and the Schools Library Service Book Festival,
- Provided two new library mobile library vans in 2007

6.6 pence pays for regeneration, housing and environmental health and in 2007-08 we did the following

- 141 affordable homes provided
- 145 empty properties brought back into use during the year
- Redundant building grants totalling over £215,000 were awarded to 8 Herefordshire projects during 2007-08. These projects will create or safeguard 53 jobs over the next 5 years

5.3 pence pays for improving transport and the built environment, and in 2007-08 we did the following

- Started the Rotherwas relief road
- Co-ordinated nearly £2m worth of highway and other repairs following the floods in July 2007
- The new Whitecross Eco-school was awarded the 'Best Sustainable Innovation' category at the Local Authority Building Control National Built-in Quality Awards

Appendix C –

How satisfied are our residents with what we do and what we provide?

Every year the Council carries out a survey of the residents of the county to see how satisfied they are with the services provided. Below are the results of the 2007 survey with the figures from the 2006 survey included for comparison.

	2006	2007	% change
◇ Percentage of people satisfied with the way the authority runs things overall (Best Value Indicator – BV3)	43%	44%	+1
◇ How to pay bills to the Council	90%	92%	+2
◇ How and where to register to vote	89%	90%	+1
◇ How you can get involved in local decision-making	42%	45%	+3
◇ How to complain to the Council	44%	48%	+4
◇ What the Council spends its money on	54%	60%	+6
◇ What standard of service you should expect from the Council	52%	52%	---
◇ Whether the Council is delivering on its promises	32%	34%	+2
◇ What the Council is doing to tackle anti-social behaviour in your local area	20%	20%	---
◇ How well the Council is performing	33%	32%	-1
◇ Overall, how well informed do you think your Council keeps residents about the services and benefits it provides	45%	44%	-1
◇ Percentage of people who contacted the authority with a complaint in the last 12 months	17%	20%	+3
◇ Percentage of people satisfied with the handling of their complaint	36%	27%	-9
◇ How easy it was to find the right person to deal with	70%	73%	+3
◇ The length of time it took to deal with the person you contacted	71%	70%	-1
◇ Any information you were given	68%	66%	-2
◇ How competent the staff were	72%	71%	-1
◇ How helpful the staff were	74%	72%	-2
◇ The final outcome	64%	61%	-3
◇ Percentage of people satisfied with the opportunities for participation in local decision-making provided by the Council	26%	28%	+2
◇ Percentage of people who agree they can influence decisions affecting the local area	29%	30%	+1
◇ Percentage of people who agree they can influence decisions affecting the local community	32%	33%	+1
◇ Percentage of people satisfied with the provision of public transport information (BV103)	48%	43%	-5
◇ Percentage of people who have seen or received public transport information in the last 12 months	32%	31%	-1
◇ Percentage of USERS satisfied with the provision of public transport information (BV103u)	70%	71%	+1
◇ Percentage of NON-USERS satisfied with the provision of public transport information (BV103nu)	32%	30%	-2
◇ Percentage of people satisfied with the local bus service (BV104)	49%	45%	-4
◇ Percentage of people who used the local bus service in the last 12 months	46%	44%	-2
◇ Percentage of USERS satisfied with the local bus service (BV104u)	62%	68%	+6

◇ Percentage of NON-USERS satisfied with the local bus service (BV104nu)	29%	25%	-4
◇ Percentage of people satisfied with sports / leisure facilities and events (BV119A)	58%	56%	-2
◇ Percentage of people who have used sports / leisure facilities or events in the last 12 months	55%	55%	----
◇ Percentage of USERS satisfied with sports / leisure facilities and events (BV119Au)	74%	72%	-2
◇ Percentage of NON-USERS satisfied with sports / leisure facilities and events (BV119Anu)	36%	35%	-1
◇ Percentage of people satisfied with libraries (BV119B)	70%	69%	-1
◇ Percentage of people who have used libraries in the last 12 months	59%	59%	----
◇ Percentage of USERS satisfied with libraries (BV119Bu)	84%	84%	----
◇ Percentage of NON-USERS satisfied with libraries (BV119Bnu)	47%	46%	-1
◇ Percentage of people satisfied with museums and galleries (BV119C)	45%	46%	+1
◇ Percentage of people who have used museums or galleries in the last 12 months	39%	40%	+1
◇ Percentage of USERS satisfied with museums and galleries (BV119Cu)	67%	68%	+1
◇ Percentage of NON-USERS satisfied with museums and galleries (BV119Cnu)	31%	31%	----
◇ Percentage of people satisfied with theatres / concert halls (BV119D)	48%	48%	----
◇ Percentage of people who have used theatres or concert halls in the last 12 months	48%	51%	+3
◇ Percentage of USERS satisfied with theatres / concert halls (BV119Du)	68%	65%	-3
◇ Percentage of NON-USERS satisfied with theatres / concert halls (BV119Dnu)	27%	29%	+2
◇ Percentage of people satisfied with parks and open spaces (BV119E)	69%	69%	----
◇ Percentage of people who have used parks or open spaces in the last 12 months	76%	76%	----
◇ Percentage of USERS satisfied with parks and open spaces (BV119Eu)	77%	78%	+1
◇ Percentage of NON-USERS satisfied with parks and open spaces (BV119Enu)	35%	32%	-3
◇ Percentage of people satisfied with litter clearance (BV89)	66%	63%	-3
◇ Percentage of people satisfied with the household waste collection (BV90A)	82%	88%	+6
◇ Percentage of people satisfied with local recycling facilities (BV90B1)	70%	71%	+1
◇ Percentage of people satisfied with the doorstep recycling collection (BV90B2)	69%	63%	-6
◇ Percentage of people satisfied with the local tip / household waste recycling centre (BV90C)	87%	79%	-8

■ Appendix D – Update on our commitments in the 2007-08 Annual Operating Plan

Throughout appendix D the following coloured coded letters are used to show progress;

Met target

Data not yet available

Failed to meet target

■ **Children and young people** - 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

Our Commitment	Progress to 31/03/08 (unless otherwise stated)
<p>■ BE HEALTHY</p>	
<p>■ We aim to have all schools accredited as Healthy Schools by 2010</p>	<p>On target to achieve this – 71 out of 100 schools accredited as at Q3. Year end data due end of May</p>
<p>■ Increase from 33% in 2004-05 to 40% in 2007-08 the proportion of babies born in the South Wye area who are breastfeeding at six weeks (21b HCS)</p>	<p>32.12% at end of November 2007. Year end data due end of May</p>
<p>■ Increase from 21% in 2004-05 to 30% in 2007-08 the proportion of babies born to teenage mothers in the county who are breastfeeding at six weeks (21a HCS)</p>	<p>15% at end of November 2007. Year end data due end of May</p>
<p>■ Increase the percentage of all babies in the county breastfeeding at six weeks (20 HCS) Target to be set</p>	<p>37.22% at end of November 2007. Year end data due end of May</p>
<p>■ Taking actions to reduce the percentages who smoke, and who are obese, as well as reducing the rates of alcohol consumption and drug use</p>	<p>Actions being taken. Perceptions to be tested out in 2009 Youth Survey – in the meantime proxy indicators to be used</p>
<p>■ Taking actions to increase the percentage participating in sport or other physical activities</p>	<p>Actions being taken. Perceptions to be tested out in 2009 Youth Survey – in the meantime proxy indicators to be used</p>
<p>■ Increasing the percentage of young people eating five portions of fruit and vegetables a day</p>	<p>Actions being taken. Perceptions to be tested out in 2009 Youth Survey – in the meantime proxy indicators to be used</p>
<p>■ Continuing to reduce the number of sexually transmitted infections in young people by at least 1% a year against the 2004 baseline figure of 278 cases (23 HCS)</p>	<p>Year end data due end of May</p>
<p>■ STAY SAFE</p>	
<p>■ We will improve performance with the intention that we are in the top quartile of authorities for staying safe outcomes and will aspire to level 3 in 2007 Annual Performance Assessment (APA)</p>	<p>Level 2 achieved in 2007. APA found that the council has maintained the improved safeguarding arrangements identified in the previous APA and that there were some good features</p>
<p>■ By working closely with schools, requiring the recording of incidents and action to deal with bullying, we aim to reduce the percentage of 11-15 year-olds who say they have been bullied in the last twelve months (28 HCS) Target to be set</p>	<p>The 2007 Youth Survey set a baseline of 24%. We aim to reduce this by 2% when it is measured again in the 2009 Youth Survey</p>

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■ ENJOY and ACHIEVE	
■ We will continue to ensure that at least 85% of three year-olds have access to good quality early years education	99.2%
■ We will work with schools to raise to even higher levels performance in the top GCSE grades, in particular increasing the proportion of pupils in schools maintained by the Council achieving 5 A* - C GCSEs, or the equivalent, including English and Maths	52.3% achievement in 2007 exams, an improvement from 48.2% in 2006
■ 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 2007/08: <ul style="list-style-type: none"> ○ in secondary schools maintained by the Council, from 7.4% to 6% of half-day sessions (34 HCS) ○ in primary schools maintained by the Council, from 4.9% to 4% of half-day sessions (33 HCS) ○ 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 in 2004 to no more than 7 in 2008 (35a HCS) ○ the number of half day sessions missed by looked after children as a percentage of the total number of sessions in primary schools to fall from 4.65% in 2005/06 to 4.25% in 2007/08 (35b HCS) ○ the number of half day sessions missed by looked after children as a percentage of the total number of sessions in secondary schools to fall from 7.6% in 2005/06 to 7% in 2007/08 (35c HCS) 	<ul style="list-style-type: none"> ○ Year end data due end of May ○ Year end data due end of May ○ 16 ○ 3.85% ○ 9.04%
■ We aim to reduce by 2008-09 the conception rate of under 18s by 40% (national target) from a baseline of 37.2 per 1000 (85 HCS)	Data is provided annually by the National Teenage Pregnancy Unit. Although we seem unlikely to meet the national target because we started from a very low base, the recently released 2006 figures show that we have achieved a 29% reduction from the baseline
■ We aim to increase adults' perceptions of improvement in facilities for young children (90 HC) - improve adult perception by 1 percentage points by 2010	2 percentage point increase
■ POSITIVE CONTRIBUTION	
■ Working with them, we aim to ensure that 78% of schools have a functioning school council	71% achieved at quarter 3. Year end data due end of May
■ By encouraging Duke of Edinburgh Awards and other initiatives we aim to increase the number of 11-15 year-olds volunteering (37 HCS)	35% baseline set in the 2006 Teenage Lifestyle survey – to be tested again in 2009 Youth Survey
■ Through the implementation of our <i>Community Involvement Action Plan for Young People</i> and by progressively embedding the Hear by Rights Standards by 2010, we will develop and maintain a good understanding of	The 2007 Youth Survey set a baseline of 31%. The target for 2008/09 has been set at 35% Performance will be measured in the 2009 Youth Survey

<p>the needs and wishes of children and young people. The key measures of our success will be to increase the percentage of young people who feel that they can influence decisions affecting important local services (38 HCS)</p>	
<p>■ ECONOMIC WELL-BEING</p>	
<p>■ Working with schools and the Learning and Skills Council (LSC), we aim to reduce to less than 4.8% the proportion of 16-18 year-olds not in education, employment or training (40 HCS)</p>	<p>Provisional figure from Connexions is 6.1% Awaiting ratification by government</p>
<p>■ We aim to increase from 12 to 46 the number of young people engaged in education, training or employment at the age of 19 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 (41 HCS)</p>	<p>Year end data due end of May</p>
<p>■ 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 92.9% to 96.5% in 2008/09 the proportion of pupils in schools maintained by the Council achieving 5 or more A* - G grades at GCSE, or the equivalent (30 HCS)</p>	<p>93.6% in the 2007 exams</p>
<p>■ By implementing our <i>Homelessness Strategy</i> and by securing, with partners, an increase in the supply of both temporary and settled housing, we aim to eliminate the need for the use of bed and breakfast accommodation for households with children</p>	<p>14 families in B&B as at end of March 2008</p>

■ Health and well-being - To improve the health and well-being of all our citizens aged 18-64, reducing health inequalities and promoting the maximum possible control and independence for disadvantaged groups

Our Commitment	Progress to 31/03/08 (unless otherwise stated)
■ 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	3.9
■ Increase the number of people with learning disabilities per 1,000 population aged 18-64 helped to live at home from 2.5 to 3	2.9
■ 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	4.3
■ Working with partners, we will before the end of 2007 establish the future needs of 18-64 year-olds with mental health problems or physical disabilities; and have a clear understanding of the services and support programmes needed to meet them cost effectively	Reports completed and independently assured. Implementation programme and associated investment approved
■ Reduce the mortality rate from cancer for people under 75 from 96 per 100,000 population aged under 75 in 2006 to 93 in 2007 (8 HCS)	105.44
■ Reduce the mortality rate from circulatory diseases for people under 75 from 79 per 100,000 population aged under 75 in 2006 to 77 in 2007 (9 HCS)	62.8
■ Reduce the number of deaths per annum from chronic diseases from 595 (based on an three year running average from 2004 to 2006) to 590 (based on an three year running average from 2005 to 2007) (10 HCS)	Year end data due end of May
■ Reduce the mortality rate from accidents. Baseline and target to be set (53 HCS)	Baseline and target to be set
■ Reduce the gap between deprived areas of Herefordshire and the rest of the county in the number of the <i>all causes standardised mortality rate</i> (SMR) for deprived areas of Herefordshire - from 24% (based on a three year running average from 2004 to 2006) to 20% (based on a three year running average from 2005 to 2007) (11 HCS)	18.7%
■ Working with the PCT, improve the healthy lifestyles of residents by: <ul style="list-style-type: none"> ○ increasing the number of adults who quit smoking from 1,100 a year in 2006 to 1,200 a year in 2007. (12a HCS) ○ reducing the percentage of adults who consume more than the recommended intake of alcohol per week from the 2006-07 baseline figure of 17% (12b HCS) ○ reducing the percentage of adults eating fewer than five portions of fruit and vegetables on a typical day from the 2006-07 baseline figure of 34% (12c HCS) ○ increasing the percentage of adults undertaking thirty minutes or more of moderate physical activity at least three days per week from 22% in 2006 to 23% (12d HCS) 	○ 736 at the end of December 2007. Year end data due end of May ○ No survey carried out in 2007-08 to measure performance ○ No survey carried out in 2007-08 to measure performance ○ No survey carried out in 2007-08 to measure performance

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Older People - To ensure that older people remain healthy, independent and active, continuing to live in, and contribute to, their local communities.

Our Commitment	Progress to 31/03/08 (unless otherwise stated)
■ Increase the number of people of 65 or over helped to live at home per 1,000 population from 82.9 to 83 in 2007-08 and 100 in 2009-10	66.4
■ Reduce to 31,222 by 2007-08 the number of emergency unscheduled acute hospital bed-days in NHS hospitals occupied by a person aged 75 or more	22,508 to end of December 2007. Year end data due end of May
■ Increase the satisfaction of people over 65 using home care services provided through Herefordshire social care or directly purchasing services using direct payments from 58% in 2006 to 66% in 2009	56%
■ Increase the number of people in receipt of Pension Credit from 7,722 in 2006-07 to 8,138	8,100 as at November. Year end data due end of May
■ Increase the number of people aged 60 or over in receipt of Council Tax benefit from 7,751 in 2006-07 to 8,061	7,653 as at November. Year end data due end of May
■ Increase the number of people in receipt Attendance Allowance from 6,470 in 2006-07 to 6,702	6,830
■ We aim to have in place by October 2007 a comprehensive Older People's Strategy, with clear targets and actions for improvement	The <i>Growing Older in Herefordshire</i> strategy was adopted by October 2007. Targets and actions yet to be agreed
■ Reduce waiting times for assessment and care packages: <ul style="list-style-type: none"> ○ D55 start of assessment with 48hrs and completion within 28 days ○ D56 arrangement of services within 28 days of completion of assessment 	<ul style="list-style-type: none"> ○ Target is 90. Performance as at end March = 89 ○ Target is 85. Performance as at end Match = 79.9
■ Increase from 1,138 the number of individuals receiving non-care managed packages	1,450
■ Map, co-ordinate and develop a range of rehabilitation, prevention and independent living services	New mental health domiciliary care service, "Just checking" service. "Roving night" service. New Extra Care services opened at Leadon Bank
■ Establish community wardens across the county	Pilots successful in seven areas and being extended across county
■ Expand the <i>Signposting Scheme</i> ; piloting a local care sitter service	Funding redirected to expanding the 'roving might service'
■ Expand the provision of <i>Supporting People</i> services	1,893 people received service in 2007-08, an increase of 27 on 2006-07
■ Target further sites with Fire Service outreach workers	Funding redirected to the Village Warden scheme
■ Continue the Trading Standards <i>Doorstep Crime Prevention Campaign</i>	No cold calling zones established in three villages, 10,000 'Think Twice' booklets issued. Monies recovered and court action taken against bogus traders
■ Increase significantly the number of older people receiving direct payments to purchase social care	38 as at 31 st Jan compared with 36 as at end of 2006-07. Year end data due end of May

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■ Economic development and enterprise - To secure the essential infrastructure for a successful economy by improving business, learning and employment opportunities in Herefordshire, enabling sustainable prosperity for all


Our Commitment	Progress to 31/03/08 (unless otherwise stated)
■ Tender for the development partner for the retail element of the Edgar Street Grid and have a preferred development partner in place by early 2008	Preferred retail partner in place
■ By December 2007, undertake a feasibility study for the inclusion and development of a library as part of the scheme	Feasibility work tendered in September 2007 and completed in March
■ Open the Rotherwas access road by June 2008	On target
■ Begin phase two of <i>Rotherwas Futures</i> , tendering for construction by January 2008	Deadline for tendering has slipped as awaiting archaeological, ecological and environmental reports
■ Complete and handover the Learning & Resource Centre and Work Skill Centre within the <i>Learning Village</i> in Hereford City by December 2007	Learning village build expected to be completed in April 2008
■ Increase the number of VAT-registered businesses each year by at least 1.3% (2 HCS)	Increase in 2006 was 4.1% (latest available figure)
■ Establish a new grant scheme to encourage employers and run a support programme of seminars and events to increase the number of people employed in technology and knowledge intensive industries from 9,500 in 2006-07 to 10,286 in 2007-08 (3 HCS)	10,923 in 2006 (most recent figure)
■ Increase the number of residents aged 19 and over achieving a Level 2 qualification, excluding manufacturing and engineering, from 1,738 to 1,872 (4c HCS)	2,247 in 2006/07 and 2,215 in 2007/08
■ Increase the number of residents aged 19 and over achieving a Level 2 qualification in engineering and manufacturing to 57 (4b HCS)	195 in 2006/07 and 206 in 2007/08
■ Increase the number of residents aged 19 and over achieving a Level 3 qualification, excluding manufacturing and engineering, from 825 to 878 (4eHSC)	855 in 2006/07 and 879 in 2007/08
■ Increase the number of residents aged 19 and over achieving a Level 3 qualification in manufacturing and engineering from 26 to 44 (4d HSC)	116 in 2006/07 and 121 in 2007/08
■ 31 skills for life qualifications gained through Train to Gain in 2007-08 (5HCS)	Baselines to be established
■ An increase in the percentage of the working age population qualified to at least Level 3 (4ai HCS) [Note: LSC lead. Target has not been set]	The percentage of working age people qualified to at least Level 3 has increased from 44% in 2005 to 47% in 2006
■ An increase in the percentage of the working age population qualified to at least level 4 (4aii HCS) [Note: LSC lead. Target has not been set]	The percentage of working age people qualified to at least Level 4 has increased from 26% in 2005 to 29% in 2006

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■ Safer & stronger communities — Working with our partners, including the Police and town and parish councils to develop stronger, more inclusive communities and create a safer place to live, work and visit..

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Our Commitment	Progress to 31/03/08 *(unless otherwise stated)
<ul style="list-style-type: none"> ■ Increase the proportion of adult residents who feel they can influence decisions affecting their local community from 35% in 2005-06 to 40% by 2008 and to 43% by 2009-10 (61a HCS) 	33%
<ul style="list-style-type: none"> ■ Increase the percentage of adult residents who feel the Council does enough to give them the opportunity to influence important decisions about local services from 23% in 2005-06 to 28% in 2009-10 (70 HC) 	The 2007 Annual Satisfaction Survey asked a similar question "Satisfaction with the opportunities for participation in local decision making provided by the Council". The result was 28%
<ul style="list-style-type: none"> ■ Increase the proportion of adult residents who feel they can influence decisions affecting their local area (61b HCS) 2006 figure was 29% 	2007 figure was 30%. This increase is not statistically significant
<ul style="list-style-type: none"> ■ Increase the proportion of adult residents reporting that they have engaged in formal volunteering for an average of two or more hours a week from 17% in 2005-06 to 22% in 2007 to 25% in 2009-10 (62 HCS) 	17%
<ul style="list-style-type: none"> ■ Reduce the number of violent crimes from 2,844 in 2003-04 to 2,553 by 2008 (45 HCS) 	2,782 (un-audited figure)
<ul style="list-style-type: none"> ■ Reduce the number of criminal damage incidents from 2,524 in 2003-04 to 2,101 by 2008 (42b HCS) 	2,696 (un-audited figure)
<ul style="list-style-type: none"> ■ For there to have been a fall of at least 5% by 2008 against the 2005 baseline figures in the proportion of people who think that the following things are a problem: (43 HCS) <ul style="list-style-type: none"> ○ Speeding traffic; 81% to 76% ○ Vandalism, graffiti and other deliberate damage to property or vehicles; 60% to 55% ○ People using drugs; 60% to 55% ○ People dealing drugs; 53% to 48% ○ People being drunk or rowdy in public places; 53% to 48% 	<div style="border: 1px solid black; padding: 5px; text-align: center;">Results of 2007 survey:</div> <ul style="list-style-type: none"> ○ Speeding traffic; 74% = no significant change ○ Vandalism, graffiti and other deliberate damage to property or vehicles; 61% = rating has increased ○ People using drugs; 61% = rating has increased ○ People dealing drugs; 55% = rating has increased ○ People being drunk or rowdy in public places; 54% = rating has increased
<ul style="list-style-type: none"> ■ We aim to maintain the proportions of survey respondents who find it easy to access the following key local services using their normal form of transport; <ul style="list-style-type: none"> ○ A doctor (59a HCS) (79% in 2006) ○ A local hospital (59b HCS) (57% in 2006) ○ A library (59c HCS) (70% in 2006) ○ A sports or leisure centre (59d HCS) (69% in 2006) ○ A cultural or recreational facility (59e HCS) (55% in 2006) 	<div style="border: 1px solid black; padding: 5px; text-align: center;">Figures from the 2007 Annual Satisfaction Survey:</div> <ul style="list-style-type: none"> ○ Doctor 79% ○ Local hospital 59% ○ Library 70% ○ Sports or leisure centre 69% ○ A cultural or recreational facility 52%

<p><i>We aim to increase by 2010 the percentage of adults who use:</i></p> <ul style="list-style-type: none"> ■ Sports and leisure facilities at least once a month: from 25% in 2005 to 31% (65a HCS) ■ Parks, open spaces, play areas and other recreational facilities at least once a month: from 41% in 2005 to 48% (65e HCS) ■ Libraries at least once a month; from 32% in 2005 to 36% (65b HCS) ■ Museums or galleries at least once every six months: from 19% in 2005 to 22% (65cHCS) ■ Theatres or concert halls at least once every six months: from 32% in 2005 to 37% (65d HCS) 	<p><i>Figures from the 2007 Annual Satisfaction Survey:</i></p>  <table border="1"> <tr><td>30%</td></tr> <tr><td>50%</td></tr> <tr><td>29%</td></tr> <tr><td>24%</td></tr> <tr><td>32%</td></tr> </table>	30%	50%	29%	24%	32%
30%						
50%						
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<ul style="list-style-type: none"> ■ We will also aim to increase, by at least 5 percentage points by 2010, the adult public's perceptions of improvement in the following quality of life indicators: <ul style="list-style-type: none"> ○ Affordable decent housing (60b HCS) ○ Public transport (97h HC) ○ The level of traffic congestion (60e HCS) ○ Wage levels and the local cost of living (60f HCS) 	<p><i>Figures from the 2007 Annual Satisfaction Survey, compared with the 2006 General Survey:</i></p> <ul style="list-style-type: none"> ○ Affordable decent housing - Score = minus 7 percentage points ○ Public transport - Score = plus 6 percentage points ○ The level of traffic congestion - Score = plus 7 percentage points ○ Wage levels & local cost of living - Score = minus 8 percentage points 					
<ul style="list-style-type: none"> ■ The remaining indicators did not change in 2007 by plus or minus 5 percentage points (i.e. a statistically significant change) compared with 2006; <ul style="list-style-type: none"> ○ Access to nature (97a HC) ○ Activities for teenagers (60a HCS) ○ Clean streets (97b HC) ○ Community activities (97c HC) ○ Cultural facilities (97d HC) ○ Education provision (97e HC) ○ Facilities for young children (90 HC) ○ Health services (97f HC) ○ Job prospects (60c HCS) ○ Parks and open spaces (97g HC) ○ Race relations (97i HC) ○ Road and pavement repairs (97j HC) ○ Shopping facilities (97k HC) ○ Sports and leisure facilities (97l HC) ○ The level of crime (60d HCS) ○ The level of pollution (97m HC) ○ Public rights of way (97n HC) 						
<ul style="list-style-type: none"> ■ We aim to increase; <ul style="list-style-type: none"> ○ The satisfaction of adult residents with their local community as a place to live from 80% in 2005 to 87% in 2008 (64 HCS) ○ The percentage of people who feel that Herefordshire is a place where people from different backgrounds can get on together (63 HCS) ○ The percentage of people who feel that people in their area treat them with respect and consideration (87 HCS) ○ The percentage of people who feel informed about what is being done to tackle anti-social behaviour in the local area (98 HC) ○ The percentage of people who feel that parents in their local area are made to take responsibility for the behaviour of their children (86 HCS) 	<p><i>Figures taken from 2007 Annual Satisfaction Survey:</i></p> <ul style="list-style-type: none"> ○ 79% ○ 2006 = 74% 2007 = 77% ○ This question was not asked in the 2007 survey. The new 'Place' survey due in 2008 will ask a question on respect ○ 2006 = 20% 2007 = 20% ○ The Annual Satisfaction Survey asked a similar question "Parents not being made to take responsibility for the behaviour of their children". The result for both 2006 and 2007 was 65% 					
<ul style="list-style-type: none"> ■ Decrease from 416 to 140 the number of people accepted as homeless during a year in respect of whom the Council has a full statutory duty (14 HCS) 	<p>162 at the end of January. Year end data due end of May</p>					

<ul style="list-style-type: none"> ■ Reduce from 141 in 2004 to a 3-year average of 129 by the end of 2008, the number of people killed or seriously injured (KSI) in road traffic accidents in a year (52 HCS) 	119 people were killed or seriously injured in 2006 and 133 in 2007. The 2-year average was 126
<ul style="list-style-type: none"> ■ Reduce the number of people slightly injured in road traffic accidents (99 HC) in Herefordshire to a 3-year average of less than 719 	713
<ul style="list-style-type: none"> ■ Improve the condition of principal roads so that only 5% fall below an acceptable threshold compared to 21% in 2005-06 (83a HC) 	6%
<ul style="list-style-type: none"> ■ Improve the condition of non-principal roads so that only 14% fall below an acceptable threshold (83b HC) 	11%
<ul style="list-style-type: none"> ■ Reduce the offending behaviour of individuals engaged in the Drugs Intervention Programme (DIP) 47 HCS). Targets for 2007-08 are; <ul style="list-style-type: none"> ○ 60% of adults with whom initial contact is made and who are not already on the caseload, to be assessed by the DIP (KPI1) ○ 85% of adults assessed as needing a further intervention, to be taken onto the caseload (KPI2) ○ 95% of adults taken onto the caseload to engage in treatment (KPI3) 	<p><i>Audited data for February to December 2007 and provisional data for January 2008:</i></p> <ul style="list-style-type: none"> ○ KPI1 - Achieved 100% ○ KPI2 - Achieved 100% ○ KPI3 - Achieved 100%
<ul style="list-style-type: none"> ■ Increase the number of Class A drug supply offences brought to justice by 25% - a 3-year target from a 2004-05 baseline of 22 (increase to 28) (50 HCS) 	34 (un-audited figure)
<ul style="list-style-type: none"> ■ Increase the number of drug users in treatment to 720 (46 HCS) 	Progress to date as at ends Qtr 3 = 599 (Figure from HCSDP PMF April 2008). Year end data due end of May
<ul style="list-style-type: none"> ■ Reduce all recorded crime (overall crime rate) by 15% (42c HCS) from a baseline of 12,034 in 2004-05 (i.e. reduce to 10,229) 	11,504 (un-audited figure)
<ul style="list-style-type: none"> ■ Reduce the number of young people aged under 25 who are victims of crime in Herefordshire by 6% (25 HCS) from a baseline of 6,567 in 2004-05 (i.e; reduce to 6,173) 	6,453 (un-audited figure)
<ul style="list-style-type: none"> ■ Reduce re-offending by young people in Herefordshire by a further 2.5% by 2008. Target less than 45% (36 HCS) 	47%
<ul style="list-style-type: none"> ■ Reduce by 15% the proportion of prolific and other priority offenders (PPOs) who re-offend (48 HCS) 	Progress to be reported at end of year 2 = March 2009
<ul style="list-style-type: none"> ■ Reduce British Crime Survey comparator crimes by 15%, from the 2003-04 baseline figure of 6,909 (i.e. reduce to 5,872) (42a HCS) 	6,444 (un-audited figure)
<ul style="list-style-type: none"> ■ No more than 600 recorded domestic burglaries per year (49a HCS) 	299 (un-audited figure)
<ul style="list-style-type: none"> ■ No more than 1,086 recorded vehicle crimes per year (49b HSC) 	890 (un-audited figure)
<ul style="list-style-type: none"> ■ Increase the number of calls to the Herefordshire Women's Aid helpline by 10% from the 2004-05 baseline of 594 (i.e; increase to 654) (51a HCS) 	Performance to Feb 08 – 614. Year end data due end of May
<ul style="list-style-type: none"> ■ Increase the number of domestic violence offences reported by 10% from the 2004-05 baseline of 414 (51b HCS) 	1,112 (un-audited figure)
<ul style="list-style-type: none"> ■ Increase the number of arrests for domestic violence by 10% - 3-year target from 	475 (un-audited figure)

a 2004-05 baseline of 92 (increase to 101) (51c HCS)	
■ Increase the number of sanction detections for domestic violence incidents by 5% to 55% by 2007-08 (51d HCS)	56% (un-audited figure)
■ Reduce by 4% against the 2006 baseline the proportion of adults worried about crime or anti-social behaviour (44 HCS)	There is no significant change, with the exception of; - Being harassed whilst in a public place – rating has deteriorated to 15% compared to 12% in 2006 - Drug use and dealing – significant improvement: from 52% in 2007, compared to 60% in 2006

■ Sustainable Communities -To protect the environment, including producing much less waste, recycling much more of what remains and significantly reducing carbon emissions; and to provide an efficient and effective planning system that supports this objective, as well as enabling the supply of sufficient affordable housing and employment

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Our Commitment	Progress to 31/03/08 (unless otherwise stated)
■ Reduce from 18% in 2005-06 to 15% the proportion of relevant land and highways that fall below an acceptable level (54 HCS)	Progress to date – 14% at the end of January. Year end data due end of May
■ Reduce from 3% in 2005-06 to 2% the proportion of relevant land and highways from which unacceptable levels of graffiti are visible (92 HC)	2% at the end of January. Year end data due end of May
■ Reduce from 2% to 1% the proportion of land and highways from which unacceptable levels of fly-posting are visible (93 HC)	0% at the end of January. Year end data due end of May
■ Maintain our current grade of 1 (very effective) for 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' (94 HC)	Grade 3
■ Increase by at least 4% over three years the percentage of people satisfied with the cleanliness standard in their area (95 HC)	The 2007 Annual Satisfaction Survey asked the following question "How satisfied or dissatisfied are you that Herefordshire Council has kept (this land) clear of litter and refuse?" The result was 63% compared to 66% in 2006
■ Increase from 90% in 2005-06 to 100% the percentage of abandoned vehicles removed within 24 hours from the point where the Council is legally entitled to remove the vehicle (96 HC)	97.83%
■ We aim by 2009-10 to increase from 13.42% to over 15% the proportion of Council-owned or managed land without a nature conservation designation that is managed for biodiversity (67 HC)	25.3%
■ We aim to increase the proportion of land designated as a Site of Special Scientific Interest within the local authority area that is in favourable condition (55 HCS)	Year end data due end of May
■ We aim to increase the numbers of key species (57 HCS)	This target has been superseded by the new National Indicator NI 197
■ Reduce the amount of household waste collected per head in a year to 505 kilograms (compared to the 2005-06 baseline of 521.7 kilograms) (56a HCS)	449.92kg at the end of February 2008. Year end data due end of May
■ Reduce from 78.2% to 65% the proportion of household waste that is land-filled (56b HCS)	69.68% at the end of February 2008. Year end data due end of May
■ Increase the proportion of household waste recycled from 17.46% in 2005-06 to 23.97% (56e HCS)	22.46% at the end of February 2008. Year end data due end of May
■ Through the implementation of <i>The Herefordshire Partnership's Carbon Management Action Plan</i> , we aspire to see a reduction in carbon emissions per head of the population (58 HCS)	Target will be set for National Indicator 186 as part of the LAA by June 2008

<ul style="list-style-type: none"> ■ We will continue to seek improvements in the energy efficiency of domestic dwellings required under the Home Energy Conservation Act through the provision of grants and advice and by implementing an Affordable Warmth Strategy with the aim of reducing energy consumption by at least 4.4% against the 2006 baseline 	<p>Report and outcome not due until February 2009</p>
<ul style="list-style-type: none"> ■ We will achieve a 10% reduction in Council carbon dioxide equivalent emissions by 2010 (102 HC) 	<p>This target has been superseded by the new National Indicator NI 185</p>
<ul style="list-style-type: none"> ■ Reduce to less than 57% 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 (6 HCS) 	<p>Outcome 58%</p>
<ul style="list-style-type: none"> ■ Control the increase of annual average traffic volumes to no more than 8% compared with 2003-04 (7a HCS & 7b HCS) 	<p>Year end data due end of May</p>
<ul style="list-style-type: none"> ■ Increase from 3,248,935 to 3,948,000 the number of passenger bus journeys a year (76 HC) 	<p>Year end data due end of May</p>
<ul style="list-style-type: none"> ■ We will measure people's perceptions of traffic congestion (60e HCS) (Three-year target to be set. Progress will be reported on annually through the Annual Satisfaction Survey) 	<p>This target has been superseded by the new National Indicator NI167</p>
<ul style="list-style-type: none"> ■ Increase by 18% the number of cycling trips in a year compared with 2003-04 (72 HCS) 	<p>Year end data due end of May</p>

■ Organisational improvement and greater efficiency - To secure better services, quality of life and value for money, particularly by working in partnership with the Herefordshire Primary Care Trust and other local organisations

Our Commitment	Progress to 31/03/08 (unless otherwise stated)																		
<ul style="list-style-type: none"> ■ We will implement the <i>Herefordshire Connects</i> programme ■ We will rationalise our front and back-office functions 	<p>Currently subject to review</p> <p>Achieved in respect of planning, environmental health and trading standards, where front-office functions are being undertaken by the <i>Info by Phone</i> customer call centre</p>																		
<ul style="list-style-type: none"> ■ We will continue to improve the value for money we get from procuring goods and services. In the first year of this plan we will achieve an additional saving of £250,000 through improved procurement procedures 	<p>£200k savings were produced from the new arrangements for temporary staff. Full-year savings from the contract will be £250,000. Further savings expected include £70k from postal services review and £70k from review of the West Mercia Stationery Supplies contract</p>																		
<ul style="list-style-type: none"> ■ We will review our <i>Accommodation Strategy by June 2007</i>, including the disposal of properties, the cessation of leases and the relocation of staff in the light of future needs for office accommodation 	<p>The review was carried out within the agreed timescale, which identified a series of specific options for detailed review. Those options are to be taken forward in 2008-09</p>																		
<ul style="list-style-type: none"> ■ By disposing of some dilapidated property and bringing up to standard the buildings we retain following the review of our <i>Accommodation Strategy</i>, we will raise the proportion of the gross internal floor space in ODPM categories A and B to at least 95% by 2009-10 	<p>Currently 86% of properties are in this category. However, following a review, the Council has changed the method by which properties within its portfolio are assessed to ensure that it measures not just their physical condition but rather their suitability to deliver appropriate modern services. A base assessment for this will be carried out in 2008-09 and a target set accordingly</p>																		
<ul style="list-style-type: none"> ■ In the light of the outcomes of the review of our <i>Accommodation Strategy</i>, we will complete our new ICT network during 2007-08 to make our operations more efficient and effective, with the network available for at least 98.5% of the time 	<p>The work to install the new network was completed during 2007-08 although not all council offices are currently on it</p>																		
<ul style="list-style-type: none"> ■ 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 <i>Civil Contingencies Act 2004</i>, in particular so as to safeguard the most vulnerable people in the county (79 HC) 	<p>Compliance assessment due end of May</p>																		
<ul style="list-style-type: none"> ■ We will embed risk management across all aspects of the Council's work and take all other measures necessary to raise our <i>Use of Resources</i> score from 3 to 4 (the highest possible) (101 HC) 	<p>Overall the Council's score fell from 3 to 2</p> <p>The overall Use of Resources assessment is made up of 5 themes;</p> <table border="0" style="margin-left: 40px;"> <thead> <tr> <th></th> <th style="text-align: center;">2006 score</th> <th style="text-align: center;">2007 score</th> </tr> </thead> <tbody> <tr> <td>○ financial reporting</td> <td style="text-align: center;">3</td> <td style="text-align: center;">3</td> </tr> <tr> <td>○ financial management,</td> <td style="text-align: center;">3</td> <td style="text-align: center;">3</td> </tr> <tr> <td>○ financial standing</td> <td style="text-align: center;">2</td> <td style="text-align: center;">2</td> </tr> <tr> <td>○ internal control</td> <td style="text-align: center;">2</td> <td style="text-align: center;">1</td> </tr> <tr> <td>○ value for money</td> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> </tbody> </table>		2006 score	2007 score	○ financial reporting	3	3	○ financial management,	3	3	○ financial standing	2	2	○ internal control	2	1	○ value for money	3	2
	2006 score	2007 score																	
○ financial reporting	3	3																	
○ financial management,	3	3																	
○ financial standing	2	2																	
○ internal control	2	1																	
○ value for money	3	2																	

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<ul style="list-style-type: none"> ■ To attain Level 3 of the <i>Local Authority Equality Standard</i> by March 2008. (80 HC) 	Achieved (to be ratified by external assessors Summer 2008)
<ul style="list-style-type: none"> ■ We will ensure that all directorates and Human Resources have Equality Impact Action plans that are realistic and achievable, and which are monitored and reported against every six months 	Partially achieved – programme to implement plans underway
<ul style="list-style-type: none"> ■ We will review and roll forward our statutory <i>Race Equality Scheme</i>, by April 2008, and our <i>Disability Equality Scheme</i> by December 2009 	On track
<ul style="list-style-type: none"> ■ Increase from 0.64% in 2006-07 to 0.8% in 2009-10 the percentage of employees from black and ethnic minorities (100a HC) 	0.61% at the end of February 2008. Year end data due end of May
<ul style="list-style-type: none"> ■ Increase from 1.89% in 2005-06 to 2.85% in 2009-10 the percentage of employees from black and ethnic minorities who are amongst the top 5% of wage earners (100b HC) 	2.73% at the end of February 2008. Year end data due end of May
<ul style="list-style-type: none"> ■ Increase from 0.39% in 2005-06 to 0.75% in 2009-10 the percentage of employees declaring a disability (100c HC) 	0.88% at the end of February 2008. Year end data due end of May
<ul style="list-style-type: none"> ■ Through the oversight of its independently chaired <i>Standards Committee</i> and the <i>Monitoring Officer</i>, uphold in its affairs the highest standards of corporate governance, propriety, integrity and impartiality 	The Code of Conduct for members was reviewed and adopted by the Council in July 2007 in line with Standards Board for England guidance and changes in legislation
<ul style="list-style-type: none"> ■ Through the work of the Audit and Corporate Governance Committee and the Finance Officer, discharge its financial and audit duties to ensure good financial management and governance 	The Audit Commission has confirmed that the Audit and Corporate Governance Committee has shown real signs of improvement and challenge is good. However some significant weaknesses in the governance of one service area were identified by the Council, which commissioned an independent review and put in place an action plan to address the weaknesses identified. The Audit Commission said that the council had been 'commendably open and transparent in its reporting' and that there was no evidence to suggest the problems were more widespread than originally identified.
<ul style="list-style-type: none"> ■ Ensure it is accessible and responsive, seeking to avoid findings of maladministration against the Council being issued by the Local Government Ombudsman 	Despite a 50% increase in complaints referred by the Ombudsman, the average response time improved from 40 days in 2005-06 to 29 days in 2006-07. This places the Council in the second quartile of performance. The Council hopes to achieve the top quartile for 2007-08. This will be determined in the Ombudsman's report due in July 2008
<ul style="list-style-type: none"> ■ Ensure that all members have the opportunity to receive full induction training on the responsibilities of being a Councillor, Cabinet Member, Committee Member and Scrutiny member 	Following the elections in May 2007, all new members received full induction training
<ul style="list-style-type: none"> ■ Ensure that all agendas for meetings are made available on our website at least five working days before meetings and that Council and Committee minutes, as well as Cabinet decision notices, are published on the Council website within two working days of being approved 	Achieved

<ul style="list-style-type: none"> ■ Work with the <i>Herefordshire Association of Local Councils (Halc)</i>, to provide training and support that enable the county's town and parish councils to demonstrate best practice and be at the forefront of national developments 	<p>Two training courses on the code of conduct provided for Halc. A training strategy regarding the code has been agreed with Halc for 2008-09 and the Council has assisted Halc with publishing the code and advising on its adoption for parish councillors. The Council is also reviewing its Parish Charter with Halc</p>
<ul style="list-style-type: none"> ■ By April 2007, construct and communicate an interim high-level model that clearly identifies how the Council intends to assess and measure its level of performance and rate of improvement; 	<p>Achieved and incorporated in the revised performance improvement framework in March 2007</p>
<ul style="list-style-type: none"> ■ From April 2007, develop and begin to implement a more consistent, strategic approach to embedding a performance management culture across the Council; 	<p>Achieved: performance improvement cycle revised and operated; all performance improvement managers in post, with the performance improvement network meeting regularly; training programme implemented</p>
<ul style="list-style-type: none"> ■ 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 	<p>Achieved so far as is currently possible, focusing on the performance indicators and targets in the new Local Area Agreement (LAA), in respect of which an action plan will be in place by April 2008. Partners have agreed to include relevant targets and actions in their own business plans and performance management arrangements, also with effect from April 2008. All will be monitored and reported by the Council</p>
<ul style="list-style-type: none"> ■ 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 each year 	<p>Achieved, including better reporting in response to members' suggestions; regular progress reports on detailed improvement plans; member development, including visits to high-performing authorities; and annual reports by lead Cabinet members to subject scrutiny committees</p>
<ul style="list-style-type: none"> ■ 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 operate from June 2007 	<p>Achieved in the bi-monthly integrated performance and financial reports submitted to Cabinet and Strategic Monitoring Committee</p>
<ul style="list-style-type: none"> ■ Improve the quality of the staff review and development (SRD) process to ensure that all individuals' targets are linked to corporate and service targets 	<p>SRD training programme delivered. Quality assurance audit of 2007 SRDs showed that links between the Council's priorities, objectives and targets were not always made clear</p>
<ul style="list-style-type: none"> ■ 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 	<p>Although the cycle was begun in April, it has not yet secured a systematic approach to the achievement of value for money across all parts of the Council, although overall value for money has been confirmed by the Audit Commission to be good</p>
<ul style="list-style-type: none"> ■ We will embed the performance management improvements being developed for children and young people's services and for adult social care and consider their potential value for the Council more generally 	<p>Two cohorts of managers in children's services have completed external performance management training; and some are working for an accredited certificate. Regular adult social care team performance appraisals and clinics. Case studies in successful performance management shared across the Council</p>

<ul style="list-style-type: none"> ■ We will, as part of the <i>Herefordshire Connects</i> programme, develop 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 	<p>The <i>Connects</i> programme is under review</p>
<ul style="list-style-type: none"> ■ In recognition of its being fundamental to improved service delivery, the Council will reinforce its commitment to data quality by producing an action plan based on the standards set out in the Audit Commission's key lines of enquiry. The action plan will be developed by the end of May 	<p>Data quality action plan in place January 2008. Policy approved by Cabinet April 2008</p>
<ul style="list-style-type: none"> ■ By means of our action plan to ensure robust auditable data, we aim to retain the unqualified status of our Best Value Performance Plan (78 HC) and ensure that none of our individual performance indicators is qualified (81 HC) 	<p>Unqualified</p>
<ul style="list-style-type: none"> ■ 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 (82 HC) 	<p>Audit work carried out. Report awaited</p>

•Appendix E - The actions to implement the Plan

Children and young people		Completion date	Cabinet Member lead	Strategic lead
<ul style="list-style-type: none"> • Our key commitments for 2008-09 	KEY ACTIONS			
<ul style="list-style-type: none"> • Increase the percentage of initial assessments carried out within 7 working days of referral 	<ul style="list-style-type: none"> • Implement action plan arising from audit • Implement service improvements identified from benchmarking exercise • Recruit and retain staff to target establishment 	April 2008 June 2008 March 2009	Children & Young People	Director of Children's Services
<ul style="list-style-type: none"> • Improve educational attainment at Key Stages 1 and 2 	<ul style="list-style-type: none"> • Implement Primary Strategy • Implement support and intervention model • Annual cycle of target setting with schools • Analyse and interpret individual school and pupil-related performance data • Identify and provide targeted support for schools with low or declining performance 	March 2009 March 2009 March 2009 Sept 2008 Dec 2008	Children & Young People	Director of Children's Services
<ul style="list-style-type: none"> • Implement an area-wide programme for 14-19 learning 	<ul style="list-style-type: none"> • Develop the 14-19 curriculum to include more vocational and applied learning, including the roll out of the Diploma strategy • Ensure impartial and appropriate information, advice and guidance is available to all learners at key transition points • Work effectively with the Learning and Skills Council in the transfer of funding for post-16 courses to the local authority • Ensure that the needs of all disaffected young people and learners are being met through engagement programmes and the not in education, employment or training (NEET) strategy • Engage employers effectively in 14-19 activity 	March 2009	Children & Young People	Director of Children's Services
<ul style="list-style-type: none"> • Develop the Youth Service to meet the new Targeted Youth Support (TYS) and Positive Activities agenda 	<ul style="list-style-type: none"> • Develop TYS alongside CAFTAC (Common Assessment Framework – Team Around the Child) • Develop and promote positive activities 	March 2009	Children & Young People	Director of Children's Services
<ul style="list-style-type: none"> • Implement CAFTAC county-wide in tandem with other national strategies 	<ul style="list-style-type: none"> • Identify and provide for the training needs of all staff involved in the framework implementation • Prepare and implement a single information sharing protocol for practitioners across all agencies • Develop intensive family support services, including 	July 2008 Sept 2008	Children & Young People	Director of Children's Services

	<ul style="list-style-type: none"> systems for early identification of children of all ages at risk ● Ensure alignment with implementation of other national strategies 	March 2009		
<ul style="list-style-type: none"> ● Reduce the number of households in temporary accommodation 	<ul style="list-style-type: none"> ● Review progress against the Temporary Accommodation Schedule 	Quarterly	Children & Young People	Director of Children's Services

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● Our key commitments for 2009-11	KEY ACTIONS	Completion date	Cabinet Member lead	Strategic lead
<ul style="list-style-type: none"> ● Maintain and enhance educational standards at all Key Stages 	<ul style="list-style-type: none"> ● Implement Primary Strategy ● Implement Secondary Strategy ● Analyse and interpret individual school and pupil related performance data ● Identify and provide targeted support for schools with low or declining performance 	March 2009	Children & Young People	Director of Children's Services
<ul style="list-style-type: none"> ● Implement the Primary Capital Strategy, Building Schools for the Future and the Academy 	<ul style="list-style-type: none"> ● Implement vision and strategy for primary capital build ● Identify schools requiring refurbishment in line with the vision and strategy ● Carry out feasibility work ● Undertake works to identified schools 	March 2011	Children & Young People	Director of Children's Services
<ul style="list-style-type: none"> ● Conclude Children's Centres and Extended Schools roll out plans 	<ul style="list-style-type: none"> ● Implement Children's Centres roll-out plan ● Implement Extended Schools roll-out plan 	March 2010 March 2010	Children & Young People	Director of Children's Services
<ul style="list-style-type: none"> ● Embed Children's Trust arrangements, including commissioning and contract monitoring arrangements 	<ul style="list-style-type: none"> ● Establish a joint commissioning unit as part of the arrangements with the PCT ● Monitor implementation of Children and Young People's Delivery Plan 	March 2009 March 2011	Children & Young People	Director of Children's Services

Health and well-being		Completion date	Cabinet Member lead	Strategic lead
• Our key commitments for 2008-09		KEY ACTIONS		
<ul style="list-style-type: none"> Joint health and social care commissioning plans to secure modern, more effective services for people with mental health problems, learning disabilities, physical disabilities 	<ul style="list-style-type: none"> Commissioning plans in place and operating effectively 	March 2009	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> Establish single access point intermediate care service, increasing the number of intermediate care places to prevent hospital admission and secure timely discharge 	<ul style="list-style-type: none"> Establish single line-management of intermediate care Re-design care pathways for intermediate care Integrate community intermediate care teams across Herefordshire with single access point 	April 2008 May 2008 Sept 2008	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> Embed the Single Assessment Process across partner organisations 	<ul style="list-style-type: none"> Finalise a common and consistent approach to assessment and documentation Deliver a training programme to all operational staff across relevant partner organisations Consider options for developing an ICT interface between ASC and Health 	July 2008 Sept 2008 Sept 2008	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> Develop and implement mental health rehabilitation and recovery service 	<ul style="list-style-type: none"> Produce business plan Produce operational policy and mission statement for service 	April 2008 June 2008	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> Ensure that users are appropriately assessed for continuing health care (CHC) eligibility 	<ul style="list-style-type: none"> Implement clear protocol with PCT Hold workshop for key multi-agency staff Review existing users where CHC may be appropriate Implement Target Operating Model 	April 2008 April 2008 June 2008 June 2008	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> Ensure all users feel safe 	<ul style="list-style-type: none"> All staff to be appropriately trained in protection of vulnerable adults (POVA) and dementia awareness Ensure clear, easily accessible POVA policy and guidance 	July 2008 July 2008	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> Extend self-directed care (direct payments and individual budgets) to as many people as possible 	<ul style="list-style-type: none"> Review of internal business processes to deliver personalisation, including equality of access Appropriate resource allocation system agreed, ensuring equity across each of the client groups and carers Work with key providers to develop independent brokerage as part of a range of support options for personalisation 	April 2008 April 2008 Between April 2008 & March 2009	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care

<ul style="list-style-type: none"> ● Increase range and availability of support to carers 	<ul style="list-style-type: none"> ● Establish a carers' hub and forum ● Increase support for engagement with carers of people with learning difficulties or mental health services ● Re-commission short-breaks 	<p>April 2008 Oct 2008 April 2008</p>	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> ● Maximise the number of people accessing health care on a planned rather than an unplanned basis 	<ul style="list-style-type: none"> ● All people with learning disabilities are registered with a GP ● Monitor and improve access to health care as part of multi-disciplinary working 	<p>Sept 2008 Sept 2008</p>	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care

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● Our key commitments for 2009-11	KEY ACTIONS	Completion date	Cabinet Member lead	Strategic lead
<ul style="list-style-type: none"> ● Implementation of the joint health and social care commissioning plans to secure modern, more effective services for people with mental health problems, learning difficulties and physical disabilities 	<ul style="list-style-type: none"> ● Agree a strategic approach with providers to re-model services to more effectively support the promoting independence and personalised care agendas 	March 2010	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> ● Ensure information, advice and advocacy is available to all 	<ul style="list-style-type: none"> ● Ensure all promotional materials are available in easy read formats ● Extend advocacy services to all users and carers 	<p>June 2009 Sept 2009</p>	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> ● Ensure self-directed care and personalised budgets are offered to the majority of service users 	<ul style="list-style-type: none"> ● Raise awareness of the self-directed care option and sustain support ● Further develop independent brokerage 	<p>April 2009 July 2009</p>	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> ● Increase range and availability of support to carers 	<ul style="list-style-type: none"> ● Extend carers hub to East and West localities ● Re-commission support services for carers ● Extend individual budgets for carers 	<p>April 2009 June 2009 March 2010</p>	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> ● All services enable people to be treated with dignity and respect 	<ul style="list-style-type: none"> ● To ensure appropriate training is delivered to all social care and health staff ● Ensure minimum standards in relation to dignity and respect included within contracts 	<p>April 2009 April 2009</p>	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> ● Extend integration of health and social care across front-line services 	<ul style="list-style-type: none"> ● Roll-out integrated health and social care mode to all localities ● Roll-out of integrated intermediate care service 	<p>Sept 2009 April 2009</p>	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care

Older People ● Our key commitments for 2008-09		KEY ACTIONS	Completion date	Cabinet Member lead	Strategic lead
● Increase options to provide support in people's homes	<ul style="list-style-type: none"> ● Expand telecare and community equipment Services ● Extend the <i>Just Checking</i> scheme ● Expand Signposting scheme and other prevention / non-care-managed options 	<p>April 2008</p> <p>April 2008 Sept 2008</p>	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care	
● Increase the number, type and usage of supported housing options	<ul style="list-style-type: none"> ● Develop Disraeli Court as 'Half-way House, Step-down' units ● Ensure smooth transition for residents moving from Elmhurst and Orchard House into Rose Gardens extra-care service ● Ensure take up of Leadon Bank extra-care 	<p>Oct 2008</p> <p>Aug 2008</p> <p>April 2008</p>	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care	
● Extend the delivery of person-centred services	<ul style="list-style-type: none"> ● Review current assessment and care management practice and update ● Implement target operating model ● Develop a range of services to meet identified needs 	<p>April 2008</p> <p>June 2008 April 2008</p>	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care	
● Introduce self-directed care and personalised budgets across all client groups	<ul style="list-style-type: none"> ● Review of internal business processes to deliver personalisation, including equality of access ● Appropriate resource allocation system agreed, ensuring equity across each of the client groups and carers ● Work with key providers to develop independent brokerage as part of a range of support options for personalisation 	<p>April 2008</p> <p>April 2008</p> <p>Between April 2008 & March 2009</p>	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care	
● Increase range and availability of support to carers	<ul style="list-style-type: none"> ● Establish a carers' hub and forum ● Increase support for engagement with carers of people with learning difficulties or mental health services ● Re-commission short-breaks 	<p>April 2008 Oct 2008</p> <p>April 2008</p>	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care	
● Increase the take-up of benefits	<ul style="list-style-type: none"> ● Promote service more widely on the web ● Identify people from hard-to-reach groups who may be entitled to benefits ● Hold information events in the city and the market towns 	<p>August 2008 Nov 2008</p> <p>Jan 2009</p>	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care	
● Increase the number of people remaining at home after an intermediate care service	<ul style="list-style-type: none"> ● Deliver integrated intermediate care service across Herefordshire with single access point ● Re-design care pathways for intermediate care 	<p>Sept 2008</p> <p>June 2008</p>	Adult Social Care and Strategic Housing	Interim Director of Adult Social	

	<ul style="list-style-type: none"> • Increase the use of intermediate care for community settings 	June 2008- March 2009		Care
<ul style="list-style-type: none"> • Ensure easier access to services by providing them closer to home, including more flexible GP surgery opening hours 	<ul style="list-style-type: none"> • Develop community multi-disciplinary teams to deliver a wide range of health and care services from a single base <i>In addition we will work with the PCT to;</i> • Increase GP surgery opening times by a minimum of three hours per week during evenings and or weekends • Develop additional medical facilities in Hereford City 	Sept 2008 Oct 2008 March 2009	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> • Implement the older persons strategy, <i>Growing Older in Herefordshire</i> to improve quality of life for older people 	<ul style="list-style-type: none"> • Draw up and agree action plan • Implement plan, producing regular progress reports 	July 2008 Quarterly reports	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care

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• Our key commitments for 2009-11	KEY ACTIONS	Completion date	Cabinet Member lead	Strategic lead
<ul style="list-style-type: none"> • Ensure information, advice and advocacy is available to all 	<ul style="list-style-type: none"> • Ensure all promotional materials are available in easy read formats • Extend advocacy services to all users and carers 	June 2009 Sept 2009	Adult Social Care & Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> • Ensure self-directed care and personalised budgets are offered to the majority of service users 	<ul style="list-style-type: none"> • Raise awareness of the self-directed care option and sustain support • Continue to support independent brokerage 	April 2009 July 2009	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> • Increase range and availability of support to carers 	<ul style="list-style-type: none"> • Extend carers hub to East and West localities • Re-commission support services for carers • Extend individual budgets for carers 	April 2009 June 2009 March 2010	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> • All services enable older people to be treated with dignity and respect 	<ul style="list-style-type: none"> • To ensure appropriate training is delivered to all social care and health staff • Ensure minimum standards in relation to dignity and respect included within contracts 	April 2009 April 2009	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care
<ul style="list-style-type: none"> • Extend integration of health and social care across front-line services 	<ul style="list-style-type: none"> • Roll-out integrated health and social care mode to all localities • Roll-out of integrated intermediate care service 	Sept 2009 April 2009	Adult Social Care and Strategic Housing	Interim Director of Adult Social Care

Economic development and enterprise		Completion date	Cabinet Member lead	Strategic lead
KEY ACTIONS				
• Our key commitments for 2008-09				
<ul style="list-style-type: none"> • Retail Quarter started on Edgar Street Grid (ESG) 	<ul style="list-style-type: none"> • Flood mitigation planning application • Development agreement signed • Retail Quarter planning application submitted • Planning application considered 	June 2008 Sept 2008 Dec 2008 March 2009	Economic Development & Community Services	Director of Regeneration
<ul style="list-style-type: none"> • Edgar Street Grid Urban Village partner secured 	<ul style="list-style-type: none"> • Development partner selected • Development agreement signed 	June 2008 Dec 2008	Economic Development & Community Services	Director of Regeneration
<ul style="list-style-type: none"> • Increase the number of bus journeys made compared to 2006-07 	<ul style="list-style-type: none"> • Secure continued operation by extension or re-tendering of bus service contracts to provide high quality services with low floor buses to attract and retain passengers • Provide comprehensive public transport information 	March 2009 March 2009	Highways & Transportation	Director of Regeneration
<ul style="list-style-type: none"> • Detailed planning permission secured for Model Farm, Live / Work developer appointed and Advantage West Midlands funding secured for infrastructure 	<ul style="list-style-type: none"> • Issue Pre-qualification questionnaire to prospective live / work developers • Hold tender selection for live / work developer and appoint • Agree infrastructure • Disposal arrangements for plots agreed 	April 2008 October 2008 August 2008 March 2009	Economic Development & Community Services	Director of Regeneration
<ul style="list-style-type: none"> • Completion of Rotherwas Relief Road 	<ul style="list-style-type: none"> • Road open 	April 2008	Highways and Transportation	Director of Environment and Culture
<ul style="list-style-type: none"> • Rotherwas Futures Phase 2 (Southern Magazine employment units) commenced 	<ul style="list-style-type: none"> • Marketing started • Planning application submitted • Infrastructure contract awarded • Infrastructure work started 	April 2008 July 2008 Nov 2008 Jan 2009	Economic Development & Community Services	Director of Regeneration
<ul style="list-style-type: none"> • Use Redundant Building Grant to complete projects and create jobs 	<ul style="list-style-type: none"> • Deliver programme targets for spend & outputs according to profile 	March 2009	Economic Development & Community Services	Director of Regeneration
<ul style="list-style-type: none"> • Inward investment strategy completed 	<ul style="list-style-type: none"> • Draft strategy • Consultation • Finalised strategy 	June 2008 Sept 2008 Dec 2008	Economic Development & Community	Director of Regeneration

			Services	
<ul style="list-style-type: none"> Continued development of home-work business support 	<ul style="list-style-type: none"> Commencement of research into amount of home-working Research project finished Support programme drawn up and rolled out 	<p>April 2008</p> <p>Sept 2008 Dec 2008</p>	Economic Development & Community Services	Director of Regeneration
<ul style="list-style-type: none"> Strategic aim for Hereford City to be produced 	<ul style="list-style-type: none"> Hold programme of stakeholder consultation events and public meeting, leading to agreement of strategic aim 	June 2008	Economic Development & Community Services	Director of Regeneration
<ul style="list-style-type: none"> Engage 1,500 residents in adult and community learning courses 	<ul style="list-style-type: none"> Engage with the community and voluntary sector to identify opportunities for learners Develop curriculum Advertise courses in local media 	<p>July 2008</p> <p>Sept 2008 Sept 2008</p>	Economic Development & Community Services	Director of Regeneration

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Our key commitments for 2009-11	KEY ACTIONS	Completion date	Cabinet Member lead	Strategic lead
<ul style="list-style-type: none"> Improve performance on processing major planning applications within 13 weeks 	<ul style="list-style-type: none"> Review progress and performance on a regular basis 	Monthly	Environment and Strategic Housing	Director of Regeneration
<ul style="list-style-type: none"> Increase the number of bus journeys made compared to 2006-07 	<ul style="list-style-type: none"> Secure planning permission for first permanent park and ride site and deliver it Secure continued operation by extension or re-tendering of bus service contracts to provide high quality services, with low floor buses, to attract and retain passengers Provide comprehensive public transport information 	<p>Dec 2009</p> <p>March 2010 & 2011</p> <p>March 2010 & 2011</p>	Highways and Transportation	Director of Regeneration
<ul style="list-style-type: none"> Construction of Model Farm employment units commenced and first units completed 	<ul style="list-style-type: none"> Infrastructure servicing completed for first phase 	Dec 09	Economic Development & Community Services	Director of Regeneration
<ul style="list-style-type: none"> Construction of Retail Quarter commenced; on and off-site infrastructure commenced 	<ul style="list-style-type: none"> Flood mitigation construction commenced Delivery of vacant possession to developer Link Road construction commenced Commencement on site Flood Mitigation constructed Link Road constructed Retail Quarter open 	<p>April 2009</p> <p>Jan 2010</p> <p>March 2010</p> <p>March 2010</p> <p>April 2010</p> <p>April 2011</p> <p>2012</p>	Economic Development & Community Services	Director of Regeneration
<ul style="list-style-type: none"> Completion of new cattle market 	<ul style="list-style-type: none"> Completion of new livestock market Closure of old livestock market and transfer of market 	<p>Sept 2009</p> <p>Sept 2009</p>	Economic Development &	Director of Regeneration

	to new site		Community Services	
<ul style="list-style-type: none"> • Units on Rotherwas Futures phase 2 completed and site infrastructure in place 	<ul style="list-style-type: none"> • All units will be built by owner-occupiers or developers. First units complete 	Aug 2009	Economic Development & Community Services	Director of Regeneration
<ul style="list-style-type: none"> • Inward investment strategy being implemented 	<ul style="list-style-type: none"> • Strategy Launch • Marketing Campaign • Implementation of new initiatives 	Mar 2009 Sept 2009 Dec 2009	Economic Development & Community Services	Director of Regeneration

Safer and stronger communities • Our key commitments for 2008-09		Completion date	Cabinet Member leads	Strategic leads
KEY ACTIONS				
<ul style="list-style-type: none"> The number of adults killed or seriously injured in road accidents to be reduced 	<ul style="list-style-type: none"> Delivery of programme of road safety schemes, education, training and publicity in accordance with the Local Transport Plan (LTP) strategy Work in partnership with Highways Agency to ensure they contribute to meeting Herefordshire casualty reduction targets by action on trunk roads within the county 	March 2009	Highways and Transportation	Director of Regeneration
<ul style="list-style-type: none"> All pedestrian crossings in the county to have facilities for the disabled 	<ul style="list-style-type: none"> Identify crossings that are not up to standard Programme work for remainder of year Bring remaining crossing to standard 	June 2008 July 2008 March 2009	Highways & Transportation	Director of Regeneration
<ul style="list-style-type: none"> Work with our partners to reduce the impact of crime, drugs and antisocial behaviour on the people who live work and visit Herefordshire through the implementation of <i>Herefordshire Community Safety and Drugs Partnership strategy 2008-11</i> 	<ul style="list-style-type: none"> Strategy to be launched Deliver against action plans (currently being developed) 	April 2008 As in the Action Plan	Economic and Community	Director of Regeneration
<ul style="list-style-type: none"> Reduce the impact of drug related harm to drug users and the wider community through the delivery of the <i>Harm Reduction Strategy</i> for Herefordshire 	<ul style="list-style-type: none"> Roll out pharmacy needle exchange Improve workforce development through ensuring all staff working with drug users are adequately trained Implementation of user and carer action plans 	April 2008 Sept 2008 Through out 2008-09	Economic and Community	Director of Regeneration
<ul style="list-style-type: none"> Reduce the impact of parental substance misuse on the children of users through the delivery of the <i>Hidden Harm Action Plan</i> 	<ul style="list-style-type: none"> Develop clear care pathways Promote and increase the take-up of related training Raise awareness of services available for parents and pregnant drug / alcohol service users 	Oct 2008 April 2008 October 2008	Economic and Community	Director of Regeneration
<ul style="list-style-type: none"> Improve the public's perception of the levels of crime, drugs, anti-social behaviour and the safety of our roads 	<ul style="list-style-type: none"> Deliver communication campaigns throughout the year providing key crime prevention and harm minimisation messages. To include: <ul style="list-style-type: none"> Garden crime campaign Road safety week White ribbon day Campaign to highlight anti-social behaviour 	April 2008 Nov 2008 Nov 2008 Summer 08	Economic and Community	Director of Regeneration
<ul style="list-style-type: none"> Development of codes of good practice to support the Herefordshire Compact 	<ul style="list-style-type: none"> Consultation on volunteering code Code on volunteering agreed Consultation on funding and procurement code 	July 2008 Nov 2008 Jan 2009	Economic and Community	Director of Regeneration

<ul style="list-style-type: none"> Secure external LEADER funding for social and community priorities in rural Herefordshire 	<ul style="list-style-type: none"> Local Development Strategy approved by Advantage West Midlands 	August 2008	Economic and Community	Director of Regeneration
<ul style="list-style-type: none"> Secure external Rural Regeneration Zone funding to support multi-use centres in Herefordshire 	<ul style="list-style-type: none"> Funding secured for 2 multi-use centres 	Jan 2009	Economic and Community	Director of Regeneration
<ul style="list-style-type: none"> Deal positively with all complaints of a discriminatory nature submitted to the Council 	<ul style="list-style-type: none"> All complaints of a discriminatory nature to result in further action 	Throughout 2008-09	Corporate Customer Services & HR	Director of Regeneration
<ul style="list-style-type: none"> Run a series of events and activities based on the National Year of Reading 	<ul style="list-style-type: none"> Monthly events to take place in libraries and other community venues 	December 2008	Economic and Community	Director of Environment and Culture
<ul style="list-style-type: none"> Work with independent museums to achieve national accreditation that reflects their improvement as centres for local people and visitors 	<ul style="list-style-type: none"> 80% of museums eligible to more to accreditation 	March 2009	Economic and Community	Director of Environment and Culture
<ul style="list-style-type: none"> Build on the success of h.art (Herefordshire Art Week) and Hereford Contemporary Crafts Fair with increased visitor numbers / sales at both events 	<ul style="list-style-type: none"> H.art week each September Hereford Contemporary Crafts Fair each November 	Sep 2008 Nov 2008	Economic and Community	Director of Environment and Culture
<ul style="list-style-type: none"> Increase the number of schools with an <i>Artsmark</i> award from the Arts Council 	<ul style="list-style-type: none"> Support applications from schools to achieve an award. 35 schools to have an award by May 2008 	May 2008	Economic and Community	Director of Environment and Culture
<ul style="list-style-type: none"> Support Herefordshire's involvement in London 2012 Olympic and Paralympic Games 	<ul style="list-style-type: none"> Launch the London 2012 Strategy for Herefordshire Begin work to establish a Talent Identification Programme 	April 2008 Dec 2008	Economic and Community	Director of Environment and Culture
<ul style="list-style-type: none"> Begin work on Ledbury Centre at the Masters House site 	<ul style="list-style-type: none"> Establish Friends Group and Action Group Investigate external funding Complete first drawings 	May 2008 Sept 2008 Nov 2008	Economic and Community	Director of Environment and Culture
<ul style="list-style-type: none"> Development of Ross on Wye Library to incorporate <i>Info in Herefordshire</i> as a integrated service for information and communication 	<ul style="list-style-type: none"> Begin work on development of integrated facility 	Oct 2008	Economic and Community	Director of Environment and Culture

● Our key commitments for 2009-11	KEY ACTIONS	Completion date	Cabinet Member lead	Strategic leads
● The number of adults killed or seriously injured in road accidents to be reduced	<ul style="list-style-type: none"> ● Delivery of programme of road safety schemes, education, training and publicity in accordance with the Local Transport Plan (LTP) strategy ● Work in partnership with Highways Agency to ensure they contribute to meeting Herefordshire casualty reduction targets by action on trunk roads within the County 	March 2011	Highways & Transportation	Director of Regeneration
● Ledbury Centre to incorporate a range of services and functions in one facility	<ul style="list-style-type: none"> ● Access funding for the scheme ● Undertake and complete work 	2009-2010	Economic and Community	Director of Environment and Culture
● Continue to work with our partners to reduce the impact of crime, drugs and anti-social behaviour on the people who live work and visit Herefordshire through the implementation of <i>Herefordshire Community Safety and Drugs Partnership</i> strategy 2008-11	<ul style="list-style-type: none"> ● Deliver against action plans (currently being developed) 	Strategy to be completed by 2011	Economic and Community	Director of Regeneration
● Support Herefordshire's involvement in London 2012 Olympic and Paralympic Games	<ul style="list-style-type: none"> ● Attract a country / sport team to use Hereford as a pre-game-training camp ● Promote opportunities for the county, its residents, organisations and businesses to benefit from London 2012 ● Support 2010 Blind Football World Championships 	2010-2012	Economic and Community	Director of Environment and Culture
● Establish a talent identification programme in preparation for the 2012 Olympic and Paralympic Games	<ul style="list-style-type: none"> ● Work with schools and clubs to identify talent leading up to the 2012 Olympic Games in London 	September 2009	Economic and Community	Director of Environment and Culture
● Relocate the library in Hereford to a new multi-use customer and cultural centre on the Edgar Street Grid	<ul style="list-style-type: none"> ● Establish best site for the Centre ● Raise funding for the scheme ● Relocate to new site 	2009-12	Economic and Community	Director of Environment and Culture
● Deal positively with all complaints alleging discriminatory treatment	<ul style="list-style-type: none"> ● All complaints of a discriminatory nature to result in further action 	Throughout 2009-11	Corporate Customer Services & HR	Director of Regeneration
● Development of phases 3, 4 & 5 of Aylestone Park	<ul style="list-style-type: none"> ● Continue development of Aylestone Park – including playing areas, pitches and bowling green. Timing dependent on approval of planning applications 	Throughout 2009-11	Economic and Community	Director of Environment and Culture
● Extend the refurbishment of Hereford City Centre	<ul style="list-style-type: none"> ● Complete the extended refurbishment work in city centre 	July 2009	Economic and Community	Director of Regeneration

Sustainable communities ● Our key commitments for 2008-09		KEY ACTIONS	Completion date	Cabinet Member lead	Strategic leads
● Improve the carbon footprint of operational buildings	● New crematorium to come on-stream in 2008	Nov 2008	Environment and Strategic Housing	Director of Environment and Culture	
● Reduce the amount of residual waste per household and increase the proportion of waste recycled or composted	● Complete consultation on future arrangements for the collection and disposal of waste ● Invite tenders for new waste collection contract ● Let contract for waste collection contract	April 2008 June 2008 Sept 2008	Environment and Strategic Housing	Director of Environment and Culture	
● Improve street cleanliness	● Complete review of service delivery arrangements	October 2008	Environment and Strategic Housing	Director of Environment and Culture	
● Develop the Local Development Framework	● Contribute to partial reviews of the Regional spatial strategy (RSS) ● Preparation of evidence base for the Local Development Framework, including management of continuing consultancy work and procurement of necessary additional studies ● Preparation of core strategy options paper and associated consultation exercise ● Preparation of core strategy preferred options and associated consultation ● Preparation of sustainability appraisals for Local Development documents (LDD) ● Commencement of work on the Hereford Area Action Plan ● Annual Monitoring Report 2008-09 ● Planning policy advice	Dec 2008 March 2009 March/April 2008 Sept/Oct 2008 As in LDD timetables March 2009 Oct 2008 April/May/ Oct/ Dec 2008	Environment and Strategic Housing	Director of Environment and Culture	
180 affordable homes to be built	● Ensure affordable homes are included within plans and proposals ● Work with developers to secure affordable homes	By March 2009	Environment and Strategic Housing	Director of Regeneration	

<ul style="list-style-type: none"> Bring 38 properties back into use that have been empty for more than 6 months 	<ul style="list-style-type: none"> Complete a review of initiatives that bring empty properties back into use Implement new initiative programme 	<p>End Sept 2008</p> <p>March 2009</p>	Environment and Strategic Housing	Director of Regeneration
<ul style="list-style-type: none"> Reduce the number of households in temporary accommodation 	<ul style="list-style-type: none"> Review progress against the Temporary Accommodation Schedule target 	Quarterly	Environment and Strategic Housing	Director of Regeneration
<ul style="list-style-type: none"> Maintain levels of planning performance 	<ul style="list-style-type: none"> Introduction of national planning application form Development of local indicator set to recognise issues of local importance 	<p>April 2008</p> <p>October 2008</p>	Environment and Strategic Housing	Director of Regeneration
<ul style="list-style-type: none"> Reduce carbon emissions 	<ul style="list-style-type: none"> Establish baseline for new indicators to enable targets to be set for future years Agree targets for new national indicators 	<p>March 2009</p> <p>March 2009</p>	Environment and Strategic Housing	Director of Environment and Culture

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• Our key commitments for 2009-11	KEY ACTIONS	Completion date	Cabinet Member lead	Strategic lead
<ul style="list-style-type: none"> Increase the percentage of household waste recycled or composted 	<ul style="list-style-type: none"> Implement new waste collection contract Implement the new Joint Municipal Waste Management Strategy 	<p>Aug 2009</p> <p>March 2011</p>	Environment and Strategic Housing	Director of Environment and Culture
<ul style="list-style-type: none"> Reduce the amount of residual waste per household and increase the proportion of waste recycled or composted 	<ul style="list-style-type: none"> Implement new waste collection contract Implement the new Joint Municipal Waste Management Strategy 	<p>Aug 2009</p> <p>March 2011</p>	Environment and Strategic Housing	Director of Environment and Culture
<ul style="list-style-type: none"> Improve street cleanliness 	<ul style="list-style-type: none"> Implement outcomes of review of street cleanliness 	April 2009	Environment and Strategic Housing	Director of Environment and Culture
<ul style="list-style-type: none"> Ensure continuing build of affordable houses 	<ul style="list-style-type: none"> Ensure affordable homes are included within plans and proposals Work with developers to secure affordable homes 	On going to 2011	Environment and Strategic Housing	Director of Regeneration
<ul style="list-style-type: none"> Maintain levels of planning performance 	<ul style="list-style-type: none"> Review on a regular basis to ensure levels of performance are maintained 	On going to March 2011	Environment and Strategic Housing	Director of Regeneration

Organisational improvement and greater efficiency • Our key commitments for 2008-09	KEY ACTIONS	Completion date	Cabinet Member lead	Strategic lead
<ul style="list-style-type: none"> • More effective, efficient and integrated business systems e.g. corporate and social care ICT-based systems 	<ul style="list-style-type: none"> • Phase One of the adults and children social care ICT-based system to go live • Phase Two to integrate this to the financial system 	October 2008 Date TBC	Corporate Customer Services & HR	Deputy Chief Executive
<ul style="list-style-type: none"> • Implement information-sharing agreement between the Council and the PCT 	<ul style="list-style-type: none"> • Ensure effective implementation of the Council / PCT Information Sharing Agreement - including awareness raising and staff training 	Dec 2008	Children's Services; Social Care Adults and Health	Director of Children and Young People's Services; Interim Director of Adult Social Care
<ul style="list-style-type: none"> • Cash-releasing efficiency savings of £3m 	<ul style="list-style-type: none"> • Further improvements in procurement process • Efficiencies generated through 1% vacancy factor, 1% supplies and services factor, no inflation on other non-pay budgets, • All income budgets to generate 2.5% increased income 	March 2009	Resources	Director of Resources
<ul style="list-style-type: none"> • Review Accommodation Strategy for Council and PCT estates 	<ul style="list-style-type: none"> • Report on Accommodation Strategy to be completed • Base assessment on suitability of all Council-owned property to be carried out 	July 2008 March 2009	Resources	Director of Resources
<ul style="list-style-type: none"> • Continue to work towards <i>Investor in People</i> accreditation 	<ul style="list-style-type: none"> • Review progress on quarterly basis 	March 2009	Corporate Customer Services & HR	Assistant Chief Executive (HR)
<ul style="list-style-type: none"> • Remodelling of tourist information centre (TIC) 	<ul style="list-style-type: none"> • Ledbury TIC moving to the Masters House • Assess further changes to the other TIC offices 	April 2008 Summer 2008	Economic Development & Community services; Corporate Customer Services &	Director of Environment and Culture Deputy Chief Executive

			HR	
<ul style="list-style-type: none"> Ensure that equality impact assessments are up to date and completed 	<ul style="list-style-type: none"> Impact assessments focusing on the Environment, Corporate and Customer services and Resources directorates Findings of assessments included in directorate service plans, together with the actions / targets to implement them 	<p>January 2009</p> <p>March 2009</p>	Corporate Customer Services & HR	Director of Regeneration
<ul style="list-style-type: none"> Joint Strategic Needs Assessment for health and social care carried out with the PCT and other partners 	<ul style="list-style-type: none"> Initial analysis and prioritised programme for further assessment 	April 2008	Corporate Customer Services & HR	Deputy Chief Executive
<ul style="list-style-type: none"> A more general programme of needs assessment – including the economy, the environment and communities – carried out with <i>Herefordshire Partnership</i> partners 	<ul style="list-style-type: none"> Initial analysis and prioritised programme for further assessment 	April 2008	Corporate Customer Services & HR	Deputy Chief Executive
<ul style="list-style-type: none"> Joint Council and PCT health and social care commissioning plans for older people, mental health, physical disability and learning disabilities 	<ul style="list-style-type: none"> Have joint commissioning plans in place and operating effectively 	March 2009	Social Care Adults and Health	Interim Director of Adult Social Care
<ul style="list-style-type: none"> Appointment of a single director for commissioning 	<ul style="list-style-type: none"> Appointee in post 	July 2008	Corporate Customer Services & HR	Chief Executive
<ul style="list-style-type: none"> Implementation of new Council and PCT organisation structures 	<ul style="list-style-type: none"> Commission an external organisational development adviser Develop an organisational development strategy 	<p>April 2008</p> <p>March 2009</p>	Corporate Strategy and Finance	Chief Executive
<ul style="list-style-type: none"> Implement revised governance arrangements for the <i>Herefordshire Partnership</i> 	<ul style="list-style-type: none"> Review completed and action agreed New arrangements in place 	<p>June 2008</p> <p>Sept 2008</p>	Corporate Strategy and Finance	Chief Executive
<ul style="list-style-type: none"> Achieving major improvements in data quality systems 	<ul style="list-style-type: none"> Implementation of data quality action plan with quarterly reports on progress - secure 2/4 scores & show significant progress towards 3/4 score 3 in 2009-10 	Quarterly reports	Corporate Customer Services & HR	Deputy Chief Executive
<ul style="list-style-type: none"> Review and strengthen arrangements for consultation and engagement with the public and service users, focusing particularly on disadvantaged groups 	<ul style="list-style-type: none"> Confirm with stakeholders appropriateness of electronic consultation arrangements Review effectiveness of PACTs arrangements by conducting a sample survey with 8 parishes Hold consultations with specific groups – for example; <ul style="list-style-type: none"> older and disabled people and their carers (day opportunities consultation) 	<p>May 2008</p> <p>May 2008</p>	Corporate Customer Services & HR	Deputy Chief Executive

	<ul style="list-style-type: none"> ○ school communities ○ disabled people on the effectiveness of electronic consultations ● Hold staff training events on consultation arrangements ● Review constitution to ensure it reflects the requirements of the Local Government & Public Involvement in Health Act 2007 	<p>April/May 2008; Dec 2008; By March 2009 Summer 2008</p> <p>To be completed by March 2009</p>		
<ul style="list-style-type: none"> ● Satisfaction surveys and follow-up work to establish the reasons for dissatisfaction, so as to improve services and outcomes for people 	<ul style="list-style-type: none"> ● Conduct New Place Survey in compliance with statutory requirements ● Publish basic results of New Place Survey ● Publish full report on results of New Place Survey - <i>The above subject to confirmation by CLG</i> ● Conduct and report a minimum of two Herefordshire Voice surveys 	<p>Sept - Dec 2008 Jan 2009 Mar 2009</p> <p>Apr 2008 to Mar 2009</p>	Corporate Customer Services & HR	Deputy Chief Executive
<ul style="list-style-type: none"> ● Prepare effectively with partners for the new system of Comprehensive Area Assessment 	<ul style="list-style-type: none"> ● Implement the Comprehensive Area Assessment preparation plan 	Quarterly progress reports	Corporate Customer Services & HR	Deputy Chief Executive
<ul style="list-style-type: none"> ● Strengthened scrutiny arrangements that make a major contribution to planning and performance management across the Council, the PCT and the <i>Herefordshire Partnership</i> 	<ul style="list-style-type: none"> ● Strengthened arrangements in place and operating effectively 	Sept 2009	Corporate Customer Services & HR	Deputy Chief Executive

● Our key commitments for 2009-11	KEY ACTIONS	Completion date	Cabinet Member lead	Strategic lead
● Accommodation rationalisation of Council and PCT estates	● Implement Accommodation Strategy	March 2011	Resources	Director of Resources
● Ensure the Council is fully prepared to meet the challenges in the Local Government & Public Involvement in Health Act 2007	● Improved PACT and other consultation mechanisms in place ● Implement changes identified by review of constitution	March 2009 March 2011	Corporate Customer Services & HR	Deputy Chief Executive
● Reach level 4 of the equality standard for local government	● Continue to roll out EIA process ● Ensure up-to-date equality schemes in place; ○ Disability scheme ○ Gender scheme	Oct 2009 April 2010	Corporate Customer Services & HR	Deputy Chief Executive
● Complete roll-out of impact assessment plans across all directorates	● All directorate plans to include Impact Assessments and actions / targets to implement the findings	March 2011	Corporate Customer Services & HR	Deputy Chief Executive
● Joint Strategic Needs Analysis for health and social care carried out with the PCT	● Completion of prioritised programme, leading to updated commissioning plans	April 2009	Children's Services; Social Care Adults and Health	Directors of Public Health; Children and Young People's Services; Interim Director of Adult Social Care
● More general programme of needs assessment carried out with <i>Herefordshire Partnership</i> partners	● Completion of prioritised programme, leading to updated commissioning plans	April 2009	Corporate and Customer Services & HR	Deputy Chief Executive
● Continue to achieve improvements in data quality	● Continue to implement data quality action plan – score 3 in 2009-10	March 2010	Corporate Customer Services & HR	Deputy Chief Executive

▷ Appendix F Corporate Plan – Details of targets for 2008-11

Note –Targets for indicators proposed as part of the Local Area Agreement (LAA) are subject of external negotiation with Government Office West Midlands

Children and Young People Indicator	Provisional outturn / baseline	Targets		
	2007-08	2008-09	2009-10	2010-11
▷ NI 59: Initial assessments for children's social care carried out within 7 working days of referral	55.2%	60%	65%	70%
▷ NI 64: Percentage of child protection plans lasting 2 years or more	0%	0%	0%	0%
▷ NI 65: Number of children becoming the subject of a Child Protection Plan for a second or subsequent time	14	14	13	13
▷ NI 66: Percentage of looked after children cases which were reviewed within required timescales	100%	100%	100%	100%
▷ NI 67: Percentage of child protection cases which were reviewed within required timescales	100%	100%	100%	100%
▷ NI 68: Percentage of referrals to children's social care going on to initial assessment	54.6%	66%	Targets to be set October 2008	
▷ NI 93: Progression by 2 levels in English between KS1 and KS2 (LAA indicator)	<i>New indicator</i>	86%	88%	90%
▷ NI 94: Progression by 2 levels in Maths between KS1 and KS2 (LAA indicator)	<i>New indicator</i>	83%	85%	87%

Health and Well-being		Provisional outturn / baseline	Targets		
			2007-08	2008-09	2009-10
Indicator					
▷	NI 8: Percentage of adults participating in sport <i>(baseline based on 2005-06 survey)</i>	22.02%	23.02%	24.02%	25.02%
▷	NI 130: Social care users receiving self-directed support (direct payments and individual budgets). (per 100,00 of Population) <i>(LAA indicator)</i>	Baseline 91.5	107	181	282
▷	NI 135: Carers receiving needs assessment or review and a specific service or advice and information. <i>(LAA indicator)</i>	Baseline 13.5%	17.9%	20.4%	22.9%
▷	C29: Number of adults with physical difficulties helped to live at home (per '000 of population aged 18 to 64)	3.3	6	6.5	7
▷	C30: Number of adults with learning difficulties helped to live at home (per '000 of population aged 18 to 64)	2.9	3	3.3	3.6
▷	C31: Number of adults with mental health difficulties helped to live at home (per '000 of population aged 18 to 64)	4.3	4.4	4.7	5
▷	D54: Percentage of equipment delivered within 7 days	96.3%	96%	96%	96%
▷	<i>Local indicator: (Safeguarding)</i> Percentage of cases dealt with within 5 days from referral to date of strategy discussion	Baseline to be established	75%	80%	85%
▷	<i>Local indicator: (Benefits)</i> Increase the number of people helped by the joint team to claim council tax and housing benefits	Baseline to be established	5% increase	5% increase	5% increase

Indicator	Older People			
	Provisional outturn / baseline	Targets		
	2007-08	2008-09	2009-10	2010-11
▷ NI 125: Achieving independence for older people through rehabilitation / intermediate care measured as the percentage of people living at home, or in nursing care, three months after discharge from hospital.	<i>New indicator.</i> No baseline; consider using alternative proxy indicator when guidance is available in May			
▷ NI 130: Social care users (aged 65 plus) receiving self-directed support (direct payments and individual budgets) (per 100,00 of population). [NB - subset of NI 130 as shown in Health & Well-being]	Baseline 20.2	22	26	30
▷ NI 131: Delayed transfers of care from hospitals expressed as the average weekly rate of delayed transfers (per 100,000 of the population)	<i>New indicator</i>	Baseline to be established. Targets to be agreed once baseline established		
▷ NI 135: Carers (of those aged 65 plus) receiving needs assessment or review and a specific service or advice and information. [NB - subset of NI135 as shown in Health & well-being]	Baseline 6.6%	9.9%	11.3%	12.6%
▷ NI 136: Number of people (per 100,000 of the population) supported to live independently through social services. (<i>LAA indicator</i>) C32; “Number of older people (per ‘000 of population aged over 65) helped to live at home”, to be used as a proxy	<i>New indicator</i> C32 = 55.2	To be negotiated as part of LAA		
▷ C72: Reduction in the number of new admissions to residential care	70	65	60	50
▷ LPSA indicator: The gap between the percentage of people 65 and over using home care services provided through Social Care, and people 65 and over who directly purchased services using Direct Payments, who report being satisfied with the help they received from Herefordshire Social Care and perfection (100%)	58% (2006 survey)	66%	<i>LPSA indicator - ends in 2008-09</i>	<i>LPSA indicator - ends in 2008-09</i>
▷ <i>Local indicator:</i> Number of people using <i>Telecare</i>	571	625	675	750
▷ <i>Local indicator:</i> (Safeguarding) Percentage of cases dealt with within 5 days from referral to date of strategy discussion	Baseline to be established	75%	80%	85%
▷ <i>Local indicator:</i> (Intensive homecare) Indicator to be agreed by end of May	Indicator to be defined, baseline established and targets agreed, by the end of May			

Economic Development and Enterprise		Provisional outturn / baseline		Targets	
Indicator		2007-08	2008-09	2009-10	2010-11
▷ NI 161: Learners achieving a Level 1 qualification in literacy	<i>New indicator</i>		Baseline to be established at end of academic year 2008/09. Targets to follow at that time		
▷ NI 162: Learners achieving an Entry Level 3 qualification in numeracy	<i>New indicator</i>		Baseline to be established at end of academic year 2008/09. Targets to follow at that time		
▷ NI 168: Principal roads where maintenance should be considered (<i>LAA indicator</i>)		6%	5%	5%	5%
▷ NI 169: Non-principal roads where maintenance should be considered (<i>LAA indicator</i>)		11%	10%	9%	8%
▷ NI 171: VAT registration rate (<i>LAA indicator</i>)	<i>New indicator</i>		Baseline due to be established October 2008. Targets to be negotiated as part of LAA.		
▷ NI 172: VAT registered businesses in the area showing growth	<i>New indicator</i>		Baseline due to be established October 2008. Targets to follow at that time		
▷ NI 178: Bus services running on time (<i>LAA indicator</i>)		64%	To be negotiated as part of LAA		

Safer and Stronger Communities		Provisional outturn / baseline		Targets	
Indicator		2007-08	2008-09	2009-10	2010-11
▷ NI 1: Percentage of people who believe people from different backgrounds get on well together in their local area (<i>LAA indicator</i>)		Baseline 76%	N/a	N/a	80%
▷ NI 3: Civic participation in the local area	<i>New indicator</i>		Establish baseline	To be agreed once baseline established	
▷ NI 4: Percentage of people who feel they can influence decisions in their locality (<i>LAA indicator</i>)		29%	To be negotiated as part of LAA		
▷ NI 9: Use of public libraries (<i>LAA indicator</i>)	<i>New indicator</i>		Baseline due to be established end of 2008. Targets to be negotiated as part of LAA		
▷ NI 17: Perceptions of anti-social behaviour (<i>LAA indicator</i>)		Baseline 27%	5% improvement by 2010/11		
▷ NI 21: Dealing with local concerns about anti-social behaviour and crime	<i>No baseline</i>		Establish baseline	To be agreed once baseline established	
▷ NI 47: People killed or seriously injured in road traffic accidents (<i>LAA indicator</i>)		2% reduction (2007)	3% reduction	0.8% reduction	6.5% reduction

Sustainable Communities		Provisional outturn / baseline	Targets		
Indicator		2007-08	2008-09	2009-10	2010-11
▷ NI 155: Number of affordable homes delivered (gross) <i>(LAA indicator)</i>		Baseline 127*	180	tbc	tbc
▷ NI 156: Number of households living in temporary accommodation <i>(LAA indicator)</i>		14	To be negotiated as part of LAA		
▷ NI 175: Accessibility of services and facilities using public transport, walking and cycling		<i>No baseline</i>	To be negotiated as part of LAA		
▷ NI 185: CO ² reduction from Local Authority operations <i>(LAA indicator)</i>		<i>No baseline</i>	Establish 2008 baseline	1.25% reduction	1.25% reduction
▷ NI 187: Tackling fuel poverty – people receiving income-based benefits living in homes with a low energy efficiency rating		<i>New indicator</i>	Baseline due to be established by end of 2008. Targets to follow at that time		
▷ NI 191: Residual household waste per head <i>(LAA indicator)</i>		<i>New indicator</i>	Baseline due to be established by end of 2008. Targets to be negotiated as part of LAA		
▷ NI 195: Improved street and environmental cleanliness (This indicator comprises four elements; litter, detritus, graffiti and fly posting)		▷ Litter	<i>No baseline</i>	10%	Baselines due to be established by end of June. Future targets to be set by end of year.
		▷ Detritus	<i>No baseline</i>	12%	
		▷ Graffiti	<i>No baseline</i>	2%	
		▷ Fly Posting	<i>No baseline</i>	1%	
▷ NI 197: Improved local biodiversity – active management of local sites <i>(LAA indicator)</i>		<i>New indicator</i>	Baseline due to be established by end of 2008. Targets to be negotiated as part of LAA		

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* Taken from *The Housing Strategy Statistical Appendix (HSSA 2007)* and as defined by the *Planning Policy Statement 3 (PPS3) Housing*

Organisational improvement and greater efficiency	Indicator	Provisional outturn / baseline	Targets		
		2007-08	2008-09	2009-10	2010-11
▷ Direction of Travel assessment based on the rate of improvement		Adequate	Well	Awaiting CAA criteria	
▷ Use of Resources score: (101 HC)		2	3	3	4
▷ NI 179: Value for money expressed as the total net value of ongoing cash-releasing value for money gains that have impacted since the start of the financial year		Baseline to be established	Targets to be set in May		
▷ Investors in people accreditation: (73 HC)		Not accredited	Accredited	Accredited	Accredited
▷ VFM HR SI 1: Average days per full-time employee per year invested in learning and development		<i>No baseline</i>	Establish baseline	To be agreed once baseline established	
▷ BVPI 11b: Percentage of the top 5% of local authority staff who are from an ethnic minority		2.73%	3%	4%	5%
▷ BVPI 11c: Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools)		0.91%	1.4%	2%	3%
▷ VFM HR PI 5: Average working days per employee (full time equivalent) per year lost through sickness absence		8.07 days	6 days	5 days	4 days
▷ VFM HR SI 10: Percentage of leadership posts occupied by women		41.82%	42%	45%	50%
▷ VFM HR SI 11: Percentage of employees who consider themselves to have a disability		0.88%	1.25%	1.93%	3%
▷ VFM HR SI 12: Percentage of Black and Minority Ethnic (BME) employees in the workforce		0.59%	0.7%	0.8%	1.3%
▷ NI 14: Reducing avoidable contact: the average number of customer contacts per received customer request		<i>New indicator</i>	Targets to be set in June		
▷ Data quality measured in terms of the Audit Commission's four-point scale		2	2	3	3
▷ VFM PROC SI 5: Percentage of total non-pay channelled directly through collaborative procurement arrangements with other buying organisations		Baseline to be established	Targets to be set in May		
▷ VFM ICT PI 7: Commissioner and user satisfaction index – measuring the perceptions of service users and commissioners of the effectiveness of the service.		Baseline to be established	Targets to be set in May		
▷ VFM ICT SI 3: Unavailability of ICT services to users		Baseline to be established	Targets to be set in May		

CHILDREN AND YOUNG PEOPLE'S PLAN 2008-2011**Report By: Director of Children's Services**

Wards Affected

County-wide

Purpose

To approve the Children and Young People's Plan 2008-2011

Recommendation

THAT: Council accepts Cabinet's recommendation to approve the Children and Young People's Plan 2008-2011

Reasons

- 1 The Children and Young People's Plan is a statutory document and forms part of the policy framework for the local authority. It is a crucial vehicle to enable services to be delivered effectively across partners to improve outcomes for children and young people in Herefordshire.

Key Points Summary

- The Plan has been produced by the Children's Trust in Herefordshire, a statutory partnership of key agencies with the Local Authority as lead partner.
- The Plan covers all children and young people within the county aged 0-19, and up to 25 years for those with learning difficulties and disabilities
- The Plan lists the priorities that the Children's Trust need to address over the next three years. These priorities have been drawn from a needs mapping exercise, discussion and debate with stakeholders and a consultation period. These priorities are additional to the preventative and statutory work that partners must undertake as part of their day-to-day operations.
- The Plan is a statutory document; Cabinet has commended the plan for approval, and Children's Services Scrutiny Committee has endorsed the document.

Alternative Options

2. There are no alternative options; Herefordshire has to have a plan in place. This has been a requirement since 2005 and this is the second plan for the county.

Considerations

3. The local authority has a duty to prepare a Children and Young People's Plan, to review it annually and to secure cooperation amongst partners. This is the second plan that has been developed for Herefordshire. This new plan has been produced by the Children's Trust, a statutory partnership of local agencies across Herefordshire that commission and deliver services to children, young people and their families. This covers children and young people from 0-19 years of age and up to 25 for those young people with learning difficulties and disabilities.

The partner agencies include:

- Herefordshire Council, including schools
- Herefordshire Primary Care Trust, including GPs
- Learning and Skills Council
- Connexions
- Youth Offending Service
- Probation Service
- Voluntary Sector organisations
- West Mercia Police
- Herefordshire Hospitals NHS Trust

4. The Children and Young People's Plan, a statutory document, contains the key priorities for children and young people. These priorities have been arrived at through a needs mapping exercise, which was then debated and discussed during November and December 2007 at various forums to arrive at a draft document. Children, young people and professionals from schools, services and partner organisations were involved in these discussions. The document was then subject to an eight week consultation period for individuals, and agencies to feedback views.
5. This final document has been amended, where appropriate, to take account of the consultation responses received. The plan has been approved by all those agencies within the Children's Trust.
6. The outcome groups within the Children's Trust will be considering more detailed responses from the consultation in the annual delivery plans. These delivery plans will support the three year strategic document by detailing the actions needed to achieve the priorities. Outcome groups are overseen by a management group and a Children's Trust Board, whose membership includes chief officers and directors of partner agencies and the Chief Executive of Herefordshire Council and PCT. The Management Group will closely monitor the delivery plans, with the Board ultimately accountable for ensuring the priorities are achieved. The Management Group will also be responsible for those activities that cut across all outcome groups, and ensuring that vulnerable groups of children and young people have their needs adequately addressed.

7. The Children and Young People's Plan supports the Local Area Agreement and its priorities, as well as covering statutory and preventative service areas for the Council and for partners.
8. The Plan has been considered by Cabinet and commended for approval to Council. The Children's Services Scrutiny Committee has endorsed the plan.

Financial Implications

9. The plan will be used as the basis for commissioning services for children and young people in Herefordshire, alongside emerging commissioning arrangements under the Public Service Trust in Herefordshire. It will also be used to make the most of existing resources across partners targeted towards children and young people.
10. The plan includes information (section 10, page 25) on the financial arrangements of the Children's Trust partners, with approximate figures on the funding available for children and young people's services in Herefordshire. This amounts to some £166million per annum, which includes approx £85million from the Dedicated Schools Grant. Additionally the Children's Trust is managing the Area Based Grant (ABG) from April 2008 for all children and young people's activities. Over time (as there are many existing commitments against this grant), and with the flexibility offered by the ABG, the Children's Trust will be looking at how this funding can be increasingly directed toward delivering the plan's priorities. In 2008/09 the ABG amounts to £3.7million, rising to just over £4million in 2009/10.

Legal Implications

11. The Plan is a statutory document under the Children Act 2004, which the Local Authority must develop with its relevant partners.

Community Impact

12. The Children's Trust is a statutory partnership of agencies that commission and provide services in the county. This Plan is county-wide and will positively impact on communities, as services are more effectively designed and delivered to be integrated around the needs of children, young people and their families. The Children's Trust is committed to developing existing mechanisms, and finding new ways of engaging with children, young people, their parents and carers to ensure services meet their needs.
13. The priorities in the Plan were developed in tandem with work informing the new Local Area Agreement priorities for children and young people. The Plan also supports the four themes of the Herefordshire Community Strategy.

Risk Management

14. The Local Authority has a statutory duty to act as the lead agency in the development of the Children and Young People Plan and there is a duty to have a plan in place. Failure to do so would adversely affect service delivery to children and young people and the reputation of the Council and its partners.

Consultees

15. The following list includes those agencies which statutorily must be consulted with:
- Children, young people and families (including persons with parental responsibility for, or who have the care of children)
 - Persons / bodies representing children, young people and families
 - The appropriate diocesan authority for any foundation or voluntary school situated in the authority's area which is a Church of England or Roman Catholic Church school
 - The school organisation committee for the authority's area
 - Persons / bodies providing voluntary services relating to children and young people
 - Groups / persons representing local communities
 - The Local Safeguarding Children Board
 - Each of the authority's relevant partners
 - The proprietor of each school in the authority's area
 - The Schools Forum for the authority's area
 - The Admission Forum for the authority's area

Additionally the plan has been through a consultation process for eight weeks and was registered and published by the Herefordshire Partnership. All Councillors, parish and town councils, schools and school governors were included in the distribution of the plan for comment, either receiving email or hard copy in January 2008.

Appendices

Appendix 1 – Children and Young People's Plan 2008-2011

Background Papers

- None identified.

The Vision for Herefordshire

Welcome to the second Children and Young People's Plan for Herefordshire. This plan has been developed through the Children's Trust arrangements in Herefordshire and takes us to a new level in partnership working, something which has always been a strength in this county.

Our vision is to achieve the very best for all our children and young people, from birth until 25 years of age for those young people with complex needs, by ensuring all those involved with them, see them holistically and work effectively together to improve their life chances. We need to work closely together, with families and young people themselves to achieve this. The role of parents, carers and families is paramount and we must provide the services to support them. We have high aspirations for all our children and young people and want specifically to narrow the gap for those that are more disadvantaged.

We want every child to grow to reach their full potential within a happy, healthy and secure environment both at home and during their learning. There should be opportunities for children and young people to explore their environment through stimulating play, outdoor adventure and social and cultural experiences. They need to develop their own skills so they are better prepared for adult hood, able to manage their own affairs and inter relate with others effectively. We hope our young people will want to continue their learning and development as adults, taking an increasingly active part as citizens.

We will provide high quality universal and targeted services, whilst also ensuring that specialist services are available to children and young people who have complex needs. Through the delivery of this plan, and our emerging Children's Trust, we aim to be seen as one team, one service through joint working across partner agencies. Together we will pursue the provision of high quality outcomes for children and young people through earlier identification of need and intervention, and provision of preventative services. Joint working will achieve greater efficiency, coordination and integration in planning and service delivery.

*Dr Sharon Menghini
Director of Children's Services*

*Councillor Jenny Hyde
Lead member for Children's Services*

1. Introduction

This is the second Herefordshire Children and Young People's Plan, and will cover the next three years from April 2008 to March 2011.

The Children Act 2004 requires all Local Authorities to develop a Children and Young People's Plan with its partners, which identifies the local priorities to promote the well-being of children and young people. Well-being is defined through the five shared outcomes which are, being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well-being. The government's intention is that there is one overarching strategic plan for a local area, detailing the services for children and young people up to the age of 19, young people aged 20 and over leaving care, and young people up to the age of 25 with learning difficulties.

This plan has been agreed by all those partner agencies that provide or commission services for children and young people in Herefordshire, through the Children's Trust (see section 4). It details the priority areas where improvements are needed to enhance outcomes for children and young people, and to lessen the gap between those who are disadvantaged and those more fortunate. These priority areas have been decided through a comprehensive analysis of need (see section 7), in partner discussions and workshops, and gathering children and young people's views. The outcome groups of the Children's Trust have undertaken much of the detailed planning work, which is contained within an annual delivery / action plan that supports this main strategic plan.

2. National Context

The government, through its challenging Every Child Matters (ECM) programme aims to deliver joined-up arrangements that puts children and young people at the centre, with agencies working together to support them and their families.

The NHS *National Service Framework for Children, Young People and Maternity Services* was launched in 2004 and gives a ten year strategy for change. The Herefordshire Primary Care Trust is leading on this work, although it will be delivered in partnership and links well with the Every Child Matters approach. There are eleven standards against which quality and performance can be measured:

1. Promoting health and well-being
2. Supporting parenting
3. Child, young person and family-centred services
4. Growing up into adulthood
5. Safeguarding and promoting welfare
6. Children and young people who are ill
7. Children and young people who are in hospital
8. Disabled children and young people and those with complex health needs
9. Mental health and psychological well-being
10. Medicines for children and young people
11. Maternity services

At the time of writing, there are NSF delivery action plans in place and on track for Standards 1-5 and 8-9. Standards 10 and 11 now have working groups in place to develop delivery action plans and some work has already been done. Work on action plans for Standards 6 and 7 are to be developed, although some work has already taken place.

The involvement of local schools in delivering the ECM agenda is critical. The Education and Inspections Act 2006 extends the duty on local authorities to promote high standards of education to embrace the whole well-being of the child. The legislation now recognises schools as having a duty to promote well-being and community cohesion, and the views of parents must be taken into account. Again the changes brought about in this legislation can only be delivered in partnership and collaboration by integrating services through children's centres, extended schools initiatives and children's trust arrangements.

The UN Convention on the Rights of the Child is an international human rights treaty that applies to all children and young people aged 17 and under. It gives children and young people a set of comprehensive rights, many of which are compatible with the five ECM outcomes, and also gives them the right to express their views and be taken seriously by adults. There are 54 "articles" most giving children social, economic, cultural or civil and political rights and there are additional rights for some vulnerable groups, for example, children in care or with disabilities. The government has agreed to make all laws and policies compatible with the UN Convention and this must be adhered to by all those agencies delivering services to children and young people in the county.

A new national ten year Children's Plan was launched by the Department for Children, Schools and Families (DCSF) in December 2007. This plan for Herefordshire picks up many of the main areas highlighted in the national plan, particularly the need to support parents and families in raising their children and by involving them in decision making and developing services that they need for their children and young people. The national plan sets out the government's vision and ambitions and this will be supported by new initiatives and action plans over time. The weblink to the plan is: <http://www.dcsf.gov.uk/publications/childrensplan/>

3. Local Context

In Herefordshire, the local strategic partnership is the Herefordshire Partnership (HP), under which the Children's Trust sits (see glossary). The HP manages the Local Area Agreement (LAA) which details the priorities for the whole of the county, negotiated with government. The current LAA covers the same time period as this Children and Young People's Plan and the priorities identified for children were fed into the LAA negotiation process. Additionally, the Community Strategy for Herefordshire launched in 2006 contains a vision for the county to 2020, which links with the LAA priorities. This means that all these strategic documents contain the same priorities for children and young people ensuring consistency and concentration of effort by all agencies in the county.

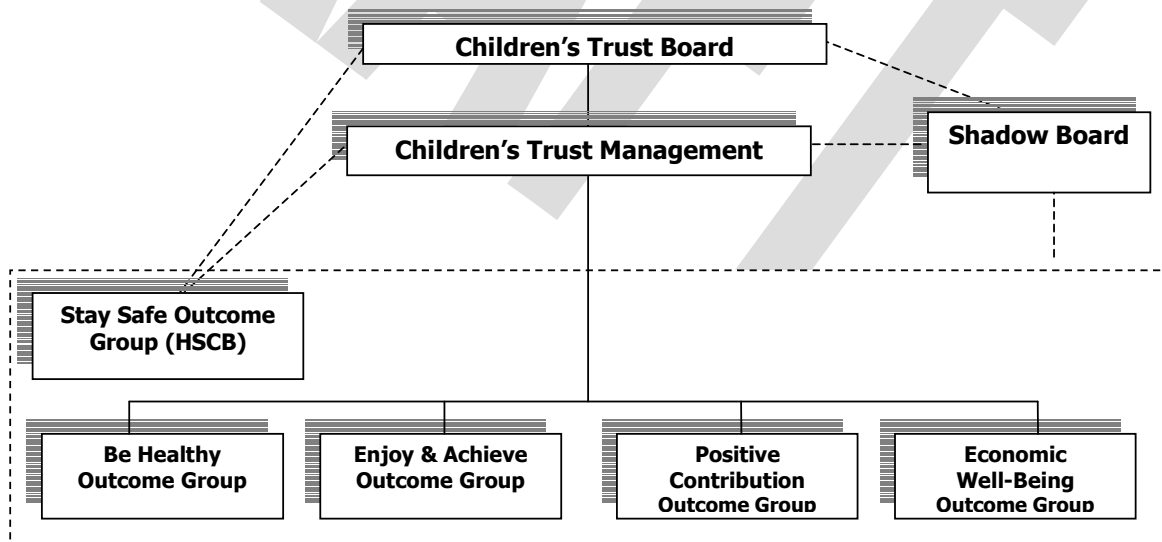
The production of this new plan comes at an exciting time in Herefordshire with the appointment of a joint chief executive across the Council and Primary Care Trust to strengthen partnership working. These changes will complement the Children's Trust.

4. Children's Trust Arrangements

During the summer of 2007, new arrangements were put in place to support the move to a Children's Trust in Herefordshire, replacing the existing Children and Young People's Partnership Board. Whilst in its early embryonic stages (as this plan is written), the new groups are starting to work well together and will support the move to more integrated working across the partner agencies. There is an annual review process to ensure appropriate representation and procedures are in place. Current membership includes:

- Herefordshire Council, including schools
- Herefordshire Primary Care Trust, including GPs
- Herefordshire Voluntary Sector Health and Social Care Alliance
- West Mercia Constabulary
- Learning and Skills Council, Herefordshire, Worcestershire and Shropshire
- Connexions, Herefordshire and Worcestershire
- Hereford Hospitals NHS Trust
- Worcestershire and Herefordshire Youth Offending Service
- Herefordshire Probation Service

The current structure is shown below



Key:

HSCB – Herefordshire Safeguarding
Children's Board

Key roles and responsibilities within the Trust are as follows:

- The Children's Trust Board is the decision-making body, comprising those agencies that currently commission or buy services that impact on children and young people. The Board is supported in this work by a Management Group.
- For each of the five Every Child Matters outcomes, there is an outcome group that is responsible for delivering an agreed work programme that aligns with specific elements of the Children and Young People's Plan and the supporting annual delivery plan.

- The Stay Safe outcome group is the Herefordshire Safeguarding Children Board and has a key role to report to and challenge the Children’s Trust on arrangements that safeguard and promote the welfare of children and young people. Currently an audit of section 11(2) of the Children Act 2004 is being undertaken across agencies that have an involvement with children and young people to assess their arrangements to safeguard and promote welfare. An action plan will be produced and implemented.
- The third sector (community and voluntary sector) is represented at every level of the structure, particularly in terms of its role as a key provider of local services.
- The Children’s Trust Shadow Board is made up of children and young people and they take an active role in the work of the Children’s Trust, commenting on documents and attending meetings of outcome groups, the management group and board.

Further details on the governance structures of the Children’s Trust can be found at: http://www.herefordshire.gov.uk/community_and_living/young_people/29111.asp

The Performance Improvement Team in the Council’s Children and Young People’s Directorate support the groups with regular performance reports to inform decisions around actions and improvements. Quarterly performance reviews take place at the Board and Management Group levels to review all the performance indicators that link to the priorities and the actions detailed in delivery plan. The quarterly performance review is informed by exception reports from each of the outcome groups.

The Herefordshire Council's Children and Young People’s Directorate Plan sets out the contribution that the directorate makes to deliver the priorities set out in this plan. The directorate plan is then supported by a network of team plans which link to individual staff appraisals.

The Primary Care Trust’s (PCT) Local Delivery Plan sets out the strategic vision for the PCT, together with its commissioning framework, and covers adults and children.

Other links with organisations, agencies and forums will be through structured reporting lines or representation on the outcome groups.

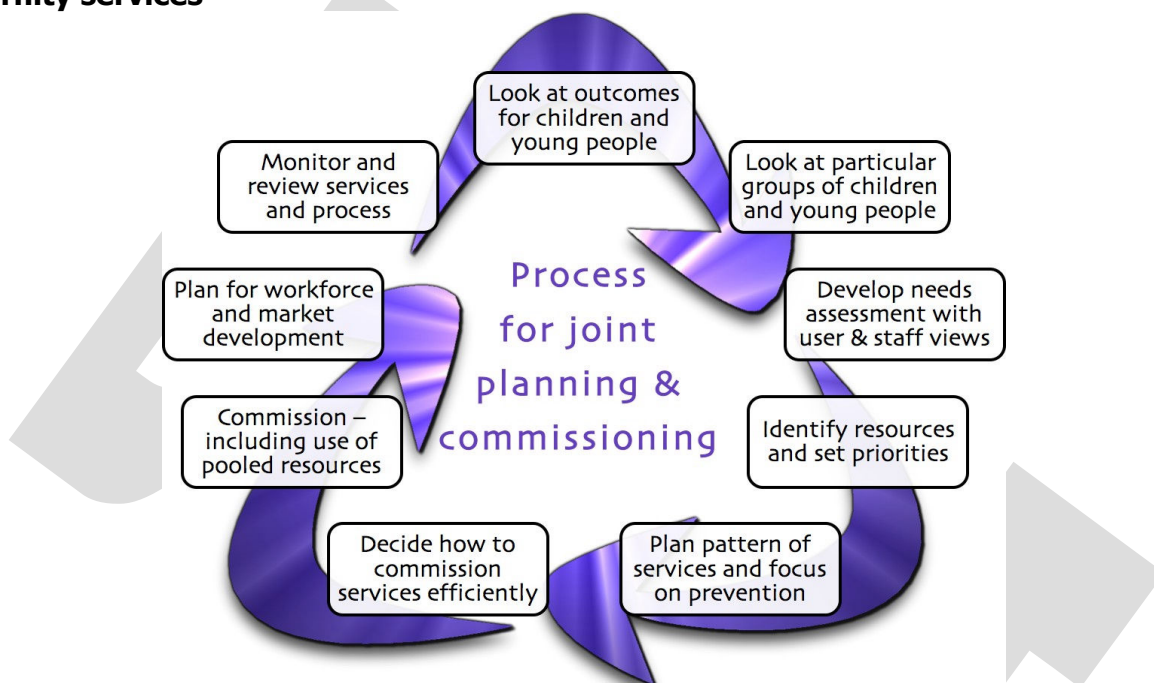
4.1 Joint Commissioning

One of the main aims in developing Children’s Trusts is to enable partner agencies to share resources and pool budgets ensuring greater efficiencies and avoiding duplication, when buying services.

To support this in Herefordshire, a joint commissioning function will be set up, though plans are at an early stage. This will sit within a joint commissioning unit under a new, joint Council and PCT Director of Integrated Commissioning. Further details will be picked up through the service management annual delivery plan as this work progresses (see section 9.6).

By undertaking the needs assessment and identifying the priorities in this plan, the next stage will be to develop commissioning plans that enable the priorities to be delivered. A joint commissioning unit would support this work, as well as placing and monitoring contracts and moving in time toward developing the market, and de-commissioning services where necessary. Additionally, through the Compact with the third sector there is agreement over commissioning and contracting processes. Commissioning is a continuous cycle as shown in the nine stage diagram below.

Department for Education and Skills and Department for Health 2006 Joint Planning and Commissioning Framework for children and young people and maternity services



5. Key opportunities and challenges in the delivery of the plan

Over the next three years, and beyond, there are significant opportunities and challenges that must be faced by the Children's Trust which are outlined below and throughout this plan.

5.1 Integrated Services

The ECM agenda is very much about directing resources to delivering multi-agency services based around the needs of the child, young person and their family. Herefordshire has a good track record of working well with partners and the co-terminous county and PCT boundaries have been one driver in achieving good joint working. The government's aim is to deliver services locally and in a more integrated way. In Herefordshire this is being developed, within the level of resources available, in hubs, possibly based around school clusters or partnerships. This links closely with the provision of children's centres and extended schools, where a variety of services are available at a local level. However access and transport are issues that need to be considered, along with information-sharing across agencies for any new model of provision. It will be important to secure a good fit between health, education and social care services.

It is intended that having services delivered at a much more local level, than currently, along with the implementation of a Common Assessment Framework, will enable earlier intervention with more preventative work being undertaken to support children and young people's needs before they escalate. This work is being led by the Director of Children's Services initially, with a restructure of the Children and Young People's Directorate services being implemented for January 2009, with other agencies coming alongside gradually either virtually or through co-location. At the same time there are some services that will need to remain county-wide to foster a cohesive

approach (such as the provision of school transport). Some services are crucial to the safeguarding of children of the county and are therefore more cost effectively delivered centrally.

5.2 Extended Schools / Children's Centres

Linked closely with the move to integrated teams is the use of extended schools and children's centres. The intention is that these facilities will bring together services for children at a local level, providing support for families and responding to local needs. Children's centres aim to support parents and communities through the integration of early education, childcare, health and family support services for under 5's. The aim behind the extended schools agenda is that by 2010 every primary and secondary school will be expected to offer access to childcare, a varied menu of activities (e.g. sport, arts, music, homework clubs etc), parenting support, swift and effective referral to specialist services and community access to ICT, sports and art facilities, including adult learning. How these services are delivered and sustained is an element of partnership working for the Children's Trust.

5.3 14-19 Reform Programme

This is a key area, driven by central government to focus on raising attainment of young people and equipping them for further education and work. Locally, this involves designing new curriculum with schools and colleges in providing new and varied qualifications, for example, vocational qualifications, apprenticeships, that engage more young people in training. Stimulating local collaborative delivery not just with educational establishments but also by engaging local employers, is another key aspect of this.

6. Involvement and Participation

Listening to the voice of children and families in Herefordshire is a critical element to all those involved in delivering services to children. The Children's Trust will continue to ensure that listening and responding to children, young people, families and carer's views is an integral part of its work and over this three year period will develop and implement a participation strategy, using the Hear by Right standards, to further strengthen the existing structures and processes in place.

6.1 Children and Young People

As mentioned above there is already a Shadow Board in existence, plus a Youth Council, Youth Funding Panel, schools councils in 70% of schools, youth forums plus groups specifically dealing with more vulnerable children, like those in care or with learning difficulties and disabilities. Regular consultation events, like "You Talk, We Listen" and surveys, such as the Youth Survey are further methods in which the views of children and young people can be gathered. Ensuring primary and younger children and hard to reach groups are included needs to be further addressed through the participation strategy.

6.2 Parents, families and carers

The Children's Trust is committed to improving the involvement and participation of parents, families and carers, enabling them to shape the services that they need to support their children and young people. The traditional concept of a family unit has changed and the Children's Trust needs to adapt its consultation methods to reflect this.

7. Needs analysis

This piece of work has been developed from a wide variety of sources (see appendix 1). As the population changes, and its needs, this analysis will be regularly refreshed with a major review every three years to support each subsequent children and young people's plan. This will ensure our resources are focused appropriately to address these changing needs.

7.1 Herefordshire – the county context

Herefordshire is a predominantly rural county, covering some 218,283 hectares. The City of Hereford is the major centre of population and there are five market towns – Ledbury, Leominster, Ross-on-Wye, Kington and Bromyard. Its usual resident population is 177,800, a growth of 4.6% since 1998, and the average population density is 0.8 persons per hectare, giving Herefordshire the 4th lowest population density in England.

54 areas in the county, predominantly rural, fall within the 10% most deprived against the Access to Services domain (Index of Multiple Deprivation), which measures road distances to a GP, supermarket, primary school and Post Office.

The recent growth in the population is due to net in-migration, predominantly from London and the South East which accounts for 64% of the net migrants. The largest flows, in and out of the county, are in the 20-24 year old age group.

Herefordshire has an older age profile than the rest of England and Wales – those aged 60 and over represent 26.6% of the total population. 27.6% of the population is under 25.

7 areas in Herefordshire are in the 25% most deprived in England – six in Hereford City and one in Leominster. Two of these areas also fall within the 20% most deprived – the Ridgemoor area in Leominster and the Golden Post-Newton Farm area in Hereford City. However, there are significant areas of deprivation in small pockets throughout the county.

Mid-2004 estimates suggest that 3.5% of the population is from minority ethnic groups, representing a growth of 40.9% compared with a 1.7% growth for the whole population. Migrant workers continue to have the most significant impact on the workforce in the county and Herefordshire has seen the fastest growth in the number of migrant workers, over the last three years, of all the counties in the West Midlands. The majority of migrant workers are single and aged under 35 years of age, and mainly find work in agricultural and related activities.

The employment rate in Herefordshire is good at around 78%. However, there are a higher proportion of part time employees (27.9%) than both the West Midlands and England. Wage levels are, on average, 6% less than in the West Midlands region as a whole and generally people in the county work much longer hours than the rest of the region. Over a quarter of the working age population have no qualifications with higher proportions in the urban areas and rural towns, compared with the rural villages.

Low levels of earnings, coupled with relatively high house prices, mean that affordability of housing is a major issue in the county. There is a higher proportion of detached properties than other areas – but a lower stock of affordable housing.

Given the sparsely populated nature of the county, transport and travel is a significant issue. There are 1.3 cars per household and the 2006 Lifestyle survey suggests that 58% of residents travel to work in a car or van and 46% use the local bus service.

Overall levels of recorded crime are falling although Hereford city centre falls within the 10% most deprived against the Crime and Disorder Domain (Index of Multiple Deprivation). The level of vehicle crime is still relatively low (5.5 per 1000 population) compared with other English authorities. The fear of crime has gone down across all crime categories.

7.2 Herefordshire – Children and Young People

In Herefordshire, 27.6% of the population is under 25 years of age, compared with 31% in England and Wales. Since 1998, Herefordshire's population has grown by 4.6% which is broadly similar to the national rate (3.2%), but there are large differences within individual age groups. The numbers of people in the older age groups have grown much more in Herefordshire than in England and Wales as a whole; conversely, the numbers aged 25-34 and 0-4 have fallen more rapidly.

The only average net out-flows from the county are in the 15-19 and 20-24 year old age groups, the largest in the former group. In general, the highest concentration of the under 25 age groups is in the Hereford City wards and Ledbury.

The population forecasts to 2011, from the State of Herefordshire report 2007, suggest that changes within age-groups in Herefordshire will generally be in the same direction as those seen between 1998 and 2005, i.e. growth in the older age-groups (from 45-54 onwards) and falls in the younger age-groups.

The last school census showed that 3.96% of pupils were from minority ethnic groups.

7.3 Key data is shown at appendix 1

7.4 Annual Performance Assessment 2007

The 2007 Annual Performance Assessment (APA) judged that:

"Herefordshire Council delivers adequate services for children overall. Children's services are making good contributions to improving the educational achievement and health of children and young people. Provisions for safeguarding children, involving them in their community and equipping them for future prosperity are adequate."

The overall recommendations from the APA were to:

- Improve dental health of children and young people.
- Increase compliance with timescales for initial and core assessments.
- Improve services to combat domestic violence.
- Complete audit of compliance with safe recruitment practice across agencies.
- Monitor Key Stage 1 standards to ensure the effectiveness of guided writing programmes.
- Increase attendance by reducing unauthorised secondary school absence.
- Complete and implement the family support strategy.
- Reduce re-offending of young people.
- Increase the proportion of young offenders in education, employment and training.
- Deliver the revised strategy for a coherent area-wide 14–19 curriculum that provides access to a wider range of vocational courses.
- Improve performance management across front-line services.
- Strengthen the capacity for children's services to influence local priorities by ensuring children's services targets are integral to wider local authority plans.

Further information is shown at appendix 1. The complete letter can be viewed at http://www.herefordshire.gov.uk/community_and_living/young_people/27226.asp

7.5 Priorities meeting with Government Office

An annual Priorities meeting is held with Government Office West Midlands in order to agree the priorities on which the Children's Trust will focus in the coming 12 months. The priorities are derived from an analysis of performance and the recommendations from the APA. The priorities for 2008/2009 have been agreed as:

- Improve dental health of children and young people
- Increase the percentage of initial assessments completed in timescale
- Improve educational attainment, particularly at Key Stages 1 and 2
- Reduce offending of young people
- Deliver the revised strategy for a coherent area-wide 14-19 curriculum
- Deliver an effective strategy for education, employment and training of 16-19 year olds, particularly vulnerable groups

8. Priorities

Based on the needs assessment work, and through various consultation and involvement events with children and young people and professionals across the partner agencies, the following table identifies the main priority areas that will guide the work of the Children's Trust through this plan over the next three years.

Whilst these priorities have been "assigned" to an ECM outcome area, there is clear overlap across the five outcomes and this must always be borne in mind. The achievement of these priorities means they are everyone's business, not just a particular outcome group.

There are specific vulnerable groups (see section 8.1), that are an ongoing priority for the Trust, so for example, priorities for children who are looked after or have learning difficulties or disabilities will be addressed by each outcome group. Additionally specific issues like transitions at key life stages, particularly transition from child to adult services, are critical areas that need to be considered by all outcome groups. This will be monitored through annual delivery plan actions.

Cross-cutting priorities are further emphasised by the enablers. These are mainly processes or tools which will support all five outcomes and will join up and facilitate the services, actions and initiatives identified in this plan. Enablers are described further under the service management section at 9.6. The reorganisation planned for January 2009 in the Council's Children and Young People Directorate will play a major part in ensuring services are structured in a way to enable delivery of these priorities.

This plan is a strategic document, and includes a summary of actions and some key performance indicators or measures that will show progress toward achieving the priority areas (see section 9). Wherever possible the new national indicator set has been used to provide key indicators; in some cases locally set indicators have also been used. This plan does not provide the detail of specific actions that will help to deliver the priorities in this plan. These details will be in an annual delivery plan which will be managed and monitored quarterly by the five outcome groups, reporting to the Management Group and Board. These will also be published on the council's website.

Priorities for Children and Young People in Herefordshire 2008-2011

<i>Be Healthy</i>	<i>Stay Safe</i>	<i>Enjoy and Achieve</i>	<i>Positive Contribution</i>	<i>Economic Wellbeing</i>
<ul style="list-style-type: none"> • To promote emotional health and well-being and improve access to universal and targeted mental health services • To promote healthy lifestyles generally and, in particular, to reduce obesity and dental health problems in children and young people • To provide quality information and services to reduce substance misuse, including alcohol abuse • To provide quality information and services to improve sexual health 	<ul style="list-style-type: none"> • To reduce the impact of domestic abuse on the lives of children in Herefordshire • To ensure that referrals of children in need to children's services are timely and appropriate • To promote e-safety in order to reduce the risks associated with media and the commercial world • To raise awareness of bullying in order to reduce the impact and incidence of bullying (in and out of school) • To ensure safer recruitment practices across all agencies working with children within Herefordshire 	<ul style="list-style-type: none"> • To improve the educational attainment of children and young people, particularly at Key Stages 1 and 2 • To improve school attendance, particularly at Key Stages 3 and 4 and for looked after children • To provide a broad, balanced curriculum (both in and out of school) that engages children and young people in learning, play, cultural and recreational activities at all ages • Improve prospects of children and young people, particularly vulnerable groups, in terms of addressing social inclusion 	<ul style="list-style-type: none"> • To increase the participation of children and young people in shaping strategies and services that affect their lives • To increase access to positive activities for all children and young people, including volunteering and targeted activities for vulnerable groups • To reduce offending, anti-social behaviour and bullying by children and young people 	<ul style="list-style-type: none"> • To implement a strategic approach to support young people into employment, education and training • To ensure all 14 to 19 year olds have access to the 14-19 learning entitlement • To implement a strategic approach to employer engagement that fits with the 14-19 learning entitlement
<p><i>Enabled by...</i></p> <p>A quality infrastructure to support service delivery across partner agencies</p> <p>Quality assured services based on effective performance management and active involvement of service users</p> <p>Targeted and pooled resources providing cost-effective services</p>				

8.1 Specific Groups

At any time, children and young people can come up against situations that make them vulnerable, sometimes requiring additional support. The Children's Trust is mindful of particular groups that have more complex needs. A multi-agency group have agreed a number of categories of vulnerable children (see appendix 3); a child can move in and out, or be included in several categories at any time. Whilst some of these are explicit to a particular outcome group, others need to be considered by all outcome areas, as highlighted below.

Gifted and talented children

Children and young people who show particular talents need to be provided with greater challenge and opportunities to develop their potential, whether this is academic, recreational or cultural pursuits. Without acknowledging and supporting these children, they themselves can become vulnerable through boredom or being treated differently by their peers.

Children with learning difficulties and disabilities

Children and young people with disabilities are valued members of their communities and, as they grow into adulthood, they need support to realise their full potential in personal and social terms. As far as possible, opportunities will be provided to enable children and young people with disabilities to be successful in all the activities typically available to a young person of the same age.

A multi-agency strategy for children with disabilities is currently being developed as this plan is written; the resulting action plan will be implemented through the Children's Trust arrangements.

Looked after and adopted children and young people and those leaving care

There is a statutory obligation across all agencies to monitor and support the needs of looked after children and their families. These children are some of the most vulnerable as a consequence of their traumatic early experiences and it is likely that earlier and more comprehensive support would prevent the tragedy of adoption breakdowns and children having to re-enter the looked after system.

Children from minority ethnic groups, including Travellers and Gypsies

From the needs assessment work (section 7) plus latest information and feedback, it is clear that there is an increase in the number of minority ethnic groups and non-English speaking children in Herefordshire. This is a new challenge for the Children's Trust to ensure these vulnerable children are adequately supported and that services are best delivered to suit their, and their families, needs.

Pregnant teenagers and young parents

Nationally through the government's teenage pregnancy strategy there is clear evidence that these vulnerable young people suffer poorer outcomes than older mothers due to poor emotional health and well-being experienced by teenage mothers, poor child health, and increased risk of teenage parents and their children living in poverty.

Young Carers

There are strong links between being a young carer and underachieving at school, with many failing to attain formal qualifications. Almost a third of young carers have serious educational problems or have dropped out of school, with nearly all reporting missing school when the person they care for is having difficulties. These children often miss out on other aspects of childhood that their peers enjoy.

9. Outcomes into action

9.1 Outcome area: **BE HEALTHY**

We aim to....	Success will be measured by	The actions needed to achieve this are ...
<p>1. Promote emotional health and well-being and improve access to universal and targeted mental health services</p>	<p>Increasing % of children waiting 11 weeks or less from referral to assessment for CAMHS Increasing % of children waiting 18 weeks or less from referral to treatment for CAMHS</p> <p>NB May use the proposed indicator for emotional health of children once published</p>	<ul style="list-style-type: none"> ▪ increasing the number of locality based outreach workers at tier 1 and 2 ▪ raising awareness of existing mental health services ▪ supporting and encouraging schools to promote universal spiritual, mental and emotional health through curriculum / school ethos
<p>2. Promote healthy lifestyles generally and, in particular, to reduce obesity and dental health problems in children and young people</p>	<p>Reducing obesity among primary school aged children in reception year (NI55) and in year 6 (NI56)</p> <p>Increasing % of 5 year olds free from dental decay from 2001/2002 baseline (1020HC – local indicator)</p>	<p>General</p> <ul style="list-style-type: none"> ▪ developing and implementing the Healthy Care Programme for children and young people who are looked after <p>Dental</p> <ul style="list-style-type: none"> ▪ proceeding with investigation of the feasibility of fluoridation of drinking water ▪ employing a Health Promotion worker in dental public health ▪ strengthening capacity in dental public health ▪ developing a dental health promotion action plan ▪ improving communication on how the public can access dental health services <p>Obesity</p> <ul style="list-style-type: none"> ▪ implementing a targeted intervention programme to tackle obesity ▪ developing a sustainable peer support approach to breastfeeding ▪ referring children to specific targeted programmes to tackle obesity

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We aim to....	Success will be measured by	The actions needed to achieve this are ...
		<ul style="list-style-type: none"> ▪ developing universal services around physical activity ▪ providing targeted training and development for the children's workforce to enable them to deliver messages to tackle obesity more effectively
3. Provide quality information and services to reduce substance misuse, including alcohol abuse	<p>Reducing substance misuse by young people (NI115)</p> <p>Reducing alcohol related hospital admissions among young people</p> <p>Reducing smoking in young people</p>	<ul style="list-style-type: none"> ▪ ensuring youth workers and healthy schools staff have up to date information to advise and refer young people appropriately ▪ implementing the annual Young Persons Substance Misuse Plan ▪ implementing the Hidden Harm action plan ▪ delivering theatre in education project: teenage alcohol abuse programmes in secondary schools ▪ effective enforcement of underage cigarette sales legislation
4. Provide quality information and services to improve sexual health	Increasing detection of Chlamydia and the number of young people receiving treatment	<ul style="list-style-type: none"> ▪ ensuring schools have a Relationship and Sex Education (RSE) policy and action plan ▪ training professionals to deliver education on RSE ▪ increasing the availability of 4Us clinics ▪ providing greater support for younger parents ▪ increasing the detection rate of Chlamydia

9.2 Outcome area: **STAY SAFE**

We aim to....	Success will be measured by	The actions needed to achieve this are ...
1. Reduce the impact of domestic abuse on the lives of children in Herefordshire	Reducing the repeat incidence of domestic violence (NI32)	<ul style="list-style-type: none"> ▪ raising public awareness of the impact of domestic abuse ▪ raising professional awareness of the impact of domestic abuse through training ▪ launching the multi-agency risk assessment conferences (MARAC) process
2. Ensure that referrals of children in need to children's services are timely and appropriate	Improving initial assessments for children's social care (NI59)	<ul style="list-style-type: none"> ▪ raising awareness of the Herefordshire Safeguarding Children Board (HSCB) and its work ▪ developing a methodology to gather evidence on identified topics e.g. alcohol abuse, road safety, to inform the HSCB about safeguarding arrangements ▪ improving the timeliness of initial assessments
3. Promote e-safety in order to reduce the risks associated with media and the commercial world.	Establishing a baseline in line with the new strategy, and subsequently setting targets	<ul style="list-style-type: none"> ▪ developing and implementing an e-safety strategy ▪ developing an education package for parents / carers ▪ implementing and evaluating a pilot restorative justice programme for schools
4. Raise awareness of bullying in order to reduce the impact and incidence of bullying (in and out of school)	Reducing the number of children who have experienced bullying (NI69)	<ul style="list-style-type: none"> ▪ developing an education package for parents / carers ▪ implementing and evaluating a pilot restorative justice programme for schools ▪ ensuring schools have an effective anti-bullying strategy in place ▪ promoting peer support schemes in schools and other children and young people's settings
5. Ensure safer recruitment practices across all agencies working with children	All HSCB member agencies undertaking regular checks, in line with safer recruitment practices, for their staff working with children and young	<ul style="list-style-type: none"> ▪ appointing a Local Authority Designated Officer (LADO) ▪ developing a network of named senior managers and officers across all agencies ▪ establishing a position statement on safeguarding arrangements for

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within Herefordshire	people	all agencies <ul style="list-style-type: none">▪ developing a safer recruitment checklist and quality standard to be used across all agencies▪ training Human Resource officers/operational managers in safer recruitment practices▪ considering the wider involvement of young people in recruitment of children's workforce, as part of the participation strategy
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9.3 Outcome area: ENJOY AND ACHIEVE

We aim to....	Success will be measured by	The actions needed to achieve this are ...
<p>1. Improve the educational attainment of children and young people, particularly at Key Stages 1 and 2</p>	<p>Progression by 2 levels in English between Key Stage 1 and 2 (NI93)</p> <p>Progression by 2 levels in Maths between Key Stages 1 and 2 (NI94)</p>	<ul style="list-style-type: none"> ▪ improving Early Years Foundation Stage Profile results ▪ improving Key Stage 1 (KS1) results year on year ▪ improving Key Stage 2 results in Maths and English by 2 levels progress through the delivery of the Primary action plan ▪ implementing the social, emotional and spiritual aspects of learning ▪ implementing the primary national strategies for assessment for learning, pupil tracking and assessing pupil progress ▪ implementing the Quality Assurance processes for the primary school improvement partners in order to provide greater rigour and challenge to school leadership ▪ maintaining improvements at GCSE level and value added between Key Stages 2 and 4. ▪ working with the School’s Library Service to support reading and literacy
<p>2. Improve school attendance, particularly at Key Stages 3 and 4 and for looked after children</p>	<p>Reducing the Secondary school persistent absence rate (NI87)</p> <p>Reducing children looked after absent from school (HCS 35a,b,c)</p>	<ul style="list-style-type: none"> ▪ implementing the school attendance strategy action plan ▪ closely monitoring and providing appropriate interventions for the attendance of looked after children at school

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We aim to....	Success will be measured by	The actions needed to achieve this are ...
<p>3. Provide a broad, balanced curriculum (both in and out of school) that engages children and young people in learning, play, cultural and recreational activities at all ages</p>	<p>Increasing young people's participation in positive activities (NI110)</p> <p>Schools and children's centres offering the core range of extended services by 2010 (NI88 and NI109)</p>	<ul style="list-style-type: none"> ▪ improving opportunities to play, through implementation of the play strategy ▪ developing partnerships outside schools to deliver learning, leisure and cultural activities ▪ providing broader experiences and opportunities to try new activities by maximising the use of other local facilities ▪ promoting schemes such as Bookstart, Bookcrawl and the Reading Challenge to parents and carers to engage children and families in reading and learning ▪ full implementation of the extended schools and children's centres activity countywide ▪ developing primary stage curriculum to enable breadth, balance, enrichment and opportunity for cross-curricular skills development ▪ developing collaborative approaches to the curriculum through local area networks
<p>4. Improve prospects of children and young people, particularly vulnerable groups, in terms of addressing social inclusion</p>	<p>Overall reduction in rate of permanent exclusions from school (NI114)</p>	<ul style="list-style-type: none"> ▪ moving to zero permanent exclusions from primary schools through promotion of managed transfer protocol ▪ considering zero permanent exclusions from secondary schools for vulnerable groups, particularly from minority ethnic groups, pupils in the Looked After System, and those with a Statement of Educational Needs ▪ maintaining a consistent approach to dealing with exclusions across the county

9.4 Outcome area: MAKE A POSITIVE CONTRIBUTION

We aim to....	Success will be measured by	The actions needed to achieve this are ...
1. Increase the participation of children and young people in shaping strategies and services that affect their lives	Increasing the proportion of 13-18 year olds who feel they can influence decisions affecting local services (local indicator HCS38)	<ul style="list-style-type: none"> ▪ consideration of developing an advocacy service wider than just for looked after children ▪ improving service user data, information gathering and dissemination to inform service development ▪ promoting the voice of children and young people in wider community agendas, e.g. transport, housing, environment, adult services, education, employment and community safety ▪ feasibility of undertaking research with specific vulnerable groups of children
2. Increase access to positive activities for all children and young people, including targeted activities for vulnerable groups	Increasing young people's participation in positive activities (NI110)	<ul style="list-style-type: none"> ▪ raising awareness of what positive activities are available and how to access information about them ▪ implementing an ongoing programme of seeking views on what children and young people want ▪ enhancing activities available through extended schools and children's centres
3. Reduce offending, anti-social behaviour and bullying by children and young people	<p>Reducing first time entrants to the youth justice system aged 10-17 (NI111)</p> <p>Reducing the rate of proven re-offending by young offenders (NI19)</p>	<ul style="list-style-type: none"> ▪ developing, promoting and implementing a county wide anti-bullying policy ▪ implementing the annual Capacity and Capability Assessment action plan ▪ implementing the children and young people's elements of the Herefordshire Community Safety and Drugs Partnership Strategy and action plan 2008-2011 in respect of offending, anti-social behaviour and bullying

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9.5 Outcome area: ACHIEVE ECONOMIC WELLBEING

We aim to....	Success will be measured by	The actions needed to achieve this are ...
<p>1. Implement a strategic approach to support young people into employment, education and training</p>	<p>Reducing the number of 16-18 year olds that are NEET (NI117)</p>	<ul style="list-style-type: none"> ▪ developing early identification, intervention and support systems for young people at risk of disengagement. ▪ developing more flexible post-16 provision for young people not in education, employment and training (NEETs) ▪ supporting national initiatives e.g. National Apprenticeship Service, Skills pledge etc. to increase the availability of jobs with training ▪ ensuring that there is both sufficient and a broad range of childcare provision available and accessible to meet the needs of young people. ▪ ensure young people aged 16-17 who are homeless/estranged from parents are placed in appropriate accommodation and in receipt of relevant support
<p>2. Ensure all 14 to 19 year olds have access to the 14-19 learning entitlement</p>	<p>Increasing the achievement of a level 2 qualification by the age of 19 (NI79) Increasing the achievement of a level 3 qualification by the age of 19 (NI80)</p>	<ul style="list-style-type: none"> ▪ increasing the number of learners undertaking vocational, applied and collaborative options at Key Stage 4 ▪ increasing the number of young people accessing Apprenticeship provision in Herefordshire ▪ mapping progression pathways in priority subject areas ▪ mapping a progression pathway for foundation learning tier provision ▪ implementing an area wide strategy for information, advice and guidance in line with national standards ▪ developing an area wide action plan for workforce development to enable the implementation of 14-19 in the county
<p>3. Implement a strategic approach to employer engagement that fits with the 14-19</p>	<p>Increasing the participation of 17 year olds in education or training (NI91)</p>	<ul style="list-style-type: none"> ▪ increasing the level of employer engagement in 14-19 in Herefordshire ▪ ensuring 14-19 strategy reflects labour market demand by developing links with the County Economic Development Team

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We aim to....	Success will be measured by	The actions needed to achieve this are ...
learning entitlement		<ul style="list-style-type: none"> ▪ increasing the range and opportunities provided by the public service sector

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9.6 SERVICE MANAGEMENT

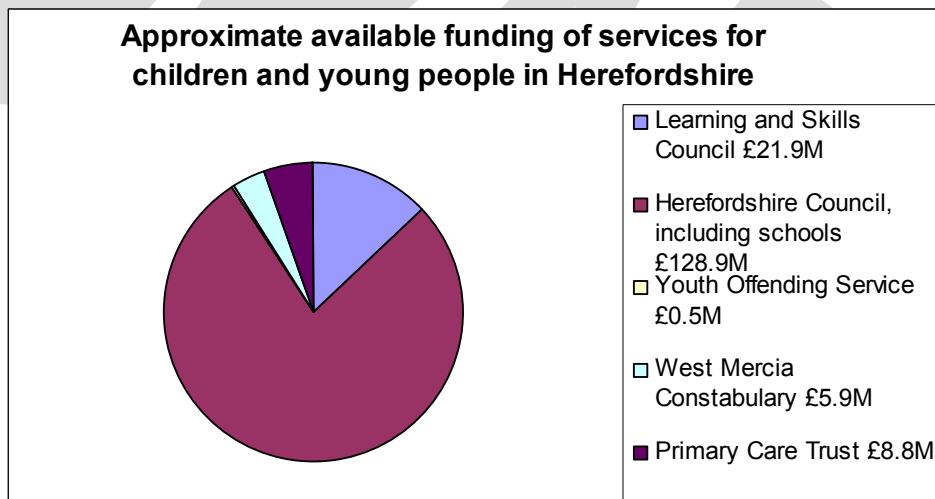
We aim to....	Success will be measured by	The actions needed to achieve this are ...
<p>1. Provide a quality infrastructure to support effective service delivery across partner agencies</p>	<p>Implementing area based teams from January 2009</p> <p>Increasing the number of staff across all agencies achieving common core standards</p> <p>Increasing the proportion of children and young people who do not require access to more specialised / complex services i.e. whose needs can be met via CAF and CAFTAC (see glossary)</p>	<ul style="list-style-type: none"> ▪ reorganising the Children and Young People’s Directorate ▪ implementing the workforce development strategy, as resources allow ▪ working with partners, as appropriate, to support virtual location of teams and possible co-location in the future ▪ highlighting with relevant partners, and the Rural Access Partnership, the need for accessible, rural transport services, and supporting its delivery ▪ developing and implementing information sharing arrangements across partner agencies ▪ developing and implementing action plans for the early identification and targeted support of children and young people with additional needs through the implementation of the Common Assessment Framework and the team around the child concept ▪ critically evaluating and developing early intervention and preventative services to support families, children and young people in local schools and communities ▪ improving access to, and the availability of, good quality Information, Advice and Guidance to service users, professionals and partners
<p>2. Quality assure services based on effective performance management and active involvement of service users</p>	<p>Improved inspection results, survey responses, and RAG ratings on Field Force visits</p> <p>Improvement in key indicators</p>	<ul style="list-style-type: none"> ▪ embedding performance management processes across the Children and Young People’s Directorate and Children’s Trust arrangements

We aim to....	Success will be measured by	The actions needed to achieve this are ...
	<p>Increasing the % of people who feel they can influence decisions in their locality (NI4)</p> <p>Increasing the % of 13-18 year olds who feel they can influence decisions affecting local services (HCS38)</p>	<ul style="list-style-type: none"> ▪ developing and implementing a participation strategy ▪ evaluation of children, young people's, families and carers responses to consultation processes
<p>3. Target and pool resources providing cost-effective services</p>	<p>Improvement in key indicators</p> <p>Increase in services delivered via pooled budgets</p>	<ul style="list-style-type: none"> ▪ ensuring mainstream and grant funding structures are in place to support the priorities within this plan ▪ developing joint commissioning capacity to enable partners to pool resources and budgets in buying services that deliver the priorities in this plan ▪ embedding performance management processes across the Children's Trust arrangements, moving to integrated performance and financial management reporting

10. Financial Arrangements – deployment of resources to achieve outcomes

Under the Children Act 2004 and subsequent government changes to finances, there is increasing expectation that services will be commissioned through the Children's Trust, maximising opportunities for the alignment and pooling of resources and budgets.

The pie chart below shows a very approximate figure of the funding available for children and young people's services in Herefordshire. This must be viewed with caution however. Some partners cover a wider geographical area than Herefordshire; others financial reporting processes do not specifically capture expenditure on children but for the whole population. These figures, therefore, are estimates based on reasoned rationale and calculations.



Area based grant (ABG)

A new Local Area Agreement (LAA) will be in place from April 2008 (see glossary) with funding from the area based grant to support its delivery. Many existing funding sources are being directed through this grant and the Children's Trust will manage this for all children and young people's activities. With the flexibility offered by the ABG in that it is not ring-fenced and can be carried over into subsequent financial years, this is a real opportunity, and challenge, to ensure that resources are directed towards priority areas. This further emphasises the need for effective joint working to ensure the Children's Trust provides value for money and targets resources effectively. Whilst there is very little new money, meaning current activities will need to be reviewed as to whether they are continued or not, the ABG amounts to £3.7million in 2008/09, rising to just over £4million in 2009/10.

Glossary

14-19 Programme

The development of education and training for young people aged 14-19 including new diplomas, qualifications and vocational work to ensure all young people can experience a mix of learning which motivates and challenges them.

Area Based Grant

A non-ring fenced grant which can be used flexibly to address the actions needed to achieve the priorities identified within Herefordshire.

Common Assessment Framework (CAF)

A common approach for determining an individual child's current need which leads to better understanding as to how these needs might be met.

Emotional health and well-being

The spiritual, moral, social and cultural development of children to prepare them for the opportunities, responsibilities and experiences of life. (National Curriculum definition)

e-Safety

Using information and communications technology safely and with an awareness of the benefits and risks involved.

Hear by Right

A standards framework for statutory and voluntary sector organisations to assess and improve the engagement and active involvement of children and young people.

<http://www.nya.org.uk/hearbyright/home.asp?cid=180&cats=215>

Herefordshire Partnership

The local strategic partnership for Herefordshire, combining public, private, community and voluntary sector agencies. <http://www.herefordshirepartnership.com/Partnership.aspx>

Herefordshire Safeguarding Children Board (HSCB)

A statutory Board consisting of all those agencies involved in safeguarding children to ensure their effectiveness in safeguarding and promoting the welfare of children in Herefordshire.

Integrated Services

Multi-agency services working together in a co-ordinated way, normally under one roof, with the common purpose of meeting the needs of children, young people and their families.

Key Stage

Early Years Foundation stage covers children aged 0 to 5 years.

Key Stage 1 – ages 5 to 7

Key Stage 2 – ages 7 to 11

Key Stage 3 – ages 11 to 14

Key Stage 4 – ages 14 to 16 (GCSE)

Key Stage 5 – ages 16 to 18

Local Area Agreement

A formal agreement between Herefordshire and the Government Office for the West Midlands on the priorities and service developments that will be delivered over a certain time period.

Team around the child (caTAC)

A way of providing interprofessional support to a child and his/her family which involves professionals and family forming a Team Around the Child.

Further information can be found at the Department of Children, Schools and Families website at <http://www.dfes.gov.uk/>

and the Every Child Matters website at <http://www.everychildmatters.gov.uk>

Appendix 1 – Key data from the Needs Assessment

Please note that the following provides a selection of key points from a needs mapping exercise undertaken in the autumn of 2007. Data has been drawn from a number of sources, including State of Herefordshire Report 2007, Health in Herefordshire: Annual Report of the Director of Public Health 2007, Tellus2 Survey 2007, Youth Survey 2007, Key Stage examination results 2007 and Performance Digest 2006/2007.

The full report can be viewed at:

http://www.herefordshire.gov.uk/docs/CommunityAndLiving/Every_Child_Matters_in_Herefordshire_November_2007.pdf

Key Data: Be Healthy

- 48% of babies are breastfed at six weeks of age. Although this represents a sharp decrease from initiation when the figure is at 78%, it is above national and regional averages.
- Dental decay rates are high – an average of 1.75 teeth per five year old are either decayed, missing or filled
- Obesity levels are similar to national levels – a weight survey of reception and year 6 classes in 2006 showed that 22.9% of reception and 31.2% of year 6 were either overweight or obese
- Teenage pregnancy levels are relatively low – the conception rate for girls aged 15-17 years was 32.9 per 1000 girls, compared with 45.8 in the West Midlands region. However, the overall low rates mask hotspots in the Belmont, St Martins and Hinton and Leominster South wards.
- The Teenage Lifestyle Survey (2006) revealed that 7% of respondents smoked at least one cigarette in the week before the survey, of which 25% were Year 10 girls. Overall, 8% say they smoke 'regularly' or 'occasionally'. 26% had at least one alcoholic drink in the week before the survey – the biggest consumers were Year 10 girls at nearly 50%. The Tellus2 survey (2007) showed higher levels of drinking and smoking in Herefordshire respondents, than nationally.
- The health of children and young people in Herefordshire is generally good, although here, as elsewhere in the country, poorer health outcomes are experienced by those living in the socially deprived parts of the county. Infant mortality, hospital admissions for falls and hospital admissions for alcohol related conditions are all higher in the areas of highest social deprivation.

Key Data: Stay Safe

- The number of looked after children in Herefordshire averages around 170 per year, the majority of which are placed in local authority foster care.
- On average, less than 10% of looked after children have three or more placements during the year, which is significantly better than national figures.
- The number of children on the child protection register averages around 54 per year and the biggest category of registration is neglect.
- In the Youth Survey (2007), 24% of young people reported being bullied in the last 12 months. Younger ages were more likely to say that they had been bullied and bullying covered "calling them names" and "getting them into trouble", mainly in school/college. Just under half had asked for help or advice and 39% reported that it had been dealt with seriously/very seriously.

Key Data: Enjoy and Achieve

- There are 81 primary schools, 14 high schools, four special schools and three pupil referral units in the county
- Key Stage 1 is an area for improvement. Whilst reading is above the national average, there has been a 3% decline in results for science which is 2% below the national average. The decline in writing mirrors the national decline but maths is also declining and is now 1% below national results.
- There have been improvements at Key Stage 2 compared with 2006. In the summer 2007 exams, 81% achieved level 4 or above in English (compared with the national average of 80%) and 77% achieved level 4 or above in Maths, which is in line with national performance.
- The results at Key Stage 3 are all ahead of the excellence cluster and national comparisons with 80.5% achieving level 5 or above in English and 79.2% achieving level 5 or above in Maths.
- Similarly, at GCSE, results are all ahead of the excellence cluster and national comparisons with 94.3% achieving 5 or more A*-G including English and Maths; 51.7% achieving 5 or more A*-C including English and Maths.
- Herefordshire is just below the median of all English authorities for the percentage of half days missed in primary schools, and just above the median for secondary schools. Issues at individual schools have had an adverse effect on the overall figures.
- The Tellus2 survey (2007) showed that 48% of pupils enjoy school always/most of the time and would enjoy it more or do better if it was more fun and there were more interesting lessons.

Key Data: Make a Positive Contribution

- The Youth Survey (2007) revealed that 31% of young people undertake some kind of volunteering outside of the home, at least once a month, which is ahead of the adult volunteering rates.
- In the same survey, 31% of 13-18 year olds felt that Herefordshire Council did enough to enable them to influence decisions, which is a significant improvement from the 2005 baseline of 19.2%.
- In 2006, 50% of Herefordshire's 2004 cohort of young offenders had re-offended over the last two years – an improvement of 4% on the previous cohort.
- In 2005/2006, 344 young people entered the Youth Justice System for the first time – a decrease of 35 from the previous year. The majority of young offenders are male, aged 15-17 years. Theft and handling, violence against the person and criminal damage are the most common offences committed by young people.

Key Data: Achieve Economic Wellbeing

- In 2006/2007, 5.5% of 16-18 year olds in Herefordshire were not in education, employment or training, compared with 7.7% nationally.
- 81.5% of 16-19 years olds with learning disabilities or difficulties and 31% of 16-19 year old teenage mothers were in education, employment or training.
- Around 13% of children aged under 14 live in households dependent on 'workless' benefits

- Transport is a major issue for the county. Around 20% of respondents to the Youth Survey (2007) said that lack of transport prevented them getting involved in activities outside of school/college or work time. Young people in the Golden Valley, Kington area and Ross surrounds were more likely to be affected.

Key Data: Additional needs

- Government guidance suggests that as many as 20-30% of children and young people could be defined with additional needs for either short or long term periods
- The number of pupils in Herefordshire with statements has fallen by 16% over the last four years. Increasingly, these pupils are having their needs met through additional resources allocated via the banded funding system.
- Analysis of banded funding applications over the last year show that 43% were to meet specific learning difficulties and 17% to meet behaviour needs. 17% were to meet learning development delays and this category is rising each year. Overall, banded funding applications show significant growth, particularly at levels 3 and 4.
- Up to 90% of children with disabilities aged 14+ have a transition plan to support their move to adult services.
- Around a quarter of the young people identified as at risk of becoming involved in anti-social behaviour or criminal activity are recorded as having special educational needs.

Annual Performance Assessment 2007

A summary of the strengths and areas for development, by outcome, is shown below:

Outcome	Strengths	Areas for development
<p>Be Healthy “The contribution of services to improving outcomes for children and young people in this aspect is good”</p>	<p>All schools engaged in the Healthy Schools programme and 68% have achieved Healthy Schools Status.</p> <p>Very good progress on provision of a comprehensive Child and Adolescent Mental Health Service (CAMHS).</p> <p>Very good access to, and services for, looked after children with health assessments being maintained at 90%.</p>	<p>Improve the oral health of children and young people</p>
<p>Stay Safe “The contribution of services to improving outcomes for children and young people in this aspect is adequate”</p>	<p>Thresholds for service reviewed and understood across agencies</p> <p>Significant increase in numbers of referrals to social care services and proportion of referrals leading to initial assessments</p> <p>Very good compliance with requirements for allocating child protection cases and timeliness of reviews</p> <p>Good arrangements to support looked after children, good</p>	<p>Some weaknesses remain in safeguarding arrangements</p> <p>Falling performance against timescales for initial and core assessments</p> <p>Delay in auditing of compliance with safe recruiting practices across agencies</p> <p>Need to improve provision to combat domestic violence</p>

	placement stability and good quality of care in foster placements	
<p>Enjoy and Achieve</p> <p>“The contribution of services to improving outcomes for children and young people in this aspect is good”</p>	<p>Substantial improvement in educational standards at Key Stage 4 since 2005</p> <p>Good educational outcomes for looked after children, and those with learning difficulties and/or disabilities</p> <p>Significant increase in the proportion of schools judged to be good or better</p>	<p>Decreasing standards at Key Stage 1, with writing the weaker of the three measures</p> <p>Recently increased unauthorised absence figures in the secondary sector, focused on specific schools</p> <p>Limited participation in out-of-school activities because of transport challenges and limited variety</p>
<p>Positive Contribution</p> <p>“The contribution of services to improving outcomes for children and young people in this aspect is adequate”</p>	<p>Progress on improving coordination and provision of earlier intervention and preventative services through the development of a comprehensive family support strategy</p> <p>Good consultation processes for children and young people including the Youth Council, school councils, and Shadow Children and Young People Partnership Board</p>	<p>Family support strategy needs finalisation and implementation</p> <p>Need to effectively address the numbers of first-time entrants into the youth justice system, and the rate of recidivism</p> <p>Increase the proportion of young offenders aged 16 and above in education, employment and training</p>
<p>Economic Wellbeing</p> <p>“The contribution of services to improving outcomes for children and young people in this aspect is adequate, with several good features”</p>	<p>Good outcomes for young people in terms of basic qualifications and training</p> <p>Reduction in numbers of 16 to 18 years olds not in education, employment or training, to below the national average</p> <p>Satisfactory outcomes for 16–19 year old learners and good for vulnerable young people</p> <p>Higher proportion of young apprentices complete their training than nationally</p>	<p>Slow progress towards developing an area-wide programme for 14–19 learning, although now improving</p> <p>More involvement with schools to provide a wider range of vocational opportunities</p>
<p>Service management</p> <p>“The capacity to improve, including the management of children’s services is adequate, with some good features”</p>	<p>Good partnerships between agencies to improve health and welfare for children and young people.</p> <p>Good leadership and effective participation by schools</p> <p>Good outcomes for children and young people with learning difficulties and/or disabilities, and those looked after</p> <p>Sense of common purpose amongst service managers.</p>	<p>Performance management strengthened but needs to be embedded across all service areas.</p> <p>Downward pressure on resources because of falling rolls</p> <p>Challenge to ensure a sufficient proportion of local authority resources is allocated to children’s services.</p>

Appendix 2 – Links to local, regional and national strategies

(NB this is not an exhaustive list)

Local

- Children with Disabilities strategy
- Parenting strategy
- Child and adolescent mental health (CAMHS) strategy
- Workforce Development strategy
- Anti-bullying policy
- Primary and secondary school strategies
- Herefordshire Community Safety and Drugs Partnership strategy
- Capacity and Capability Assessment and action plan (Youth Offending Service)
- Early Years foundation stage framework
- School attendance strategy
- Play strategy
- Economic Development strategy
- Early Years and extended schools strategy
- Childcare Sufficiency strategy
- Teenage pregnancy strategy
- Sustainable school travel strategy
- 14-19 strategy and education plan
- HSCB business plan

Regional

- “Choosing health for the West Midlands”
- Regional health and well-being strategy

National

- Children’s Plan (DCSF)
- Primary and secondary school National Strategies
- Health Care Matters White Paper
- Every Child Matters; agenda for change
- Children Act 2004
- National Service Framework for Children, Young People and Maternity Services

Appendix 3 - Categories of Vulnerable Groups

as defined by the Vulnerable Young People's Group

Those in looked after system including aftercare
Pregnant teenagers and young parents
Those excluded from school – permanent and temporary
Home educated young people
Those out of education system / 'local' arrangements
Those in receipt of hospital education
Young offenders and those at risk of offending
Substance misuse including alcohol
Homeless (including those in temporary accommodation)
Young carers
Learning difficulties and disabilities and 'statemented' children
Those with difficult home circumstances including those on Child Protection Register and those identified as part of Child Concern Model
Non English speaking young people and those with English as a second language
Minority ethnic groups including migrant working families, and those from the travelling community.
Disaffected young people
Lower ability young people requiring access to provision other than mainstream including those needing access to pre E2E (Entry to Employment) provisions
Young people subject to bullying
Truants / non-attenders
Young people with mental health issues
NEET (Young people not in education, employment or training)
Young people who are rurally isolated
Vulnerable young people in further education and in work based learning
Young people who self harm
Young people who have been sexually abused

**HEREFORDSHIRE COMMUNITY SAFETY AND DRUGS
PARTNERSHIP - PARTNERSHIP PLAN****Report By: Director of Regeneration****Wards Affected**

County-wide.

Purpose

To inform Council that the Strategy Group of the Herefordshire Community Safety and Drugs Partnership (HCSDP) has approved the Partnership Plan (2008-2011).

To request that Council considers the contents and adopts the plan.

Key Decision

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

It was included on the Forward Plan.

Recommendation

THAT: It be recommended that Council adopts the Herefordshire Community Safety and Drugs Partnership Plan.

Reasons

- 1 Herefordshire Community Safety and Drugs Partnership (HCSDP) is the county's merged Crime and Disorder Reduction Partnership (CDRP) and Drug Action Team (DAT). HCSDP has a statutory obligation¹ to undertake a Strategic Assessment to evaluate the performance of the partnership against the 2005-2008 strategy and to propose future partnership priorities and to produce a three-year Partnership Plan setting out how priorities will be addressed. This enables partnerships to develop plans and tackle short, medium and long-term priorities aligned with other planning cycles, most notably, the Local Area Agreement planning process.
- 2 The Plan must contain information about the role of each partner in contributing to and supporting delivery of the agreed priorities. It should also cover information about the way in which performance against priorities will be measured and how the partnership will address the performance management of their work; as well as information about the way in which the partnership will engage with their communities.

¹ [Statutory Instrument *Crime and Disorder (Formulation and Implementation of Strategy) Regulations (2007)*]

- 3 The plan must be revised annually as priorities will not necessarily remain the same, with the partnership able to incorporate any new priorities emerging from the annual Strategic Assessment.
- 4 A copy of Herefordshire's first Strategic Assessment and Partnership Plan is attached for Members attention. As a partner within HCSDP, Herefordshire Council needs to formally adopt the Partnership Plan and support its delivery.

Considerations

- 5 Information within the Strategic Assessment was gathered from interviews and consultations with local communities via focus groups, annual surveys and public meetings. Information was also analysed from West Mercia Constabulary, Herefordshire Council, Hereford & Worcester Fire and Rescue Service, and other partner data systems.
- 6 Analysis of the information within the Strategic Assessment enabled the Strategy Group to determine the key partnership priorities affecting the County and fundamental to the 2008-2011 Partnership Plan. The five broad priorities identified are:
 - a. Reducing Crime through Offender Management and other interventions;
 - b. Reducing Drug and Alcohol Harm;
 - c. Promoting and Delivering increased Road Safety;
 - d. Providing Community Reassurance in Anti-Social Behaviour, Disorder and Crime;
 - e. Multi-Agency and Community Dynamic Tasking and Co-ordination.
- 7 Two other themes were identified as having such impact across all other areas, that they should be considered within each of the other 5 groups individually. These are:
 - f. Young People (victims and offenders);
 - g. Violent Crime.
- 8 To deliver the priorities the HCSDP is made up of the following key partners:
 - Herefordshire Council;
 - Hereford & Worcester Fire and Rescue Service;
 - Herefordshire Housing (representing the Registered Social Landlords Forum);
 - Herefordshire Primary Care Trust;
 - Worcestershire and Herefordshire Youth Offending Service;
 - West Mercia Constabulary;
 - West Mercia Police Authority;
 - West Mercia Probation Trust.
- 9 There is strategic level membership from each of these agencies on the Strategy Group that considered and approved the Partnership Plan.

Legal Implications

- 10 Partnerships are required by legislation to produce this strategy, as laid out in the review of the Crime and Disorder Act (2007). Non-adoption of this plan will put the council in breach of a statutory requirement and may consequently be the subject of a judicial review.

Financial Implications

- 11 The funding of the activity is largely from external sources and partner contributions. The funds will be targeted at the priority areas and spend monitored through the Strategy Group and reporting arrangements to funders.

Risk Management

- 12 Risks and associated mitigating actions are set out in the risk register within the Partnership Plan. A key risk to the delivery of the plan is the resources available to address the priority areas and ensuring an effective partnership is continued to address issues that cannot be solved by a single organisation approach.

Alternative Options

There are no Alternative Options.

Consultees

HCSDP partners

Local communities

Appendices

Appendix 1 The Strategic Assessment.

Appendix 2 The Partnership Plan (draft).

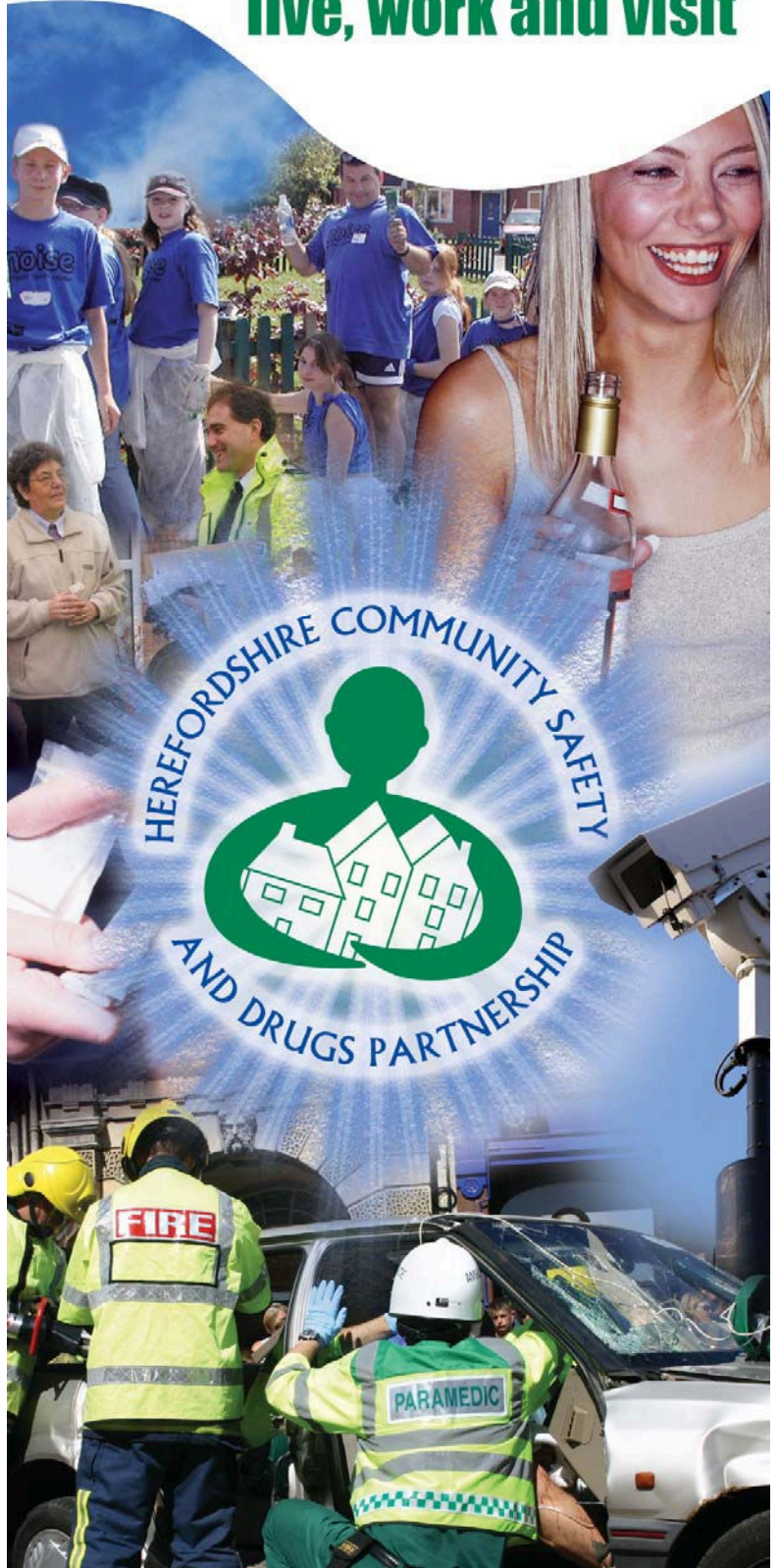
Background Papers

- None identified



**Working together
to make Herefordshire
a safer place to
live, work and visit**

Strategic Assessment 2007



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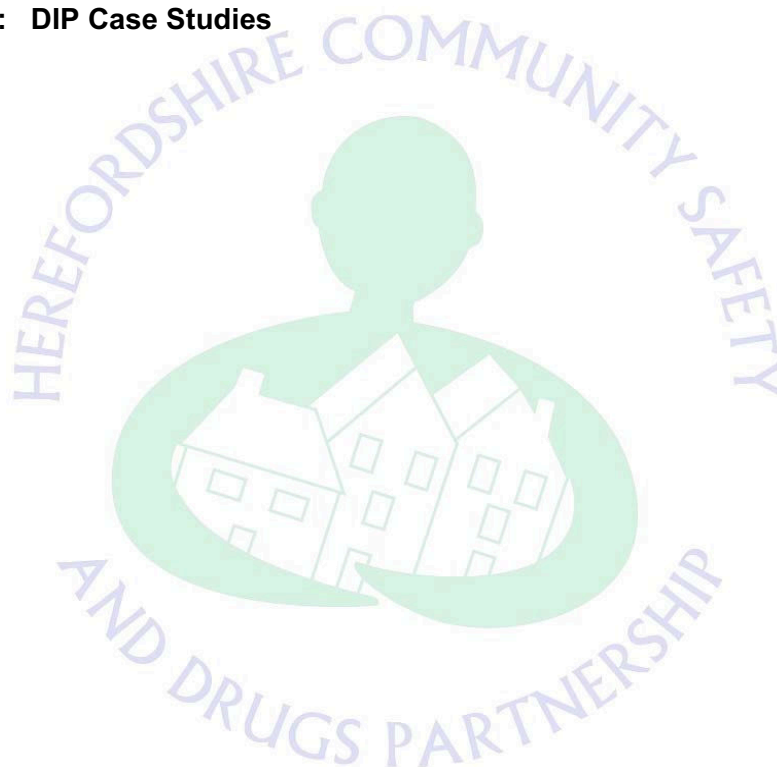
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APPENDICES

Appendix 1: Detailed analysis from HCSDP Community consultations

Appendix 2: HCSDP Information Sharing Protocol

Appendix 3: DIP Case Studies



Herefordshire Community Safety and Drugs Partnership Strategic Assessment 2007

Executive Summary

The Herefordshire Community Safety and Drugs Partnership is required as a Crime and Disorder Reduction Partnership (CDRP) to undertake an annual strategic assessment to evaluate the effectiveness of the Partnership and how it performed to meet the 2005-2008 strategy. The strategic assessment for crime, disorder and drugs misuse in Herefordshire took place between October 2007 and January 2008 starting with a series of public consultations in the county. The assessment included results from the consultation, survey results from West Mercia Constabulary and Herefordshire Council in relation to crime and disorder, data from partners, and desktop analysis of all of the available data by scanning and detailed analysis. This process of data analysis concluded by identifying key priorities, including priorities identified by the public, to take to the HCSDP Strategy Group. The draft strategic assessment and presentation of key findings was given to the HCSDP Strategy Group in January 2008 for discussion and decision from the priorities identified from the assessment process.

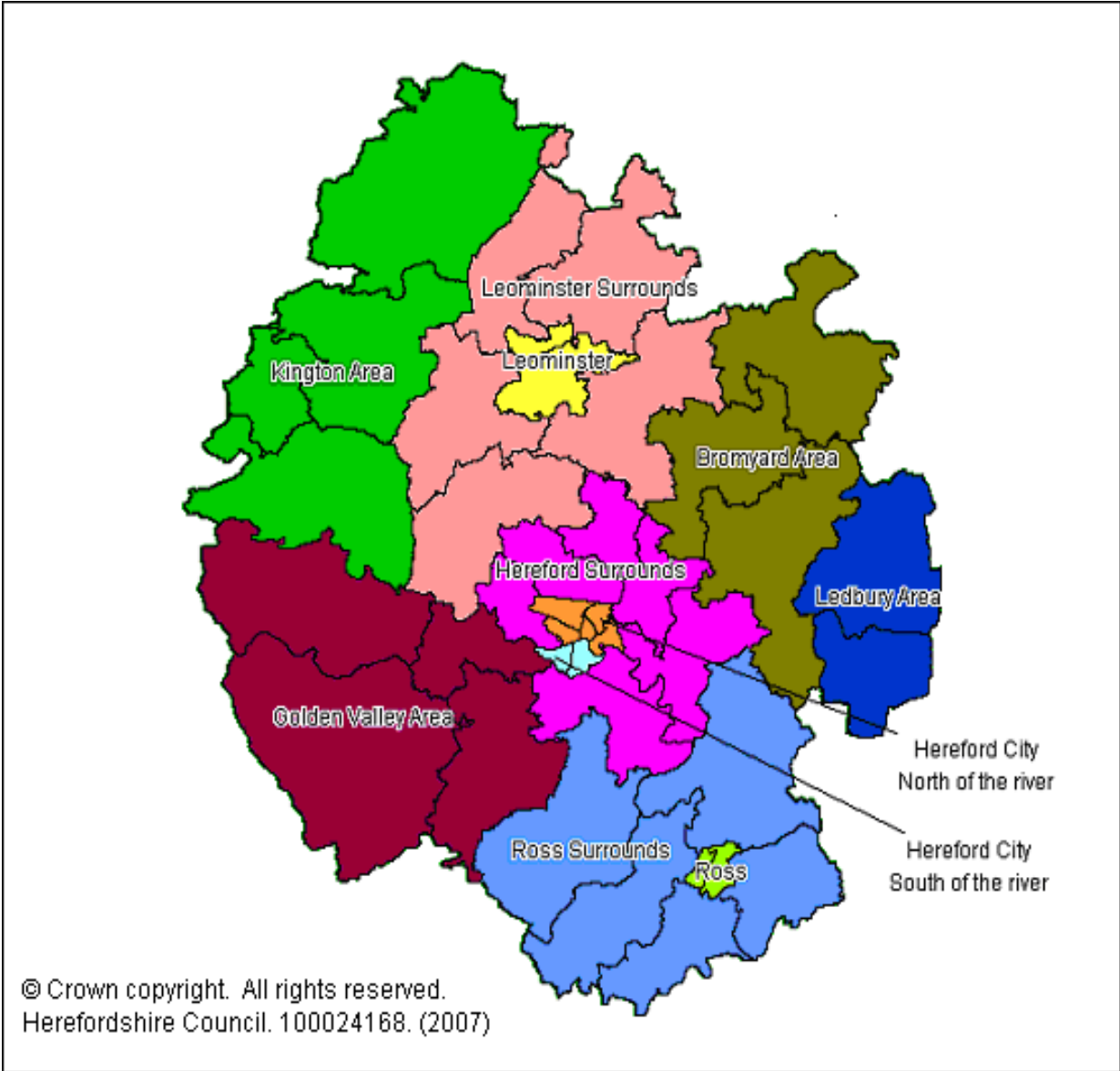
At the meeting the HCSDP Strategy Group agreed five overall priorities, which include cross-cutting themes such as young people and domestic abuse which fall into more than one priority area.

The five priorities agreed by the Herefordshire Community Safety and Drugs partnership are:

- **Reducing Crime further through effective Offender Management and other interventions**
- **Reducing Drug and Alcohol Harm**
- **Promoting increased Road Safety**
- **Providing Community Reassurance (ASB, Disorder and Crime)**
- **Responding Dynamically through Multi-agency Tasking.**

These priorities are carried forward to the new Herefordshire Community Safety and Drugs Partnership Strategy period 2008-11, subject to review each year during the annual strategic assessment.

HEREFORDSHIRE WARD GROUPS



SECTION 1: INTRODUCTION

The Herefordshire Community Safety and Drugs Partnership is required as a Crime and Disorder Reduction Partnership (CDRP) to undertake a strategic assessment during 2007 to evaluate the effectiveness of the Partnership and how it has performed to meet the 2005-2008 strategy.

CDRP's were required to conduct an audit every three years to establish key priorities for Herefordshire. This process has now changed and the Statutory Instrument '*Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007*' which was laid before Parliament in June 2007 and came into force on 1st August 2007 (England only) confirms that CDRP's are required to carry out annual strategic assessments to revise the Partnership's plan. Full details of who must lead and prepare the strategic assessment, including guidance on what the assessment shall include are detailed within the Home Office Guidance "*Delivering Safer Communities: A guide to effective partnership working*" (September 2007).

This strategic assessment will review to what extent performance to date has met set targets within the current Partnership 3-year strategy which concludes on 31st March 2008.

A range of data and information is available and is included within this strategic assessment. Results from annual surveys, public meetings, surveys and consultations with local communities, especially reaching the most vulnerable. Joined up work with partners by sharing information remains essential to the process to ensure the strategy is robust and has shared ownership.

It should be acknowledged that West Mercia Constabulary conducts its own 6-monthly strategic assessment which includes levels and patterns of crime and disorder. Detailed analysis and hotspot areas from the Police are included within this document to provide a focus to enable the planning of Partnership priorities for the coming strategy period.

AIM

The aim of the strategic assessment is to review the effectiveness of the current Herefordshire Community Safety and Drugs Partnership strategy which ceases on 31st March 2008

PURPOSE

This document will provide strategic guidance to the Herefordshire Community Safety and Drugs Partnership Strategy Group to assist in identifying medium and long-term issues in particular areas to be addressed through the Partnership Plan priorities from April 2008.

The document will provide a strategic assessment of key community safety issues that are founded on intelligence and performance-led information. This information is available from West Mercia Constabulary, Herefordshire Council, Hereford & Worcester Fire and Rescue Service, and other partner data systems. It will identify neighbourhood priorities for crime, disorder and substance misuse for the County of Herefordshire.

ACKNOWLEDGEMENTS

If you wish to discuss the information contained within this Assessment, please contact Herefordshire Community Safety and Drugs Partnership;

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This document has been prepared by the Herefordshire Community Safety and Drugs Partnership Performance and Data Officer and a temporary research assistant.

Paula Daniels-Symonds
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Performance and Data Officer
Temporary Research Assistant

Special thanks to Herefordshire Community Safety and Drugs Partnership Programme Manager and Team members, Herefordshire Council Research Team, particularly Maxine Bassett and Michael Brown, and to the Herefordshire Community Safety and Drugs Partnership Strategy Group and key partners and their staff, West Mercia Constabulary Data Analysts, and thank you to Alison Smith, Temporary Research Assistant who was employed to assist in collating information and producing graphs and tables for this Assessment.

THE PARTNERSHIP

Herefordshire Community Safety and Drugs Partnership is represented by a number of organisations who work together to tackle community safety and drug issues in Herefordshire.

These organisations are:

- Herefordshire Council
- Hereford & Worcester Fire and Rescue Service
- Herefordshire Housing (representing the Registered Social Landlords Forum)
- Herefordshire Primary Care Trust
- Hereford & Worcester Youth Offending Service
- West Mercia Constabulary
- West Mercia Police Authority
- Hereford and Worcester Probation Service

The Partnership is supported by a series of multi-agency implementation groups. These groups have been working over the past three years to reach the objectives and targets set out in the Partnership's three-year plan for the period April 2005 to March 2008.

The Partnership is structured as shown in diagram below:



The Herefordshire Community Safety and Drugs Partnership team has experienced some staffing changes and new posts created during 2007 and now has a full complement of staff.

METHODOLOGY

This is the first Strategic Assessment for the Herefordshire Community Safety and Drugs Partnership. Herefordshire is a Unitary area, therefore one strategic assessment for the County is required.

The data provided comes from a variety of sources and is used to measure to what extent the current strategy has met its targets. It is also used to identify priority areas to focus upon for the coming strategy period from April 2008.

There is a considerable amount of information and data already available to the Partnership and as such the majority of the work for this process has involved desktop analysis. West Mercia Constabulary conduct their own 6-monthly strategic assessments which are detailed and include temporal analysis for local crimes, hotspot areas and key trends. The Herefordshire Community Safety and Drugs Partnership used this information to form a key part of the strategic assessment.

Methods for engaging with local communities where crime and safety is involved were the West Mercia Constabulary joint crime and safety survey, Herefordshire Council Satisfaction Survey (Local Government User Satisfaction survey), Youth surveys, Community Forums (PACT) meetings and the Herefordshire Community Safety and Drugs Partnership Community Consultations during October 2007.

Information and data has been collected from:

- Herefordshire Community Safety and Drugs Partnership Performance Management Framework (PMF) which records data from key Partners on a monthly, quarterly and annual basis and is RAG assessed¹ for performance against target.
- West Mercia Constabulary – Detailed analysis, current strategic assessments, joint crime and safety surveys.
- Herefordshire Council - Local Government User Satisfaction Survey, State of Herefordshire Report,
- Herefordshire Council Youth Services – Teenage Lifestyle Survey.
- Hereford & Worcester Youth Offending Service – performance against targets.
- Drugs Intervention Programme (DIP)
- Hereford and Worcester Probation Service
- Hereford & Worcester Fire and Rescue Service
- Highways and Transportation
- PACT meetings
- Drug Forums
- Environmental Health
- Trading Standards
- Community Consultation
- Iquanta – Police Performance website to measure Herefordshire Community Safety and Drugs Partnership with our peer group of most similar CDRP's (MSG = most similar group)
- NDTMS (National Drug Treatment Monitoring System)
- HCSDP Adult and Young Persons Needs Assessments

During July 2007, the Herefordshire Community Safety and Drugs Partnership Performance and Data Officer drafted a Project Brief which included proposed activities and Gantt chart. This was presented to the Strategy Group in August for endorsement. A range of information and data had already been identified and

surveys due to commence through the Summer and Autumn months would ensure results were available to be incorporated into the strategic assessment.

As the strategic assessment involves using detailed analysis, temporal analysis and hotspot/priority areas, data has been used from the West Mercia Constabulary Herefordshire Division analysts through the 6-monthly strategic assessment. The strategic assessments conducted for period October 2006 to March 2007, and now for April to October 2007 have been made available to the HCSDP. This information and data is included within the HCSDP Strategic Assessment to identify priority areas for Herefordshire.

Information Gaps

On 1st August 2007 new Crime and Disorder Information Sharing Regulations (No.1831) came into force. These regulations describe the nature of information that must be shared between relevant authorities under a new duty to share depersonalised electronic information and must be shared at least quarterly. The first information sharing running period commenced 1st October to 31st December to cover the three-month period prior to 1st October, therefore July to September 2007.

At the time of writing this report effort was put into obtaining incident specific data from the NHS Acute Trust, Hereford & Worcester Fire and Rescue Service and Herefordshire Council to comply with these regulations. In general, experience to date from discussions held with responsible officers within the relevant departments in each of the responsible authorities to obtain the incident-specific data has been positively received in principle, the regulations state that this information will already be held by each responsible authority. However in practice, obtaining the data during the information sharing running period took longer than expected and has been problematic and resource intensive for some departments. Further detailed discussions are required during early 2008 to iron-out specifically what data is required, when, and how this can be provided electronically to the HCSDP. Possibly a degree of compromise may need to be established in some instances.

It must be noted here that the HCSDP does not currently own a database and, due to the restrictions imposed on sourcing and acquiring any new systems within Herefordshire Council through Herefordshire Connects Programme, the likelihood of obtaining one in the near future does not look promising. This area does need further discussion to actively push for a suitable recording database for the Partnership as it would vastly improve upon the data and information that is currently available.

Analysis and Data sets

The analysis for this strategic assessment includes, where available, data, issues and problem profiles for specific areas in Herefordshire which will identify hotspot areas to focus attention. The data for identifying these problem areas are taken from a variety of sources as mentioned on the previous page.

Engaging with Local Communities

Following the production of new Home Office Regulations during 2007 with regards to preparing a CDRP Strategic Assessment, the lead Officer proposed, through the production of a Project brief to Strategy Group, to engage further with local communities by initiating a series of planned, advertised consultations in Hereford City and the surrounding Market Towns. This was carried out following consultation

with the Herefordshire Partnership's Community Involvement team, and involved a trailer-tour on the most "active" days in each community, coinciding with Market days. Further consultations with other "hard to reach" or vulnerable groups have taken place and the needs and concerns of these groups have been included within this report. Lessons learned from this process were that it was difficult to organise focus groups with some "vulnerable groups" at fairly short notice and the feeling was that discussions around needs in relation to community safety and drugs issues should be built-in as part of an ongoing process of good practice in community engagement and the ongoing development of service user groups.

Forums that are already in place to consult with local communities must continue. There is a useful source of information and consultation available in the shape of PACT (Partners and Communities Together) meetings. *'Herefordshire Council and its partners are committed to improving the way they engage with local residents and respond to the priorities and needs of local communities'*. The PACT meetings are held in "rounds" every 3-4 months. The number of meetings have increased from nine to twelve to respond better to each local community. These meetings allow people the chance to raise issues from their own communities directly with representatives from Herefordshire Council and its partners and to provide an update on progress made towards addressing the issues raised at the previous meeting. Future meetings are planned for 2008. The issues raised at the 3 rounds of PACT's across the County in 2007 have been analysed and are included within this assessment.

Analytical Capacity

Any issues relating to analytical capacity and resources will be dealt with later in the report.

DATA SOURCES

Data is provided to the HCSDP by Partner organisations to enable the effective monitoring and performance management of its strategic priorities and key performance indicators which individually feed into the following:

Annual Performance Assessment / Joint Area Review	Local Area Agreement (LAA) / Integrated Performance Report (IPR)	Adult and Community Services - Service plan	Herefordshire Council Corporate plan	Public Service Agreement (PSA)	Local PSA (LPSA)	Best Value Performance Indicator (BVPI)	Children and Young People's Plan	National Treatment Agency – NTA	Locally set Targets
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Currently, the data provided to the HCSDP on a monthly/quarterly or annual basis is from the following sources:-

Partner Organisation	Data received	Frequency
West Mercia Constabulary	Crime figures relevant to the current HCSDP strategic targets	Monthly
Hereford & Worcester Youth Offending Service	Data on 1 st time entrants to Youth Justice System and re-offending rates. The proportion of young offenders receiving substance misuse and interventions	Quarterly
Hereford and Worcester Probation Service	Adult re-offending rates – measured through successful completion of Orders and Licences and rates of compliance (<i>new measures introduced in 2007</i>)	Quarterly
West Mercia Women's Aid	Number of calls in Herefordshire to Women's Aid Helpline	Monthly
Herefordshire Council Highways and Transportation Department	Numbers of those slightly injured, killed or seriously injured on Herefordshire roads	Annual
National Drug Treatment Monitoring Service (NDTMS)	Drug treatment data for drug treatment agencies operating in Herefordshire (<i>this will soon provide alcohol data from April 2008</i>)	
HCSDP Drug Intervention Programme (DIP)	KPI data recorded centrally by Liverpool John Moores University for percentages of those where initial contact is made by DIP team, further intervention required, and those entered into treatment programme	Quarterly
WMC Prolific and Priority Offender Scheme (PPO)	Re-offending rates of identified cohort of PPO's as at 1 st April 2007	<i>Bi-annual*</i>
Herefordshire Housing and Domestic Abuse Forum	Information provided for BVPI – Action against Domestic Violence	Quarterly
West Mercia Constabulary joint crime and safety survey	Monitor Fear of crime and neighbourhood issues through annual survey to Herefordshire residents	Annual
Herefordshire Council User Satisfaction Survey	Measure perceptions of anti-social behaviour through annual survey to Herefordshire residents	Annual

* The measure for the PPO scheme was introduced in 2007 for an identified cohort of PPO's as at 1st April 2007. The data for this cohort will not be available until 31st March 2009, as the PI is to measure the number of convictions of the PPO cohort for the 2 years prior to 1st April 2007 (eg from 01/04/2005 to 31/03/2007), then measure for the coming 2-year period from 01/04/2007 to 31/03/2009. This will measure the reconviction rate (target is 15% reduction in overall conviction rate) for the identified cohort.

Some difficulties with data monitoring have been experienced during the Strategy period which have made it difficult to accurately assess and compare data sets.

In the majority of cases the current HCSDP strategy was written using baseline data for 2004/05 (although some were 2003/04) and targets were set based upon the baseline data. However in some instances, changes in recording methods or codes have changed during the strategy period which has resulted in data sets not being comparable. For instance changes in NSIR (The National Standard for Incident Recording) codes for alcohol-related anti-social behaviour changed during early

2007 meaning that set targets cannot apply and comparisons with previous years' data cannot be made. This has also been the case for;

- Young People as victims of crime** – *National Management Information System (NMIS) report amended*
- Young People as victims of violence** – *NMIS report amended*
- Domestic Abuse offences reported** – *the recording of incidents changed to offences*
- Domestic Abuse arrests** – *change in recording method*

Numbers in drug treatment – the National Treatment Agency have increased the target for Herefordshire from 500 to 720 in 2007/08 as it was felt the original target was not stretching enough.

With regards to anti-social behaviour, data is currently provided exclusively by West Mercia Constabulary for the 14 sub-categories that make up that crime type. However some of these sub-categories are collected through another principal agency eg. Environmental Health for Abandoned Vehicles, also Rowdy and Inconsiderate behaviour may be collected through Registered Social Landlords (RSL's), however a robust system needs to be in place to ensure that if data is to be collected in the future from all of the principle agencies, that no instances of double-counting occur whereby an incident is reported to and recorded by more than one agency.

Information flow

It must be stressed that, although there have been some changes in recording methods and the introduction of new performance measures during the strategy period there have not been any gaps experienced in data recording and provision by each responsible agency. Experience has shown that the flow of information and data between agencies has and should continue to work well.

It is envisaged closer working links between the HCSDP Performance and Data Officer and West Mercia Constabulary Analysts during 2008 will improve further still the flow of information and detailed analysis where required, to enable the Partnership's implementation groups to accurately review performance and swiftly target efforts appropriately in priority areas.

HCSDP Information Sharing Protocol

During 2005 the Herefordshire Community Safety and Drugs Partnership introduced an Information Sharing Protocol. The purpose of the Protocol is to provide a framework to facilitate the exchange of data and to give guidance for the operation of an effective and co-operative partnership between the signatory parties.

The exchange of information is to enable partner agencies to improve their effectiveness in tackling crime, disorder and drug misuse and making Herefordshire safer.

It is the responsibility of all the Partners who have signed the Protocol to ensure that:

- Realistic expectations prevail from the outset
- Ethical standards are maintained
- A mechanism exists by which the flow of information can be controlled
- Appropriate training is provided for all staff

- Adequate arrangements exist to test adherence to the Protocol
- Data Protection and Crime and Disorder Acts and all other relevant legislation is complied with.

The HCSDP Information Sharing Protocol is in the process of being reviewed as part of the strategic assessment process to ensure it is still relevant and any change in Partners have signed the document. A series of Information Sharing workshops for Partner agency staff who are involved in information sharing will be available during 2007, to ensure staff fully understand the process for sharing information for the purposed of tackling crime, disorder and drug misuse. The existing Information Sharing Protocol may be found under *Appendix 2*.



SECTION 2: ANALYSIS

CONTEXTUAL INFORMATION

Detailed information including socio-economic factors, demographics and population, including future population change are included in the Herefordshire Partnership “*State of Herefordshire Report*”, 2007.

As an overview, Herefordshire is a predominantly rural county of 842 square miles situated in the south-west corner of the West Midlands region and borders Wales. The city of Hereford is the centre in the county for employment, administration, health, education facilities and shopping. Other principal locations are five market towns of Bromyard, Kington, Ledbury, Leominster and Ross-on-Wye.

Overall population

The following are excerpts from the State of Herefordshire report:

“The Office for National Statistics (ONS) publish mid-year population estimates for local authorities each autumn; the 2005 figures were released in August 2006. Herefordshire has a much smaller population than the neighbouring English counties but larger than its Welsh neighbours”.

“Population is estimated on a ‘usual residence’ basis, i.e. people are counted where they usually live. As the estimates are based on the Census, this is self-defined to a certain extent, but rules are applied to particular groups of the population. It is worth noting, particularly for Herefordshire, that students are counted at their term-time residence rather than their family home. This means that around 2,600 students living away from home are not counted in Herefordshire’s population. Seasonal workers are also not included”.

“Since the Unitary Authority was formed in 1998, Herefordshire’s usual resident population has grown by 4.6%, from 171,000 people to 178,800 in 2005. This is a similar rate of growth to other neighbouring authorities, although Gloucestershire’s growth was very slightly lower - as was that of England and Wales as a whole. At 1.8%, the rate of growth of the West Midlands region as a whole is markedly less.”

Percentage change in total population, 1998 to 2005 (%)

Area	% change	Area	% change
Herefordshire	+4.6%	Shropshire ¹	+4.2%
Worcestershire	+3.8%	Gloucestershire	+3.5%
Powys	+4.9%	Monmouthshire	+4.5%
West Midlands Region	+1.8%	England and Wales	+3.2%

Source: ONS – Crown Copyright and ONS 2005 mid-year estimates

“Herefordshire covers an area of 217,973 hectares (excluding inland water). Analysis at the level of counties and unitary authorities shows that, at 0.8 persons per hectare, Herefordshire has the 9th lowest population density in England and Wales, but the 4th lowest in England only. Of the neighbouring areas, only Powys has a

¹ Shropshire figures do not include the area covered by Telford and Wrekin Unitary Authority
Further information available at www.herefordshirepartnership.com

lower density, although Shropshire and Monmouthshire have similar figures (0.9 and 1.0 respectively). Gloucestershire and Worcestershire both have higher population densities”.

“The recent growth in Herefordshire’s population is entirely due to net in-migration (i.e. more people moving into the county than moving out). Over the period January 1998 to December 2005 there were about 13,300 births and 15,400 deaths in the county, representing a natural *decrease* in the population of about 2,100”.

“Herefordshire has an older age profile than both the region and England and Wales, with a noticeably higher proportion of its population in the older age groups. People aged 60 and over constitute 26.6% of the county’s population, in comparison with 21.2% nationally. Whilst all the neighbouring counties also have higher proportions of people aged 60 and over compared to England and Wales, only Shropshire and Powys have proportions as high as Herefordshire (25.6% and 27.6% respectively). Conversely, 27.6% of Herefordshire’s population is under 25, compared to 31.0% in England and Wales as a whole and 31.8% within the West Midlands. Again though, it must be noted that students away from home are excluded from the county’s population, and the county’s proportion of under 15s is only slightly lower than the national figure”. Further detail about the age groups are included within the State of Herefordshire Report, 2007.

“Herefordshire Council’s Research Team produces population forecasts for the county which are based on recent and nationally projected trends in births, deaths and migration, but also take into account anticipated housing provision under the Unitary Development Plan – which has a constraining effect on in-migration. Until the Regional Spatial Strategy is decided it is not possible to anticipate what housing provision there may be after the UDP, so forecasts can only be produced up to 2011”.

“2005-based interim forecasts have been produced which take account of a higher than average net international in-migration between 2004 and 2005 (see page 20), but do not make any attempt to forecast future trends in international migration. Whilst anecdotal evidence suggests continuing increases in the number of international migrants to Herefordshire, there is currently no statistical evidence on which to base future forecasts of trends in international in - or out - migration. Little is known, even at a national level, about the impact of the expansion of the European Union on the population in the longer term”. Again full details and graphs are included within the State of Herefordshire Report.

“The total county population is expected to increase by 1.5% over the period; less than the projected growth of 3.0% nationally. However, changes within age-groups are expected to be more dramatic in Herefordshire than nationally for all age-groups except 45-64 year-olds - although movements are generally in the same direction. Of particular note is the rapid forecast growth in the numbers of elderly people. The number of 75-84 year-olds in Herefordshire is expected to increase by 6.7% and the number of over 85s by 35.5%; the equivalent figures for England and Wales are 3.0% and 19.4%”.

The Index of Multiple Deprivation 2004

The Index of Multiple Deprivation 2004 (IMD 2004) from the ODPM is used widely to identify areas of deprivation. These levels of deprivation are calculated by combining a number of indicators across 7 domains which are: income; employment; health and disability; education, skills and training; barriers to housing and services; living environment deprivation and crime and disorder.

Deprivation in terms of crime

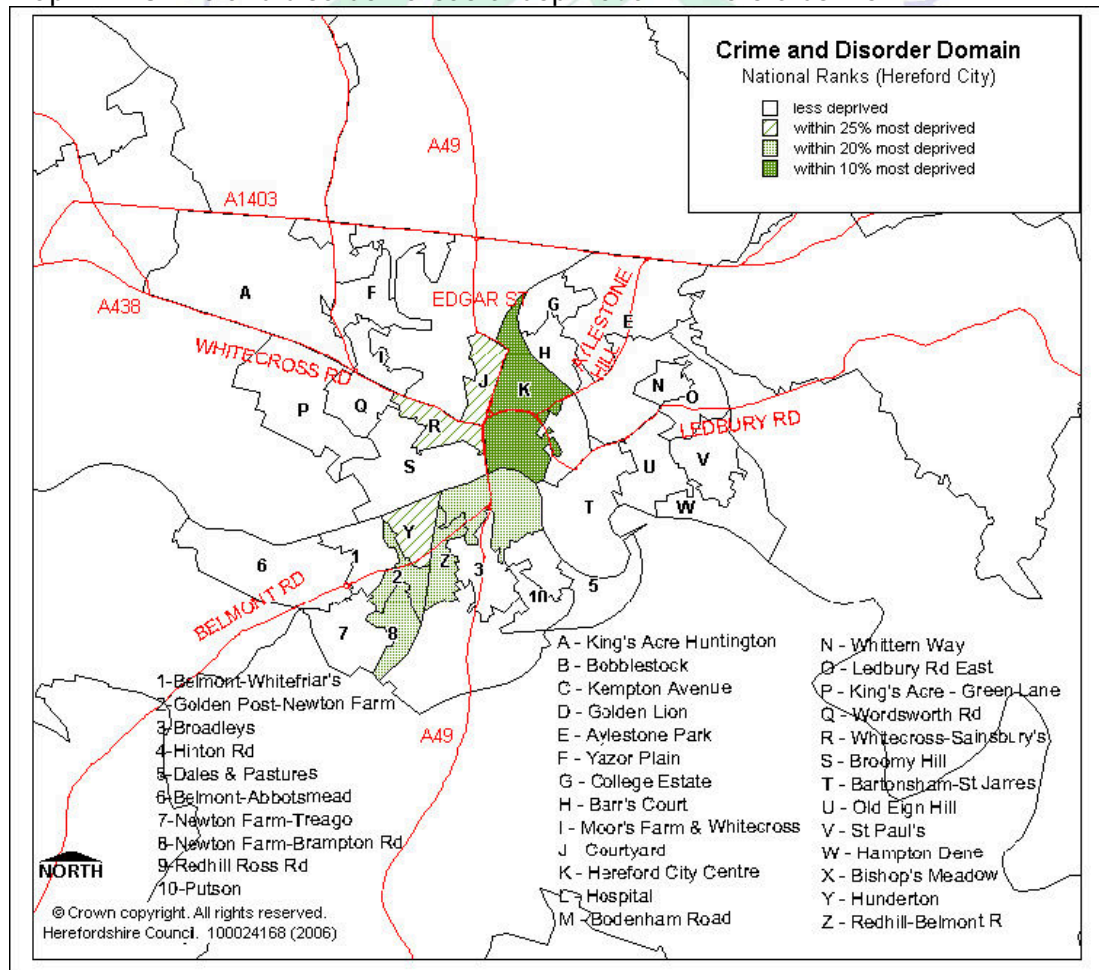
This domain is made up of 4 separate indicators that are combined to give an overall score and rank of deprivation for each Super Output Area (see the *Herefordshire Council State of Herefordshire Report 2007 Section 3 for an explanation of Output Area geographies*).

The four indicators are as follows:

- Burglary (April 2002 – March 2003)
- Theft (April 2002 – 2003)
- Criminal Damage (April 2002 – March 2003)
- Violence (April 2002 – March 2003)

There are 11 areas in Herefordshire which fall within the most deprived 25% nationally in relation to this domain. 8 of these are in Hereford City, 2 in Leominster and 1 in Ross-on-Wye. 7 out of the 11 areas also fall within the 20% most deprived, including both Leominster areas, the 1 in Ross on Wye and 4 in Hereford City; 1 area Hereford City Centre falls within the 10% most deprived nationally. It must be noted here that Hereford City Centre has a low number of residents with a large crime hotspot.

Map 1.1: Crime and disorder: areas of deprivation in Herefordshire



Source: State of Herefordshire Report 2007. Index of Multiple Deprivation 2004, ODPM; 2001 Census; OA Boundaries, ONS. Crown Copyright

Note: All the areas shaded on the map are within the 25% most deprived in England. Those areas shaded as 10% most deprived are also included in the 20% most deprived.

Migrant Workers

A study into “***The economic impact of migrant workers in the West Midlands***” has been carried out by the West Midlands Regional Observatory on behalf of Advantage West Midlands and a report made available in November 2007. The study involved quantitative surveys with 712 migrant workers, and 223 employers of migrant workers in the West Midlands, a qualitative survey with 40 third-party organisations involved with supporting migrant workers and 8 mini-focus groups with migrant workers.

A paper produced by the Herefordshire Council Research team states:

The National Insurance number (NINo) allocations record much higher numbers of people registered in Herefordshire than the immigration estimates suggest. For example, 3890 overseas nationals living in Herefordshire registered for a NINo in the 2004/05 and 2005/06 financial years whilst the ONS estimate that just 1,000 international in-migrants moved to the county between mid-2004 and mid-2006.

What is evident, however, is that Herefordshire has substantial numbers of short-term international migrants. Each year since 2004¹ at least 2,000 seasonal workers per year outside the European Economic Area have come to work on farms in Herefordshire for between one and three months, under the Seasonal Agricultural Workers Scheme (SAWS). It also appears that numbers coming into the county have increased substantially since Accession in May 2004. This is demonstrated most dramatically by noting that 640 foreign nationals living in Herefordshire registered with NINo in the two years prior to A8 accession (when eight European states² joined the European Union in May 2004), but that this number increased 6-fold (to 3,890) over the subsequent two years.

Future planned events in Herefordshire

It should perhaps be noted here that there are large-scale development plans due to commence in the forthcoming strategy period that could have an effect on crime and disorder in Hereford City.

Edgar Street Grid

A massive transformation of Hereford City Centre, known as the Edgar Street Grid is due to commence in 2009/10 with completion in 2020. It involves physical redevelopment of 100 acres of central Hereford. The development includes a civic quarter, retail quarter, new housing and canal basin. New restaurants and bars will be included in the retail quarter.

The redevelopment involves the demolition of existing buildings, new road layout and change in traffic flows. Once the development is complete there will be an increase number of visitors to the City Centre and increased footfall through City Stores. With this there is also potential for an increased opportunity for crime.

The Big Chill Festival

A further annual event that has an impact on crime statistics, particularly during the Summer, is the Big Chill Festival.

¹ Data is not available before January 2004

² Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia and Slovenia

During August each year the Big Chill Festival takes place at Eastnor Castle estate near Ledbury, to the East of Herefordshire. This Festival has been running from Eastnor castle since 2002 and is increasing in popularity each year, attracting large numbers over the 3-day event. Experience has shown that the number of thefts in Herefordshire increase or “spike” during this period, and this is mainly contributed to the Big Chill Festival.

OFFENCE BREAKDOWN	
OFFENCE TYPE	# OF OFFENCES
THEFT NOT OTHERWISE CODED	137
THEFT FROM PERSON	6
THEFT FROM M/V	2
COMMON ASSAULTS	1
POSS OF DRUGS	5
BURGLARY DWELLING	1
ATTEMPT THEFT	1

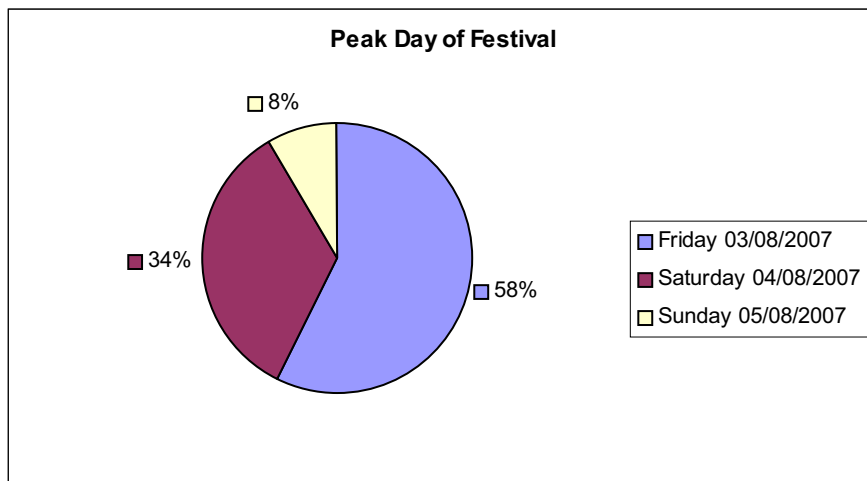
PEAK TIMES	
FESTIVAL DAY	PEAK TIME
Friday 03/08/2007	0100 > 0800 2000 > 2300
Saturday 04/08/2007	0200 > 0830
Sunday 05/08/2007	Spreadout

COMPARING TO PREVIOUS YEAR	
NUMBER OF OFFENCES - 2007	153
NUMBER OF OFFENCES - 2006	141

Data source: West Mercia Constabulary

It is noted that 130 thefts occurred from tents, 100 of these whilst the tent was occupied at the time. Cash and mobile phones being the main items targeted.

Chart 2.1 Peak days where offences occurred at The Big Chill during 2007



Point of note:

- Over half of offences (58%) occur on the first day of the festival (Friday).

The Festival hires private security, however as 100 of the 153 offences (65%) were thefts from tents whilst they were occupied, the recommendation would be to increase publicity to raise the awareness of thefts from tents at future events to promote those camping overnight to keep cash and mobile phones on their person.

In 2004 an audit of crime, disorder and drugs within Herefordshire was carried out by the Herefordshire Community Safety and Drugs Partnership. A full report was published. The results of the audit were used to determine eight local strategic priorities and four national public service agreements (PSA's) for the Herefordshire Community Safety and Drugs Partnership for a 3-year period 2005-2008. Within the eight priorities sit a series of local targets and key performance indicators (also known as KPI's) for Herefordshire. There are also some new targets that have been introduced during the strategy period hence they do not appear in the strategy but have been included in the scanning process.

The following scanning exercise is therefore structured as per the current HCSDP Strategic priorities, unless it causes repetition. In view of this, several targets currently under the HCSDP Priority 1 'Young People' are included in the priority headings for which they relate, such as re-offending rates of young people are listed under the Priority heading 'Offender Management', young people killed or seriously injured is under road Safety. Only young people who are victims of crime and violent crime are included under Priority 1, below.

More emphasis has been put into the areas which are presenting as priorities, with less emphasis on those that are not.

Priority 1: Young People

AIM: To support the "Every child matters" outcomes through education, prevention, treatment and enforcement.

1.1 Young People (aged under 25 years) as Victims of crime

To reduce the number of Young People (<25 years old) who are victims of crime by 6%

The system used by West Mercia Constabulary Headquarters to collect this data has changed since the target was originally set, therefore comparisons cannot be made to the baseline. However as a result of the amended report a new baseline was established and new annual targets set.

During the strategy period there have been concerns over the escalating number of young people as victims of crime and during the Autumn/Winter of 2007; detailed analysis was undertaken between the HCSDP Community Safety Officer and Crime Risk Manager at West Mercia Constabulary. Comparisons are being made over a 2 year period to show where the increases have occurred.

During August 2007, HCSDP received a breakdown of the number of young people aged 0-24) who were victims of crime in Herefordshire during the period 01/04/06 – 31/03/07, from West Mercia Constabulary Analysts. The figures showed that from the 14 sub-categories that make up victims of crime, the largest featured were;

- Violence against the person - N = 3349
- Criminal damage - N = 779
- Other theft - N = 719
- Theft from a motor vehicle - N = 348
- Theft of a pedal cycle - N = 366
- Burglary dwelling - N = 256

The total number of young people who were victims of crime during 2006/07 was 6670. During 2005 the mid-year estimate of young people aged 0-24 living in Herefordshire was 49,200, therefore the proportion of young people as victims of crime in 2006/07 (total) in relation to 2005 mid-year estimate of young people aged 0-24 was 13.5%

Further analysis was then undertaken to ascertain if there were themes or clusters for these crimes against young people aged 18-24. Main points of note:

- **Criminal Damage:** 85 out of 132 offences (64%) were damage to vehicles, the majority of which were in Hereford City.
14 in Belmont area,
19 in St Martins,
10 in Holmer area,
5 in Beattie Avenue
4 in Kingsway in the City's College Estate.
- **Other thefts:** mainly thefts of mobile phones, wallets and handbags.
Age category 18-24: 42 out of 67 thefts occurred in pubs and nightclubs in Hereford central area.
17 thefts occurred in Eastnor area, 11 of these took place at The Big Chill Festival – all from tents.
Age category <17: 21 thefts occurred in Hereford City to those under age 17. 6 of these occurred in pubs and nightclubs, 6 in shops, and 3 in cafes.
17 thefts occurred in Ross Town, 16 of these occurred at John Kyrle High School.
7 thefts occurred in Aylestone area, 6 of these occurred in Schools/colleges

Further analysis by West Mercia Constabulary's Crime Risk Manager and HCSDP Community Safety Officer reveal theft from a motor vehicle (against young people aged 18-24) in the City's car parks do not show an identified hotspot, the crimes are spread across various city car parks.

1.2 Young People aged under 18 who are victims of violent crime (violence against the person)

This is another target whereby the measure has changed during the Strategy period. The baseline figures have changed significantly (from 524 to 1851), therefore as a result the annual targets amended accordingly.

There was an increase in common assaults during 2007 against school children by other school children. Further analysis has been undertaken on each incident, and it's becoming clear that Schools (as a responsible Authority) are reporting assaults/incidents to the Police when they should be dealt with by the school, hence the increase in violent crime rate. An Acting Detective Inspector was appointed during 2007 to review all volume crime processes and management.

Youth Surveys

Herefordshire Council Youth Services conduct Youth Surveys on a bi-annual basis. A Youth Survey was carried out in the Summer of 2007 to get young people's views about the services they use in Herefordshire and some of the aspects of life in the county, there were some interesting responses with regards to bullying which will be looked at later in this report.

In addition to these surveys, during 2006 Herefordshire Council Research Team carried out a survey with young people aged between 11-15 years (year groups 7-10) through maintained schools in Herefordshire about health and lifestyles. This was the first survey of its kind since 2000.

A working group was established with representatives from a wide range of services within the Council & Primary Care Trust (PCT); Smoking Cessation, Public Health, Healthy Schools, Herefordshire Environmental Health & Trading Standards, Herefordshire Community Safety & Drugs Partnership, Sports Development, HP Support, Research Team. The Schools Health Education Unit (SHEU) from Exeter was commissioned to carry out the survey, benefits were: expertise, educational materials for schools and comparisons with other areas.

Nearly 4000 pupils from year groups 7, 8, 9 & 10 (i.e. 11-15 year olds) from almost all maintained schools in Herefordshire took part, only Aylestone & John Masefield declined.

Topics covered included: drugs, alcohol & tobacco, citizenship, school & career, leisure & work, emotional health & wellbeing, healthy eating, relationships & sexual health, health & safety and physical activity.

The following results were made available showing responses for alcohol and drugs.

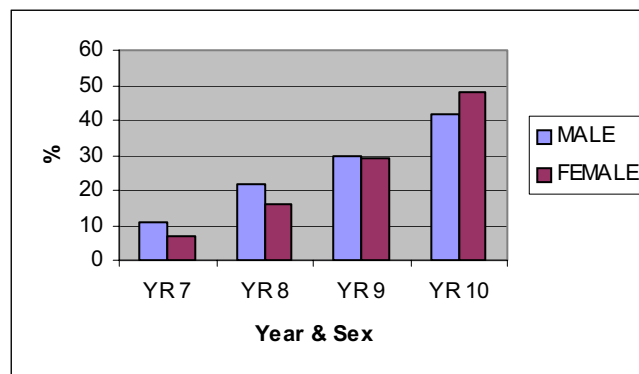
Alcohol

Percentage of young people who had at least one alcoholic drink in the week prior to the survey

- 26% had at least one alcoholic drink in the week before the survey

DETAIL	YR 7	YR 8	YR 9	YR 10
MALE	11%	22%	30%	42%
FEMALE	7%	16%	29%	48%

Chart 2.2 Percentage of young people who had at least one alcoholic drink in the week prior to the survey



Source: Herefordshire Council Research Team

Points to note:

- In year 10 only, a greater percentage of females had at least one drink compared to males.
- In year 10 just under half of those surveyed had at least one alcoholic drink in the week prior to the survey.

Percentage of young people who said they got drunk at least one day in the previous week

- 9% said that they got drunk on at least one day in the previous week

DETAIL	YR 7	YR 8	YR 9	YR 10
MALE	3%	4%	9%	16%
FEMALE	1%	3%	10%	25%

Points to note:

- In year 10 significantly more females were drunk at least once during the previous week compared to males.
- In year 10, 1-in-4 females had been drunk at least once during the previous week.

Most revealing was where the young people had drunk alcohol:

- 5% had drunk alcohol in the last week at a pub or bar (Yr 10: males – 9%, females – 10%)
- 5% had drunk alcohol in the last week at a disco, club or party (Yr 10: males – 8%, females – 13%)
- 7% had drunk alcohol outside in a public place (Yr 10: males – 9%, females – 21%)

Yr 10 males were most likely to say that they'd drunk beer/lager or cider

Yr 10 females were most likely to say that they'd drunk pre-mixed spirits, wine or Spirits.

Drugs

When asked about illegal drugs the responses were as follows;

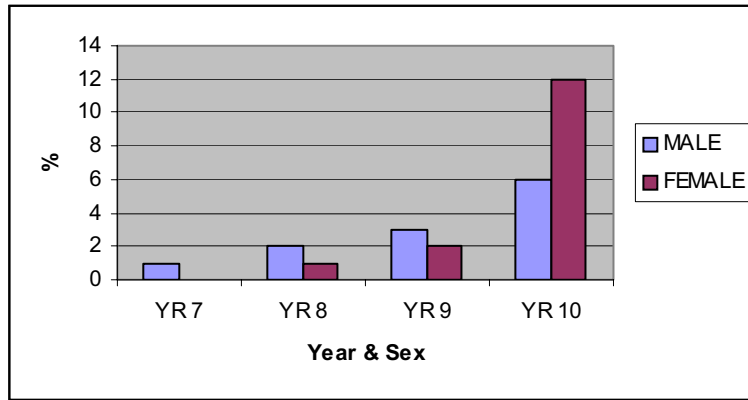
- 31% were 'fairly sure' or 'certain' that they knew someone who used drugs that were not medicines
- 14% had been offered cannabis (approx 1-in-3 year 10's had been offered cannabis)
- 9% had been offered other drugs (just under 1-in-5 young people in year 10 at school)
- 4 % reported taking an illegal drug and alcohol on the same occasion
- 2% of pupils said they have taken more than one type of illegal drug at the same time

Percentage of young people who had taken some form of illegal drug within the last month

- 3% had taken some form of illegal drug within the last month

DETAIL	YR 7	YR 8	YR 9	YR 10
MALE	1%	2%	3%	6%
FEMALE	0%	1%	2%	12%

Chart 2.3 Percentage of young people who had taken some form of illegal drug within the last month



Source: Herefordshire Council Research Team

Points to note:

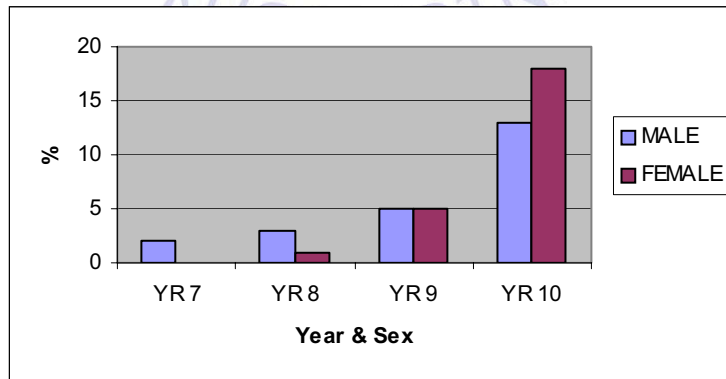
- In year 10 just over 1-in-10 females had taken some form of illegal drug within the last month.
- In year 10 just over 1-in-20 males had taken some form of illegal drug within the last month.

Percentage of young people who had taken some form of drug in the last year

- 6% had taken some form of drug in the last year

DETAIL	YR 7	YR 8	YR 9	YR 10
MALE	2%	3%	5%	13%
FEMALE	0%	1%	5%	18%

Chart 2.4 Percentage of young people who had taken some form of drug in the last year



Source: Herefordshire Council Research Team

Points to note:

- Year 10 females more predisposed to take drugs than their male peers
- Nearly 1-in-5 year 10 females took cannabis over the past year prior to the survey.
- Illegal drugs most commonly ever taken by YR 10 males were: cannabis (14%); poppers (4%); hallucinogens (4%)
- Illegal drugs most commonly ever taken by YR 10 females were: cannabis (18%); poppers (6%); solvents (4%); cocaine (3%); ecstasy (3%)

Data source: Herefordshire Council Research team, Teenage Lifestyle Survey

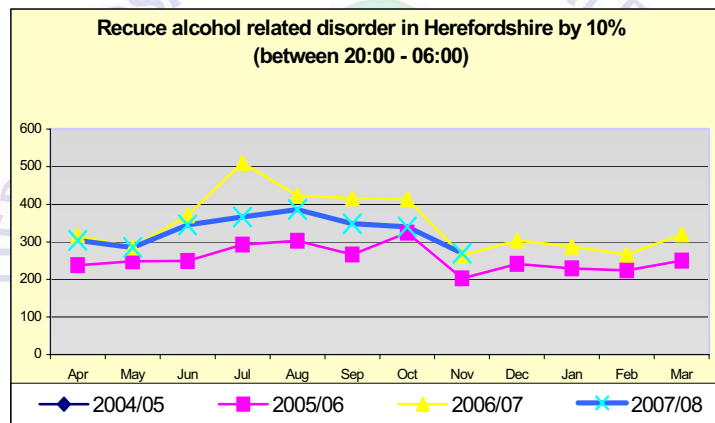
Priority 2: Alcohol related crime and disorder

AIM: To ensure a co-ordinated approach to the reduction of alcohol related crime and to increase social responsibility through a problem orientated approach to education, prevention, treatment and enforcement.



2.1 To reduce alcohol-related disorder in Herefordshire by 10% (between 20:00 and 06:00hrs)

Chart 2.5 Incidents of alcohol related disorder – monthly trends



The chart above shows the monthly level of alcohol-related disorder in Herefordshire. The annual performance chart cannot be shown due to recording codes having changed during the strategy period, therefore set targets do not apply and comparisons between years cannot be made.

The number of incidents for period 1st April to 30th November 2007 was 2644, with an average figure of 330.5 per month.

Alcohol-related Antisocial Behaviour and CCTV

Additional CCTV cameras are being sought where there are areas that are attracting drinking and antisocial behaviour in areas of Leominster, Ledbury, Ross-on-Wye and Hereford.

Where drinking and antisocial behaviour problems are being encountered, existing CCTV has highlighted the following as problem areas:

- **Leominster** – The Grange and Corn Square
- **Ross-on-Wye** – The Crofts, Gloucester Road, Market Place and Broad Street
- **Ledbury** – Market Hall, High Street
- **Hereford** – Widemarsh Street, High Street, High Town, Commercial Road/Street, St Peter's Street, Union Street, Broad Street, St Martins Street, Gaol Street.

Trading Standards

A series of test purchasing exercises are initiated at different times in the year to ascertain premises selling alcohol to under age people.

Underage Alcohol Sales Test Purchasing Campaign May – July 2007

Number of premises targeted.	Area	Sales obtained
14	Hereford City	12
4	Leominster	4
2	Ross	0

Points of note:

- 20 different premises targeted, some premises sold on more than one occasion. Approx 77 visits undertaken in total covering 1st May – 15th Jul 2007.
- One premise in Hereford sold on four separate occasions – this premise subsequently closed.

Christmas 2007 under age sales project

Test purchases were attempted at **48** retail premises throughout Herefordshire. (shops, supermarkets and off licences). Resulting in **12** sales of alcohol to volunteers aged 15 and 16. Therefore **25%** failure rate.

Each time the assistant said they thought the buyer was 18 and so did not question them. This is despite all the premises claiming to operate an ID policy for anyone who appears to be under 21.

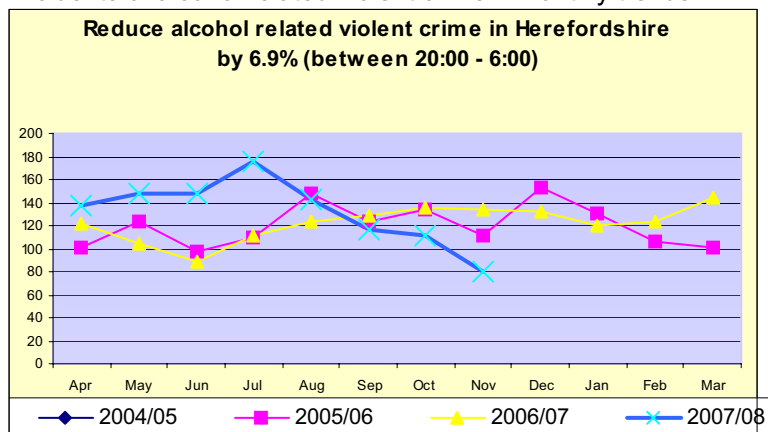
In November 2007 letters were sent to each of the 20 stores tested in the summer. The letter reminded them that Trading Standards test purchase all year round and that they must insist on ID for anyone who looks under 21. Out of those 20 premises 3 still sold over Christmas - The Local in Leominster and Spar stores in Ross and Leominster. Therefore 9 out of 28 sold who had not received letters = 32% failure rate. 15% failure rate for those who had received letters. From the list of premises which sold over the Christmas period, 4 out of the 6 premises tested in Leominster sold to underage people.

2.2 Reduce alcohol-related violent crime in Herefordshire by 6.9% between 20:00 and 06:00 hrs.

As with alcohol-related disorder above, the codes were changed during the strategy period therefore comparisons cannot be made, therefore the performance chart has not been included. The monthly data is shown below;

Chart 2.6 Incidents of alcohol related violent crime – monthly trends

The total number of alcohol related violent crime for period 1st April to 30th November 2007 was 1043, an average of 130 per month. The chart shows figures have started to reduce since September 2007 (indicated by the blue line).



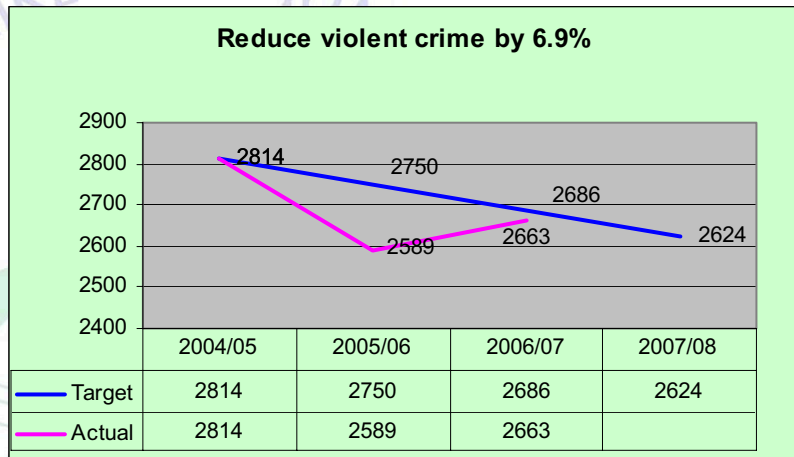
2.3 To reduce violent crime in Herefordshire by 6.9%, (or by 7.8% with LPSA stretch target from 2004/05 baseline)

Performance of this target to 31st March 2007 was below the strategy target (below target being good). However between March and June 2007 inclusive the figures rose sharply. As a result of this rise in violent crime an Acting Detective Inspector was appointed during 2007 to review volume crime processes and management, in particular violent crime.

However, it appears unlikely that the target of 2624 for 2007/08 will be reached, which means the stretch LPSA targets will also not be reached.

Chart 2.7 Performance to date for violent crime

The West Mercia Constabulary Strategic Assessment for period 1st April to 30th September 2007 reports that violent crime accounted for 23%, nearly a quarter, of all crime in the division.



Priority 3: Anti-social behaviour

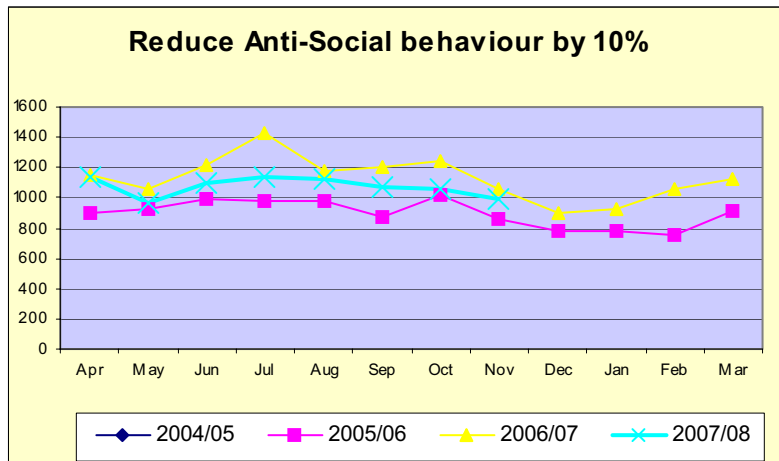
AIM: Reduce anti-social behaviour in Herefordshire through education, prevention and enforcement.

3.1 Reduce incidents of anti-social behaviour by 10%

There are 14 sub-categories that make up anti-social behaviour as provided by West Mercia Constabulary. However it is vitally important to note that antisocial behaviour is much wider than the figures received from West Mercia Constabulary,

Not all of the 14 categories are exclusively collected by West Mercia Constabulary as the principal agency, however it is only the Police data that is used to measure performance for this target. For example the principal agency dealing with abandoned vehicles is Environmental Health, therefore the data should be collected from that source, however there are some instances where abandoned vehicles are reported to and recorded by West Mercia Constabulary, therefore some thought and discussion needs to take place on how the full dataset can be robustly collected from all of the principal agencies concerned without duplication if incidents are reported to and recorded by more than one agency. Other instances of antisocial behaviour are reported to and recorded by Registered Social Landlords, therefore this data needs to be taken into consideration, again ensuring non-duplication between agencies.

Chart 2.8 Incidents of anti-social behaviour – monthly trends



This is a further example whereby performance cannot be compared to previous years due to changes in recording. All National Standard for Incident Recording (NSIR) codes and definitions changed in April 2006, therefore annual performance is not included here. The above chart shows the monthly trends.

Figures for period 1st April to 30th November 2007 were 8579, an average of 1072 per month. If figures continue at the rate they have been since September 2007, there should be a slight reduction in the annual figure compared with 2006/07.

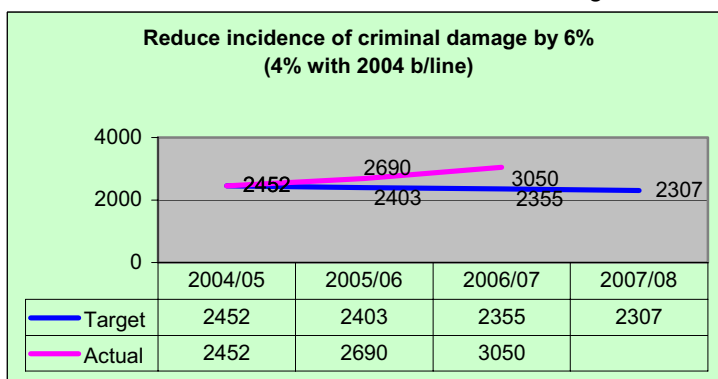
There has been proactive work in this area with more Community Support Officers and encouraging the public to report incidents of antisocial behaviour, therefore more crimes have been reported resulting in positive action.

Anti-social behaviour remains a focus in Herefordshire often being raised in local PACTs as well as being highlighted by results from the consultation that HCSDP undertook in October 2007, the Herefordshire Council Satisfaction survey and West Mercia Constabulary joint crime and safety surveys.

Anti-social behaviour will be discussed in more detail through the findings from the above methods, and the West Mercia Constabulary Strategic Assessment later in this report.

3.2 Reduce incidence of criminal damage by 6%

Chart 2.9 Performance to date for criminal damage



Over the two years, there has been an increase in the numbers of criminal damage incidents recorded.

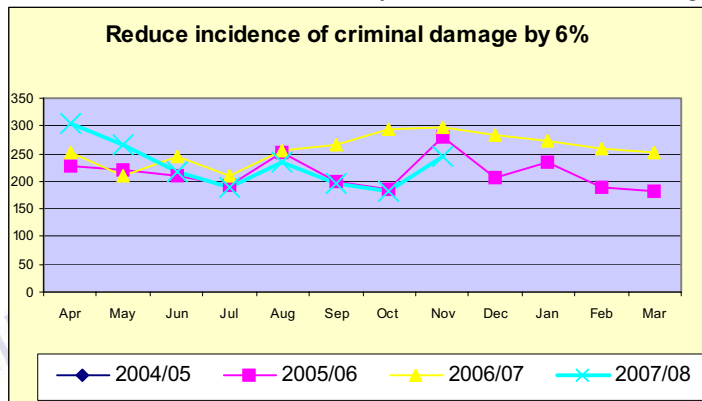
However, this may in part be due to encouragement to report more incidents to the police, therefore more crimes recorded which is a positive action.

As a result of the increase there has been a good deal of focus on the performance of criminal damage during 2007. The RAG assessment (Red, Amber, Green) for criminal damage has been graded RED consistently for each quarter for more than two years, however in

Quarter 2 (July to September 2007) criminal damage was graded amber), which is encouraging.

Chart 2.10 Monthly trends for criminal damage

The chart shows the monthly position since April 2005, the yellow line shows a steady increase in the number of criminal damage incidents recorded from August 2006 to May 2007, since then the figures started to reduce. There is a trend in November each year where figures have consistently seen an increase since 2005.



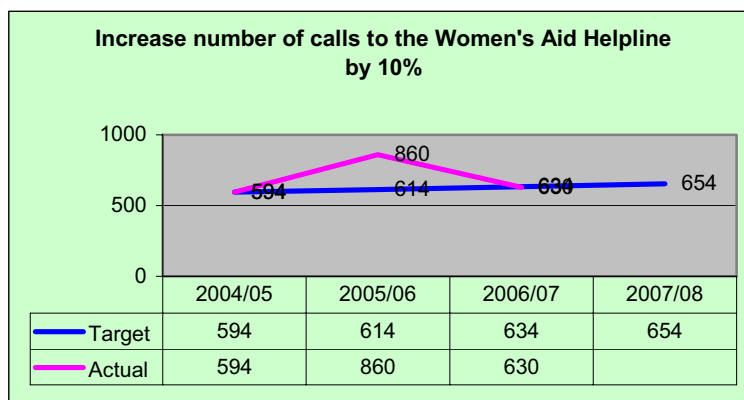
Priority 4: Domestic Abuse

AIM: To address domestic abuse in Herefordshire through education, prevention and enforcement.

4.1 Increase the number of calls to the Women's Aid Helpline by 10%

The chart below shows the annual targets from 2004/05 baseline of 594 calls to the Women's Aid Helpline (note the data is for Herefordshire only) and the actual number of calls made in 2005/06 and 2006/07. The number of calls exceeded the 614 target in 2005/06 with an actual of 860. Performance in 2006/07 fell short of just 4 calls against a target of 634. Performance for period 1st April to 30th November 2007 was 429 calls to the Helpline for Herefordshire, which is graded as Amber in the RAG assessment, this is primarily due to a lower number of calls recorded in May and June 2007.

Chart 2.11 Performance for Number of calls to the Women's Aid Helpline



4.2 Increase domestic abuse offences (previously incidents) reported by 10%

During the current strategy period there has been a change in recording methods for Domestic Abuse, from the number of incidents reported to the Police, to the number of offences reported. As a result of the change in recording, annual performance cannot be compared.

As at November 2007 there are 748 Domestic Abuse offences recorded for Herefordshire.

In addition to this change in recording a new measure has been included during 2007 to record the percentage of arrests for Domestic Abuse offences as a proportion of the incidents/offences reported where a power of arrest applies, this is felt to be a more meaningful measure.

4.3 Increase arrests for Domestic Abuse by 10%

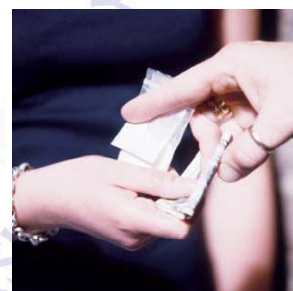
The Home Office measures arrests made for Domestic Abuse. There are three category codes to measure:

- No power of arrest
- Power of arrest and arrest made
- Power of arrest and no arrest made

Where changes in recording has changed during the Strategy period, comparisons cannot be made with previous years and set targets cannot apply. As at November 2007 there were 326 arrests made for Domestic Abuse.

Priority 5: Drug supply and drug related crime

AIM: To reduce drug related crime and supply



5.1 Increase class A drug supply offences brought to justice by 25% by March 2008

Performance against this target has been met during the strategy period 2005/06 and 2006/07. The number of offences brought to justice during 2007/08 as at 30th November 2007 is 18, with good indication that the target will be met in 2007/08

The targeting of class A drug supply has recently been added to the West Mercia Constabulary Control Strategy for Herefordshire Division. Herefordshire police have again been involved in a number of proactive investigations based on the supply of class A drugs.

5.2 Record no more than 600 domestic burglaries

Figures have been consistently low since 2005 with very low incidents of domestic burglaries recorded in Herefordshire.

The annual targets were set at 600 until 31st March 2008, in 2005/06 the end of year figure was 372, and 323 recorded in 2006/07. As at 30th November 2007 the number of domestic burglaries recorded stands at 179, with an average of 22 per month since April 2007.

5.3 Record no more than 1086 vehicle crimes

The annual performance for this target of no more than 1086 recorded vehicle crimes has been met during 2005/06 and 2006/07.

Data as at 30th November 2007 is 573 with an average of 71.6 per month since April 2007, the indications are that this target will be reached in 2007/08, and the RAG assessment for this target is Green.

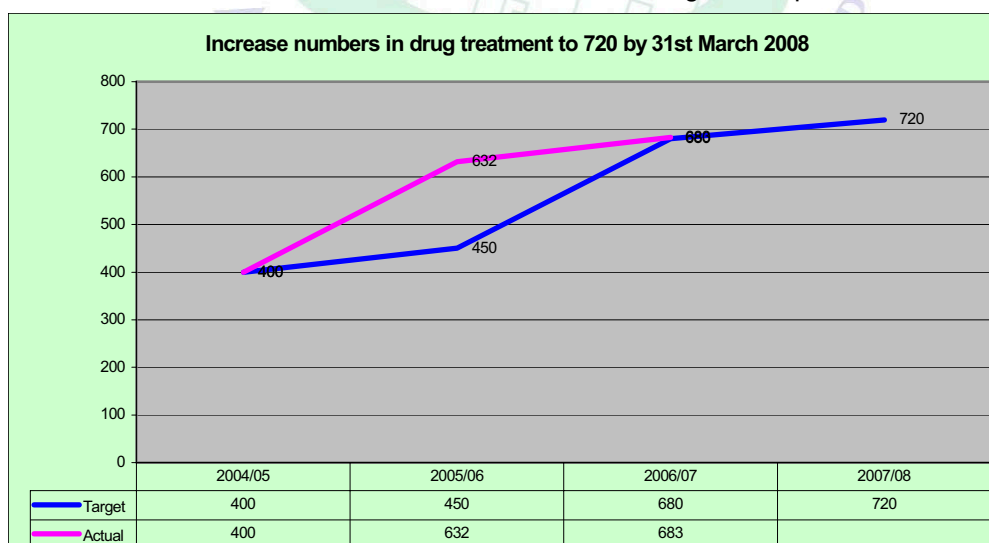
Priority 6: Drug treatment and harm reduction

AIM: To enable people with drug problems to overcome them and live healthy and crime-free lives.

6.1 Increase numbers in drug treatment

Since the strategy was agreed in 2005, the National Treatment Agency have increased the annual targets from 500 to 680 in 2006/07, and from 525 to 720 in 2007/08. The target was met in 2006/07 with 683 in treatment as at 31st March 2007, Quarter 2 data (April to September 2007) from the National Treatment Agency confirms there were 551 in treatment against an expected number of 610 for that period, therefore graded as Amber in the RAG Assessment. The National Treatment Agency have projected the number in treatment at year end to be 618.

Chart 2.12 Numbers in treatment – annual targets and performance



6.2 Retention of those in drug treatment

Similar to the previous target, the National Treatment Agency has revised the annual targets for Herefordshire. The target for 2007/08 was 72% but has increased to 85%. Performance in the last 12 month reporting period – 1st July 2006 to 18th June 2007 shows 80% retained in treatment. This has been graded as Red by the National Treatment Agency as it falls below the threshold of 83%. The number of individuals still in treatment as at 30th September 2007 is 109. Quarter 3 data is not yet available for inclusion in this strategic assessment.

6.3 Percentage of those in substance misuse treatment who are under age 18

Government Office for the West Midlands are monitoring the work of the Young Person's Substance Misuse Group and this measure is also picked up through the Annual Performance Assessment (APA) dataset but is not a HCSDP Strategic target.

As at the end of Quarter 2 (30th September 2007) there were 69 people under age 18 in treatment against a total of 551 in treatment at that time.

The proportion of young people in treatment = 13%.

Adult Drug Treatment Plan 2007-08

The Adult treatment Plan for 2007-08 is now complete and will be submitted to the National Treatment Agency by 18th January 2008. Data to be included in the plan includes "Bullseye" data. The bulls eye displays the percentage of problematic drug users (PDU) using opiate and/or crack in Herefordshire.

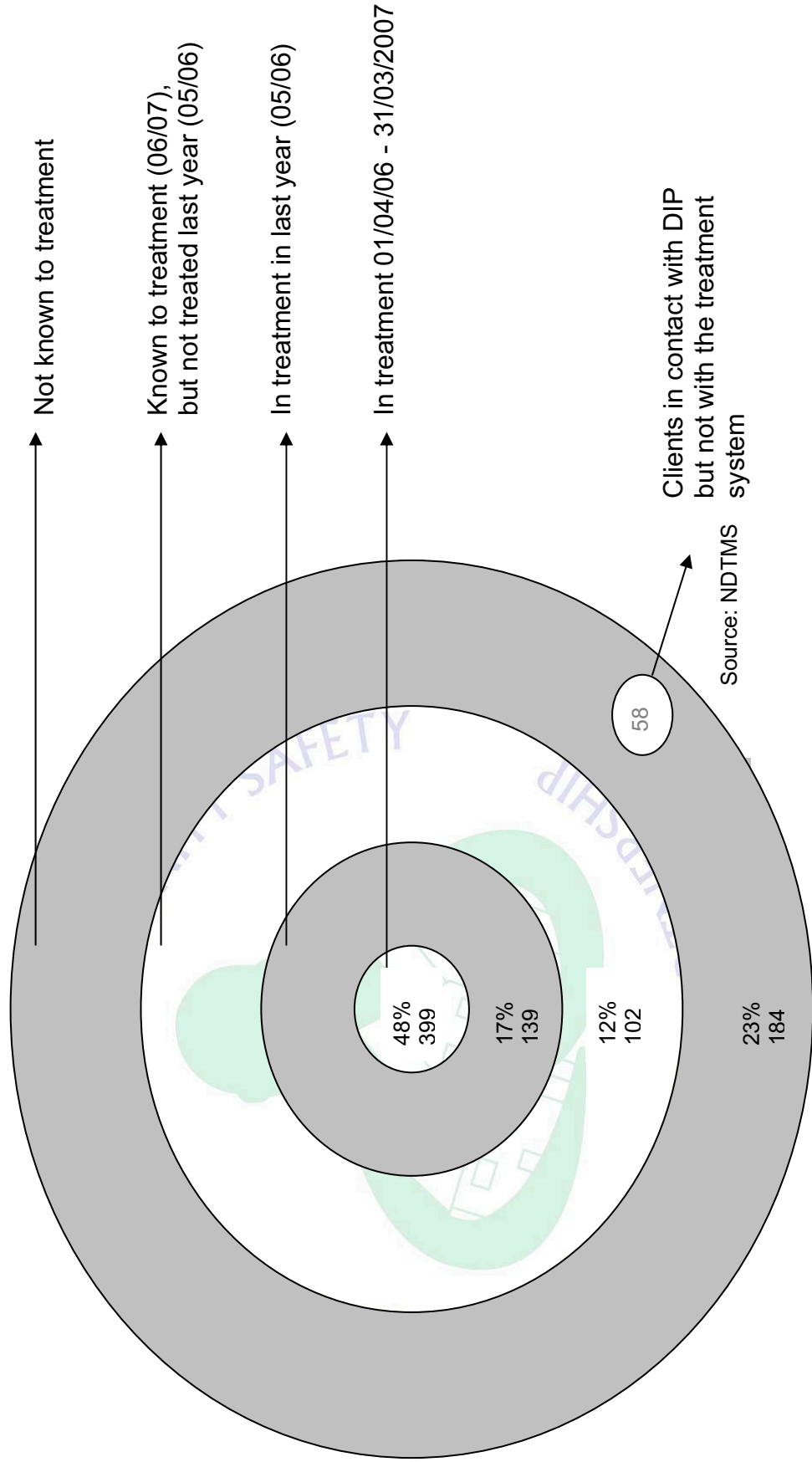
From the total problematic drug user population (824):

- 48% (399) were in treatment as of 31/03/2007
- 17% (139) of the total PDU population were in treatment the previous year.
- From the total PDU population, 12% (102) of the users were known to treatment, but not treated last year.
- 23% of the PDU population were not known to treatment.
- There were 58 clients in contact with DIP but not with the treatment system.

The bulls eye included here shows the total PDU data. The treatment plan then breaks this down further to age ranges and male/female users.

Stratifying the opiate and/or crack users and % of whole problematic drug user population (PDU)

(Overall PDU = 824)



Analysis – Defining the Population/ Bulls Eye Data

- Dedicated intervention required to engage with Herefordshire’s migrant population. Provision should be in place across the whole Tier system.
- Approximately 1 in 5 people in the problematic drug using population are aged under 25 years.
- Approximately half of the problematic drug using population is aged between 25 and 34 years.
- Approximately one third of the problematic drug using population is aged between 35 and 64 years.
- Approximately one quarter the problematic drug using population is female.
- The majority of DIP clients were male.
- From the total clients in treatment 2006/07 more than half were currently injecting and 73 had previously injected. The Treatment plan must reflect the high proportion of those in treatment that are injectors.
- It is estimated that over half of the opiate and or crack cocaine population (916) are injectors (587)

Healthcare Commission

During 2007, an audit was carried out by the healthcare Commission on drug treatment services in Herefordshire. The results from the audit identified some areas for improvement and offered assistance to the HCSDP to prepare an action plan for improvement, this was welcomed by the HCSDP.

The main actions were to:

Complete Needs Assessment	-	Now completed
DASH Recovery Plan	-	Care Plans in place, review
Review of Care Plans Tier 4		
Set up Service User Forum		
Workforce Strategy	-	Currently being drafted
Commissioner Career Development	-	To be completed over 12 months
Harm Reduction Strategy	-	In draft form
Needle Exchange Pilot & Subsequent Review	-	Pilot commences 07/01/08

Other Matters:

Future SLA’s to include section on workforce development

Hidden Harm

A Hidden harm report is currently being prepared by the HCSDP. The report looks at:

- the impact of parental problem drug use on children
- listening to the voices of children and their parents
- the legal framework and child protection arrangements
- recent relevant developments in Government strategies
- policies and programmes
- the practicalities of protecting and supporting the children of problem drug users and the services involved such at Health services, Police, early years and social care, courts and prisons etc.

The report then sets out actions and responsibilities and presents a gap analysis.

Young People's Substance Misuse – High Focus Area (HFA)

The Dept for Education and Skills and the Home Office invited Herefordshire to participate in a second round of High Focus Area work, along with 17 other areas.

This was a good opportunity to receive support for faster and sustained progress in the implementation of the Young People's agenda. Geoff Eagle, HFA Consultant, provided Herefordshire with support; this included interviewing and collecting data in order to provide an assessment and recommendations at a stakeholder event that was held in October 2006.

There has been positive progress made in many areas, as shown on Red, Amber, Green (RAG) assessments, however further work needs to be made on the tier review work and solutions implemented, to push forward final areas for improvement. Changes in the structure and processes around the Young Persons Substance Misuse Group now mean we are picking up information that has been previously missed.

Priority 7: Offender Management

AIM: To reduce crime by targeting those who offend most or otherwise cause the most harm to their communities.

7.1 Youth Offenders

1st-time entrants to Youth Justice System (YJS) (age < 18 years)

With a baseline of 379 for 2004/05, the target is to reduce by 5% (N=360) by the end of the strategy period to 31st March 2008. Year 1 saw the target exceeded with an end of year figure of 344, however year 2 (2006/07) increased to 396. During 2007/08, quarter 1 data saw a 10.4% reduction on the previous quarter. At the time of writing this report the figures to the end of Quarter 2 (April to September 2007) is 161 and is on course to meet the set target for 2007/08.

Reduce Re-offending rates of Young people

The original target for this was set from a baseline of 46.7% in 2003/04 and to reduce re-offending by young people by a further 5% by 2006. End of year data for 2004/05 saw an increase to 54% and 2005/06 end of year was 50%, therefore the target was not met. A new measure has been introduced to reduce the proportion of young offenders who re-offend by 2.5% from a 2006/07 baseline figure of 396. The target is to reach 386 by 2008/09 financial year. This figure is provided annually, therefore there is no in-year data available to date for 2007/08. The data is generally for young people aged under years, however this target may track young people beyond their 18th birthday.

Young Offenders (aged < 18 years) receiving substance misuse assessments and interventions

This is measured in two parts for the percentage of those receiving assessments, and the percentage of those going on to receive interventions. Baseline data was 100% for 2006/07. Data is available quarterly and at Quarter 2 end the data stood at 100% on both counts (14/14 young people received assessments within 5 days). There is no local target set for this other than to maintain 100%.

7.2 Reduce the proportion of adult offenders who re-offend

Reduce the proportion of adult offenders who re-offend by measuring the following:

- Successful completion of Orders
- Successful completion of Licences
- Rates of compliance with Orders and Licences

These measures were introduced in early 2007. Data is being collected from Hereford and Worcester Probation Service by the HCSDP from April 2007 and this data will be used as the baseline.

7.3 Drugs Intervention Programme (DIP)

The current Drugs Intervention Programme (DIP) caseload is approximately 25 clients.

Prison "in-reach" (i.e. support visits within Prison) continues at HMP Gloucester on a 4-6 weekly basis.

Herefordshire Council's Performance Improvement Manager completed an interim review of the DIP case files in August 2007, and the initial outcome was that they were felt to be robust, containing all information that is required. Any recommendations for improvement have been fully achieved. A feedback report is currently being completed by the Performance Improvement team.

A review of the Criminal Justice Integrated Team (CJIT) is currently being undertaken by the Herefordshire Community and Safety Drug Partnership.

It is felt improvement is required from the Arrest Referral aspect of the CJIT given the limited referrals from that service to the DIP team. From January to October 2007 there were just 3 referrals. However data provided by West Mercia Constabulary shows that between April and September 2007 1799 sanctioned detected offences were recorded. This equates to 299.8 sanctioned detections per month of which 123.6 are classed as "trigger offences". Trigger offences are offences that should enable a response from the Arrest Referral worker.

This relates directly to the DIP KPI 1 and affects the following KPI's (as shown on latest dashboard paperwork, which is a performance management system).

Referrals received by the DIP team remain around an average of 12 per month. From January through to October 2007 a total of 120 referrals have been received.

New referrals September 2007 = 9 October 2007 = 11,

All referrals responded to = 100%, therefore target being met.

<u>DIP Targets</u>	<u>Progress</u>
<ol style="list-style-type: none"> 1. 60% of adults with whom initial contact is made and who are not already on the caseload, to be assessed by the DIP in 2006/07. 2. 85% of adults assessed as needing a further intervention, to be taken onto the caseload in 2006/07. 3. 95% of adults taken onto the caseload to engage in treatment in 2006/07. 4. 80% of CARAT clients who are transferred to a DIP to have follow up action taken by that DIP in 2006/07. 	<p>The latest official central performance data are included below for period August to October 2007.</p> <p>Source: DIMIS Compact data</p> <p>3-month rolling average - RAG</p> <p>KPI1 – Green Achieved 93%</p> <p>KPI2 - Green Achieved 100%</p> <p>KPI3 - Green Achieved 100%</p> <p>KPI4 - No longer valid, to be amended by Government Office West Midlands.</p> <p>This shows green across all 3 targets and the lowest in terms of unit cost across the region. Currently standing at £1390, way below the West Midlands average of £1924 per unit cost.</p>

Case studies have been completed with three clients which talk about their individual backgrounds and substance misuse prior to engaging with the DIP team and how their lives are now. *Please see appendix 3 for case studies.*

7.4 Prolific and Other Priority Offenders (PPO scheme)

To reduce the proportion of prolific and other priority offenders who re-offend:
To reach a 15% reduction in reconvictions of an identified cohort of PPO's, compared to their convictions for equivalent periods before becoming PPO's

The measure for the PPO scheme was introduced in 2007 for an identified cohort of PPO's as at 1st April 2007. The data for this cohort will not be available until 31st March 2009, as the PI is to measure the number of convictions of the PPO cohort for the 2 years prior to 1st April 2007 (eg from 01/04/2005 to 31/03/2007), then measure for the coming 2-year period from 01/04/2007 to 31/03/2009. This will measure the reconviction rate (target is 15% reduction in overall conviction rate) for the identified cohort.

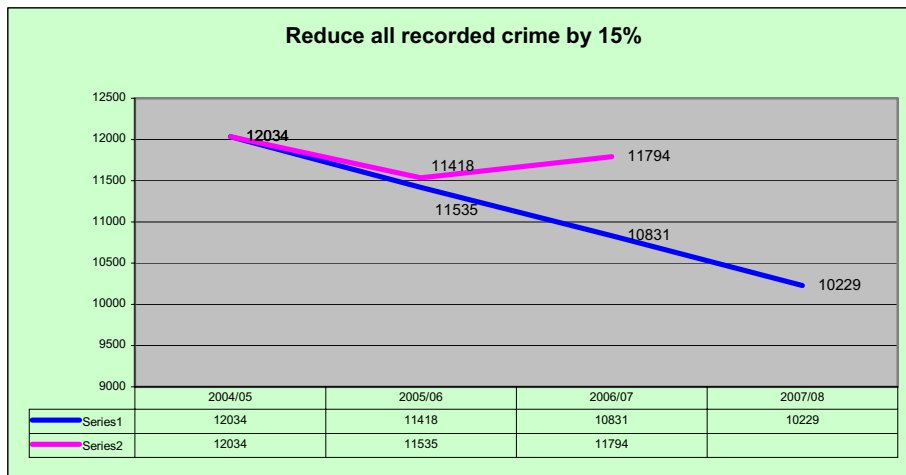
Three case studies were recently presented to the Strategy Group which outlined the PPO's conviction history before joining the PPO scheme then tracking their offending behaviour and the cost savings involved.

7.5 Reduce all recorded crime by 15% by 31st March 2008.

This target measures all recorded crime. Performance shows that during 2005/06 the target of 11,535 was not quite reached and increased further in 2006/07. Figures as at 30th November 2007(N = 7945) indicate the target will not be reached in 2007/08 and has been graded Red in the RAG assessment. The reasons for this

would be the “knock-on effect” of increases in other crimes such as antisocial behaviour and criminal damage, particularly during 2007.

Chart 2.13 All recorded crime – annual targets and performance



7.6 BCS (British Crime Survey) Comparator crime

This target is a national Public Service Agreement (PSA1). Ten crime types are included within BCS comparator crime, as follows;

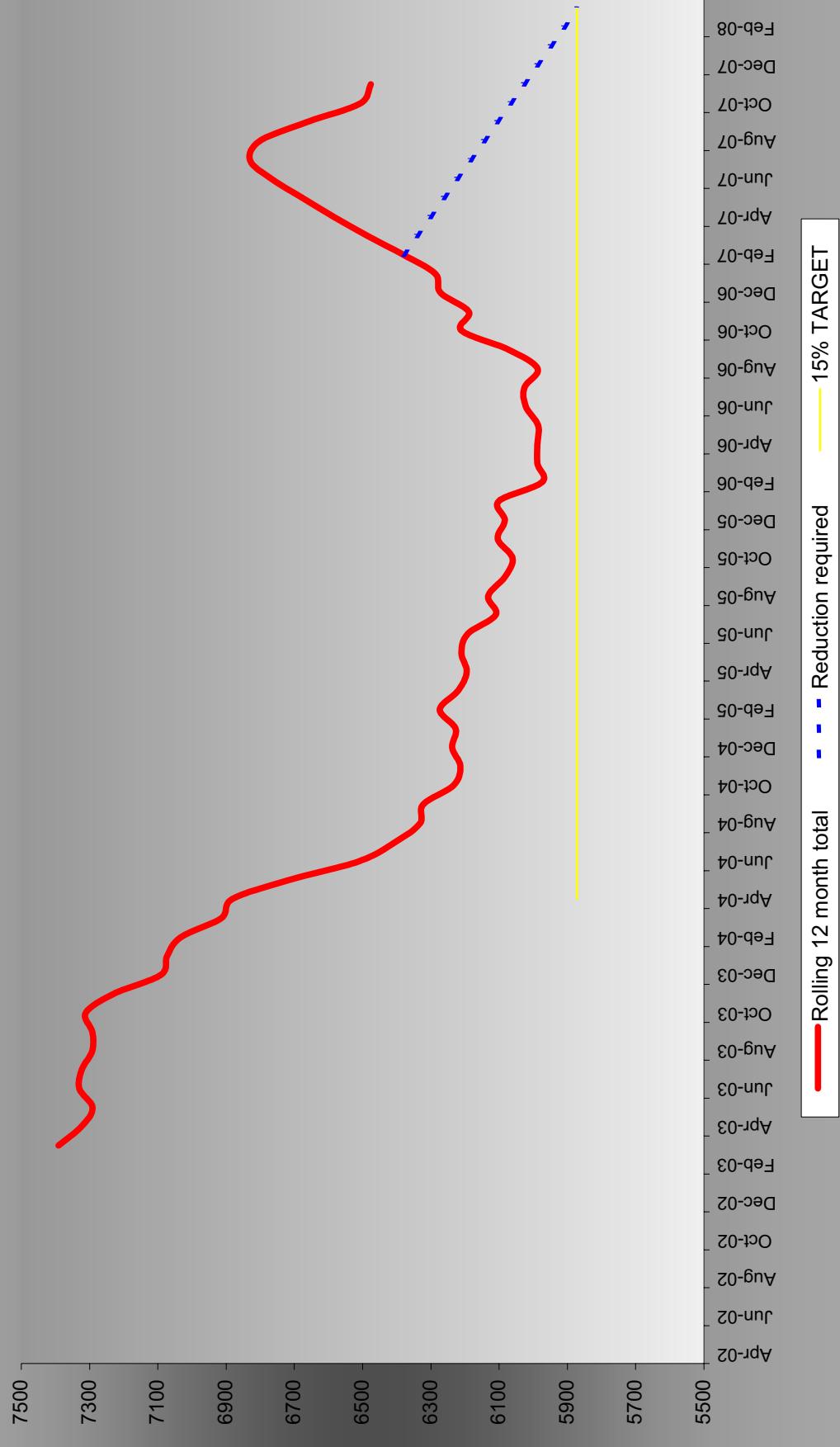
- Theft or unauthorised taking of vehicle (incl. attempts)
- Theft from a vehicle (incl. attempts)
- Vehicle interference
- Domestic burglary (incl. attempts)
- Theft or unauthorised taking of a cycle
- Theft from person
- Criminal damage
- Common assault (incl. on a Police Constable)
- Woundings (serious and other)
- Robbery of personal property

These are closely monitored by the HCSDP, West Mercia Constabulary and Government Office for the West Midlands. The data is also made available on a monthly basis on the iQuanta Police Performance secure website.

The chart on page 39 summarises the rolling totals of all of the above crimes in order to achieve a 15% overall reduction in the BCS comparator crime by 31st March 2008. There were sharp increases from September 2006 until July 2007 when numbers started to decrease again. Indications are that this target will not be reached. Contributory factors for this are the increases in;

- criminal damage
- theft from a person
- common assault

BCS Comparator Crime - 15% Reduction by March 2008



Priority 8: Road Safety

AIM: To reduce the number of road traffic collisions on Herefordshire's roads.

8.1 Road Safety and Young People (aged 0-15 years)

To reduce the number of 0-15 year olds killed or seriously injured (KSI) on Herefordshire roads to 13 by 31st March 2008: data is produced annually for period January to December.

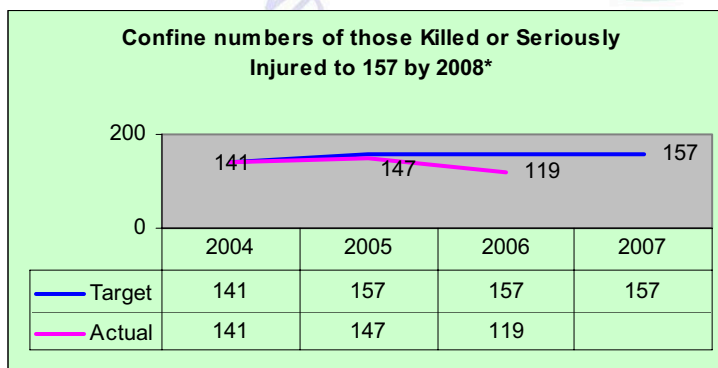
The number of those killed or seriously injured increased in 2005 but fell below the target of <15 for that year. The increase was anticipated as published in the Partnership Plan 2005-08 due to an expected increase in traffic flow on the County's roads. In 2006 the number fell to 10, at the time of writing this report figures up to 31st October 2007 were 11, this figure excludes any changes that may occur over the coming months to 31st December 2007. Therefore at this stage it may be difficult to predict whether the annual target of 13 will be reached.

The targets set for the three-year strategy period came from the Local Transport Plan.

8.2 Confine numbers of those killed or seriously injured to 157

The targets within the Herefordshire Community Safety and Drugs Partnership 2005-08 Strategy for reducing those who are killed or seriously injured on Herefordshire roads were to confine the number to 157. The baseline was 141, however annual targets allowed for an anticipated increase in traffic flow on the County's roads. This data was taken from the Local Development Plan.

Chart 2.14 Annual performance and targets for those killed or seriously injured



Figures from the Highways and Transportation department for the period 1st January to 31st October 2007 show 110 people have either been killed or seriously injured on Herefordshire roads, but this does not account for any late changes.

Indications are that the target for 2007 will be met. Data is for calendar year.

Further discussions are to take place to ascertain what data, and in what format, will be shared between Highways and Transportation department and HCSDP, these discussions are to take place in early February 2008. This should then ensure sufficient information and collision data, particularly hotspot areas, are shared.

8.3 Reduce those slightly injured to 769

Figures from the Highways and Transportation dept for this target continue to reduce well below the annual target during the strategy period. For the period 1st January to 31st October 2007 show 575 people have been slightly injured on Herefordshire roads, again this does not account for any late changes. Indications again are that this target will be met. Data is for calendar year.

Confirmed figures are released in February each year for the previous calendar year.

Distraction Burglaries – Rogue Traders

Data source: Herefordshire Council Trading Standards

There have been some problems relating to Doorstep Callers / also referred to as Rogue Traders that has linkages to distraction burglary/bogus callers.

Some case examples provided by Trading Standards include the elderly and vulnerable where they have been targeted.

A 90+ year old who had 2 tonne of gravel dropped in her driveway by Rogue traders who tried charging her several thousand pounds.

An elderly woman with onset of dementia – a cold caller claiming to be a tree surgeon stating that the tree in her front garden was dangerous and had to come down - charging her £100's for work that didn't need doing

Trading Standards know of at least 12 other occasions where similar incidents have happened involving the same Rogue Trade.

Deliberate Primary and Secondary Fires

Data source: Hereford and Worcester Fire and Rescue Service

The Hereford & Worcester Fire and Rescue Service have seen an increase in the number of deliberate fires compared to 2006, with a total of all 277 fires caused deliberately in 2007 compared to 228 in 2006.

	2006			2007		
	All fires	Deliberate	Deliberate as a % of all fires	All fires	Deliberate	Deliberate as a % of all fires
Fires in properties or large fires (excluding vehicles)	229	39	17.03%	220	40	18.18%
Fires in Vehicles (excluding derelict vehicles)	98	29	29.59%	84	34	40.48%
Outdoor or derelict building fires (excluding vehicles)	263	156	59.32%	339	220	59.00%
Fires in derelict vehicles	4	4	100%	4	3	75.00%
Total Fires	594	228	38.38%	647	277	42.81%

Hoax Calls to Hereford and Worcester Fire and Rescue Service

	2006	2007
Hoax calls attended	43	44
Hoax calls unattended*	21	30
Total hoax calls	64	74

- Hoax calls unattended is where the caller was challenged by the Fire Control staff and no attendance was made as a result

Community Consultation

This was touched on briefly earlier in the Strategic Assessment, however this section will go into more detail about how local communities in Herefordshire are asked for their views and experiences in relation to crime and disorder, and anti-social behaviour in Herefordshire.

There are four main identifiable ways that the public has been asked for their views in terms of crime, disorder and substance misuse, three of these are ongoing and one was created as a result of the regulations and guidance for Strategic Assessments. The first three are ongoing;

- Local PACT (Partners and Communities Together) meetings across Herefordshire
- Herefordshire Council annual Satisfaction survey (this mainly focuses upon antisocial behaviour as part of the Respect agenda)
- West Mercia Constabulary joint annual Crime and Safety Survey
- Herefordshire Community Safety and Drugs Partnership Community Consultation – this was organised as a result of the Strategic Assessment

PACT (Partners and Communities Together) Meetings

Herefordshire Council, West Mercia Constabulary and other Partners run a series of PACT meetings to meet directly with people from local communities in order to discuss and review local issues of concern. These meetings are advertised in “rounds” and occur 3-4 times per year. Notes are taken at each meeting in order to formally log the issues raised and prepare an action sheet for response at the next meeting. Copies of which are made available to the public.

From information available from the meetings held during May and June, then September 2007, these are summarised for each individual area as follows:

South Wye

The main problem in South Wye is associated with anti-social behaviour, i.e. teenagers being drunk, disruptive, fighting and stealing. Also, smashed glass on foot/cycle routes within Belmont and dog fouling at Hinton Community field.

Secondary problems are related to alcohol and drugs, i.e. perception of shops selling alcohol out of hours and to under-age drinkers. Needles found at Community Centre by Hollybush and smashed glass (from bottles) at Northolme children’s play area. Lack of police presence was also a frequent topic of discussions with issues relating to lack of information from police, slow responses to incidents and no CSO’s at Fountain Close.

Hereford

Road safety and maintenance are a main concern of PACT members for Hereford. Issues related to parking in Mordiford, Wellington and around schools, which caused obstructions making access into premises difficult. Also, requests for 50 mph road signs to be removed from the Dinmore Hill side of the A49, which has been raised with the Highways Agency. Request for white lines to be repainted at junction of Lumber Lane with A438.

Traffic safety was also an issue of concern particularly speeding traffic at Dormington to Mordiford, Roman Rd, A480 Brecon Road, Canon Pyon, Bartestree and Lugwardine.

North Wye

Although no particular issues were dominant, concerns were generally aimed at the Castle Green area of North Wye. These related to underage drinking and litter on the Green, times that police patrolled the area and how police related to youths.

Kington

Anti-social behaviour was a main concern in Kington in particular graffiti and young children causing antisocial behaviour. Alcohol and drugs were problematic with residents asking for an Alcohol in Open Spaces Order to be implemented by Herefordshire Council. Underage drinking in recreation ground was also mentioned. A further issue related to traffic safety in particular speeding, as there were no speeding restrictions in the Kington area and no speed bumps.

Golden Valley

The main problem in the Golden Valley area was thought to be road safety. Those present stated that speeding was widespread, especially through Peterchurch village and the road to Clehonger (B4349) where a recent fatal accident had happened. It was agreed that education in road safety was a key element along with enforcement by police to reduce speeding, which may contribute to fatalities. Road safety and maintenance was also a concern i.e. road surface through Peterchurch village was poor, road signs (Greyfriars Bridge) often overgrown and white lining on roads especially at road junctions needed to be improved.

Bromyard

Road safety appeared to be the main concern in Bromyard. Speed reduction needs enforcing, especially outside schools. Many issues raised about parking and double yellow lines being ignored in the Town and Tenbury Rd.

Anti-social behaviour was another concern with nuisance being caused by youths every day between 5pm and 10.30pm in Maple Close and Chestnut Way.

Ross-on-Wye

Anti-social behaviour was considered a major problem in Ross especially from 'boy racers' driving cars around town during the evenings. Also, ASB involving young groups of people at the recycling yard, police foot patrol had been increased in the area. Dog fouling in Ross Prospect Terrace/Homs Rd areas was also mentioned.

Crime was highlighted as a concern in Ross. In Gloucester Rd, high level of vehicle vandalism had been reported, along with reports in Merrivale Land and Homs Rd. Patrols around this location had been increased and the area continues to be monitored. Residents questioned whether CCTV was available to these areas.

Ledbury

The main concern highlighted in Ledbury was road safety. Knapp Lane was being used as a rat-run to avoid the town centre having a high volume of traffic (2,300 vehicles per day), and there was an increase in traffic down country roads. Speeding was highlighted in particular at the village of Ashburton. Road safety and maintenance was also highlighted, i.e. dangerous junction at Orchard Rise – it was felt speed ramp was required. The Hereford/Bromyard road junction is dangerous and likely to result in an accident, despite improvements.

Further worries relate to ASB in St Katherine's area. Underage drinking, damage to lights at Master House, residents being verbally abused by children, things thrown into gardens. ASB in the area has been monitored and it was felt that incidents had decreased.

Leominster

The predominant concern in Leominster was road safety and maintenance. Cars parking on Pierpoint Rd, at the doctors surgery and the school were causing problems and considered dangerous. Parking restrictions in these areas are under consideration. Also, residents wanted double yellow lines in Green Lane opposite the Methodist Church and at Oldfields Close there was a similar problem. It was proposed that single yellow lines around the Pinsley Guest House might free up congestion in the daytime as the area was experiencing considerable congestion.

A considerable number of comments raised over pedestrian crossings in Bargates and where these might be situated. Junction at the bottom of Bargates causes concern, especially the timing of traffic lights and problems caused by petrol tankers obstructing the view. It was also suggested that additional signs be placed around the designated cycle route – there is no clear indication at top of Green Lane.

Concerns raised around road safety, such as dangerous parking in Pierpoint Rd, Old Fields Close, Westfield Rd, Etnam St. and Ryelands Rd outside the old Police Station. Speeding was highlighted, particularly in South Street, Botolph's Green, Wigmore, Luston, Ginhall Lane/Pierrepoint Rd.

Herefordshire Council annual Satisfaction survey

Every three years, each authority in the country is required to carry out a Best Value General Survey, known locally as the "Herefordshire Satisfaction Survey". The aim of the survey is to find out what people think of the Council's service delivery and the quality of life in Herefordshire, and to provide data for Best Value Performance Indicators (BVPIs).

Key findings from the 2006 survey were that health services and the level of crime were seen as most important in making somewhere a good place to live, while traffic congestion and road and pavement repairs are considered to be most in need of improvement. High priority aspects, scoring highly in both importance and needing improvement, are *traffic congestion*, affordable decent housing, *crime* and health services.

The response rate for these annual surveys are extremely good, with a response rate of 51% (2131 out of 4157 surveys completed and returned) during 2006.

The 2007 survey report is currently being written, however some headline findings have been released showing the performance of perceptions of antisocial behaviour. The annual scores for the 7 ASB categories below are used to provide an overall score towards the Government's "Respect Agenda" There are nine categories that make up the antisocial behaviour scores, the final seven of these are measured through the HCSDP.

Anti-social behaviour scores – trend over time	2003	2005	2006	2007
<i>Parents not being made to take responsibility for the behaviour of their children</i>	-	-	65%	
<i>People not treating other people with respect and consideration</i>	-	-	55%	
Noisy neighbours or loud parties ‡	18%	12%	21%	19%
Teenagers hanging around on the streets ‡	48%	32%	52%	50%
Rubbish and litter lying around ‡	42%	32%	46%	49%
People being drunk or rowdy in public spaces ‡	48%	32%	39%	37%

Abandoned or burnt out cars ‡	26%	10%	10%	8%
Vandalism, graffiti and other deliberate damage to property or vehicles ‡	54%	31%	36%	35%
People using or dealing drugs ‡	66%	-	60%	52%

Overall perception of anti-social behaviour, as used in the Respect Agenda (based on aspects marked ‡)	2003	2005	2006	2007
High level of perceived anti-social behaviour	37%	-	27%	27%

The HCSDP are currently measuring the seven ASB categories in bold and using the 2006 data as a baseline to reduce by 4% over 3 years - to 2010. All saw an improvement during 2007 with the exception of Rubbish or Litter which declined from 46% in 2006 to 49% in 2007.

Herefordshire Council's Research Team have kindly provided a further breakdown of the above for each Ward group (based on the results from the 2006 survey) to highlight the areas with the largest perceived antisocial behaviour. This is included in the Analysis section.

[West Mercia Constabulary joint Crime and Safety Survey](#)

Each year, since 2005, the West Mercia Annual Crime and Community Safety Partnership survey for West Mercia Constabulary, West Mercia Police Authority and their partners is carried out. These surveys have been carried out by Priority Research. 1164 residents successfully completed and returned questionnaires by the closing date, a response rate of 22%.

The local purpose of the surveys is to collect data that can be used by the Constabulary, the Authority and their partners to help inform the planning and delivery of services and the future deployment of resources.

The questionnaire sent out in 2007 was based upon the previous surveys conducted in 2005 and 2006, therefore where possible any changes in perception can be tracked between them.

Around half of respondents (53%) remembered at least one specific episode in the previous 12 months when they had worried about becoming a victim of crime, which was consistent with the force as a whole and the 2006 results.

The HCSDP currently has targets to monitor the Fear of Crime and Neighbourhood issues. Fear of Crime data is taken to measure the following;

Monitor Fear of crime:	Worried in 2005	Worried in 2006 (used as baseline year)	Worried in 2007	Change compared to 2006
<i>To reduce the percentage of adult residents that felt worried about the following crimes in the last 12 months by 4% by March 2009 (over 3 year period 2007/08/09):</i>				
a) House Burglary	50%	30%	27%	No significant change
b) Vandalism or damage to your property (including car)	41%	28%	29%	No significant change
c) Drunk people causing you a problem	27%	21%	23%	No significant change
d) Having your car broken into	33%	19%	20%	No significant change

To maintain or reduce the percentage of adult residents that have felt worried about the following crimes in the last 12 months by March 2009;				
e) Having your car stolen	28%	12%	13%	No significant change
f) Being harassed whilst in a public place	13%	12%	15%	Rating increased, change is for the worse
g) Being mugged or robbed	24%	11%	10%	No significant change
h) Being assaulted in a public place	13%	9%	9%	No significant change
i) Hate crime	6%	3%	4%	No significant change
j) Other	8%	3%	2%	No significant change

Results in 2006 saw a significant improvement across the board compared to 2005. The majority of results in 2007 saw no significant change compared to 2006. This is taking into consideration *confidence intervals*, which is a statistical calculation used when estimating views of a whole population based on the views of a sample of that population. The only exception was 'being harassed whilst in a public place' where the rating saw an increase (change for the worse).

Detailed analysis on a) to c) as above (House Burglary, Vandalism or damage to your property and drunk people causing you a problem) by Ward area will follow in the Analysis section.

In addition to the above there is a further target to measure Neighbourhood issues, or problems in their local area. There is a list of 26 problems that residents can choose from, five of these are used to monitor neighbourhood issues as part of Local Public Service Agreement 2 (LPSA2).

<u>LPSA2 Neighbourhood Issues. Monitor the % who think that:</u>	2005 <i>(baseline year)</i>	2006	2007	Change compared to 2006
a) speeding traffic is a problem	81%	70%	74%	No significant change
b) Vandalism, graffiti and other deliberate damage to property or vehicles is a problem	60%	52%	61%	Rating increased, change is for the worse
c) People using drugs is a problem	60%	60%	61%	No significant change
d) People dealing drugs is a problem	53%	53%	55%	No significant change
e) Drunken disorder in public places	53%	51%	54%	No significant change

In four of the five problems above the percentage may have increased slightly, however in terms of confidence intervals there is no significant change in 2007 compared to 2006, with the exception of vandalism, graffiti and other deliberate damage to property or vehicles.

In summary, other key findings from the 2007 survey:

Anti-social behaviour (ASB)

Over half of the sample believed that ASB was very or fairly serious in the county, whilst over a quarter (29%) said that the same was true about their local neighbourhood. The latter was also significantly higher than in 2006 (was 26%).

ASB was a more serious problem in Ross-on-Wye, St Martins & Hinton, Belmont and Leominster South (all 40% or more).

Illegal drugs misuse

Over two thirds of the sample thought that illegal drug misuse was a serious issue in the county (70%), and this was again higher than the equivalent result for the local neighbourhood (39%), and also remained consistent with 2006.

The most common reason given for seeing it as a problem was local media coverage (55%).

HCSDP Community Consultation

As a result of the Herefordshire Community Safety and Drugs Partnership Strategic Assessment and the community engagement that is required as a result of this, a series of events were planned, in consultation with the Herefordshire Partnership, across Herefordshire to obtain the views of people who live or work in Herefordshire on crime and disorder. Six events were held between Saturday 29th September and Friday 12th October in Hereford City Centre, and each of the Market Towns of Bromyard, Kington, Ledbury, Leominster and Ross-on-Wye.

In addition to these events a discussion was held with the Rainbow Forum the Gay, Lesbian, Bisexual and Transgender group, to obtain the views and needs of those in attendance at the meeting around crime, disorder and substance misuse in the County.

There were over 200 respondents who either said they have no issues or gave several incidences. The consultation focused on asking "**what experiences or issues have you encountered in Herefordshire**" and expanding upon this we asked to give postcode or Street Name/Area name where possible to pin-point locations.

In summary, the table and chart below show how many problems were highlighted from respondents during the Community Consultations in Herefordshire. The biggest issue encountered was people reporting their concern about incidents of Alcohol and Drugs. Further analysis, broken down into areas will be covered later in the Analysis and Priorities sections of this report.

The top 3 problems highlighted during the consultations were;

- Alcohol/Drugs
- Anti-social behaviour
- None – 32 respondents who took part in the consultations stated that they had not encountered any problems in the area in which they live or work.

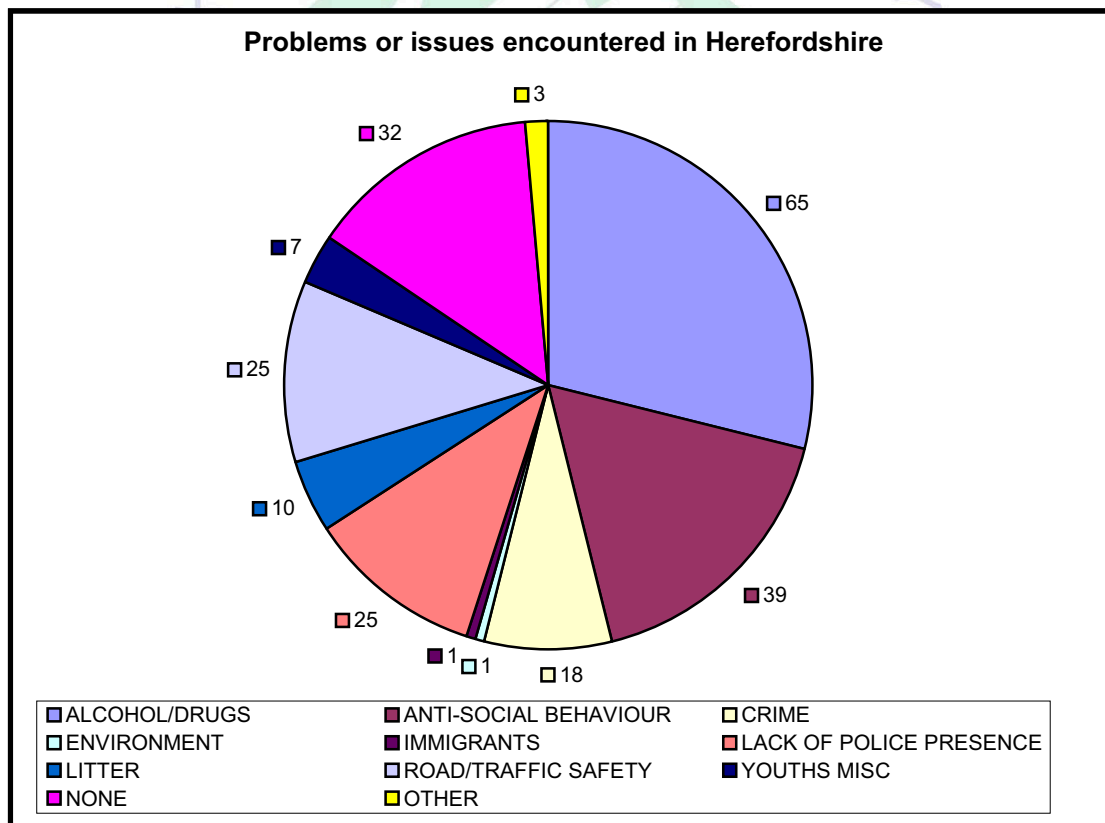
Overall, across all the areas of Herefordshire, the problems or issues encountered are included in the table below;

What problems or issues encountered	Number of respondents
Alcohol/Drugs	65
Anti-Social Behaviour	39
None	32
Lack of Police Presence	25
Road/Traffic Safety	25
Crime*	18
Litter	10
Youths Miscellaneous	7
Other	3
Environment	1
Immigrants	1
Total respondents	226

* Crime is a fairly general category. The responses received related to a range of crime experiences, such as burglary, criminal damage to vehicles, assault (victim of hate crime), vandalism and theft.

The number of respondents who raised issues/concerns encountered in the above table are also shown more clearly in the pie chart below:

Chart 2.15 Problems or issues encountered in Herefordshire



[See Appendix 1 for specific problems relating to Ward groups in Herefordshire]

A summary of the main problems or issues encountered:

Alcohol and/or Drugs

Alcohol

- Underage drinking (kids in park / streets)

- Alcohol related crime and violence
- Alcohol related litter (cans/smashed bottles/fag ends and vomit)
- Drunk driving

Drugs

- Youths taking drugs (boys and girls)
- Drug dealing / dealer
- Perception of drug supply from shop
- Drugs a major problem in schools
- Heroin users / cannabis

Needles

- Young people injecting
- Needles found (as litter)
- Needle bins near playgrounds
- Needle Exchange busy
- Needles found in school fence

Antisocial behaviour (ASB)

Vandalism

- Smashed windows
- Set fire to books at church
- Fighting and violence

Alcohol Related ASB

- Noisy disturbances
- Urinating at front door

Other ASB issues

- Graffiti
- Dog fouling
- Litter
- Fly-tipping
- Boy racers at unsocial hours
- Noisy disturbances by kids at unsocial hours
- Neighbour disputes

Crime Issues

- Burglaries
- Assault
- Vandalism
- Drug related crime
- Car vandalism
- Theft/stolen items

Lack of Police presence

- Need more Community Support Officers
- Not enough local police personnel
- Police aware of drug dealers but do nothing
- Police – too much paperwork
- Unsatisfactory responses to 999 calls
- Police station closed at all times

- Vandalism as a result of lack of police

Litter

- Hereford City College Estate – litter mostly outside shops
- Litter all over town
- Ledbury Town centre – issues with litter
- People not using bins.
- Litter in High St, Homend and New St/Somerfield area in Ledbury. Delays in clearing it up. Getting worse. Take away containers

Traffic Safety

- Speeding traffic
- Cyclist riding through town
- Bike path needed
- No lights on bikes
- Pelican crossing needed
- Parking issues – nowhere to park / illegal parking

Youth Misc.

- Large groups of youths causing problems
- No activities for young people after school. Belmont Tesco's in Hereford – youths hanging around outside the store
- Only problems are kids “mucking about” and elderly people not liking it
- Do not go into town at night due to youths hanging about
- Youngsters hanging around

No problems or issues encountered

- Very quiet and safe
- A lovely area
- No problems – on a night out was impressed with police presence
- Heard of problems in Leominster

Other methods for engaging with communities

In addition to these methods for engaging with local communities, there are also other surveys and audits that are carried out that have a bearing on community safety issue, for example, Herefordshire Youth Services Teenage Lifestyle Survey, there were questions within the survey about alcohol and drug use. The responses from these questions are included within this report, as well as additional intelligence from HCSDP Project Officers and close working links with Community Support Officers, in particular in relation to ASB.

There are currently issues regarding anti social behaviour in Golden valley areas of Madley, Kingstone, Peterchurch and Clehonger. The incidents include vandalism and graffiti of a community centre/village hall and a youth shelter. Eggs being thrown at people's homes and any challenges to the youths end up in verbal abuse.

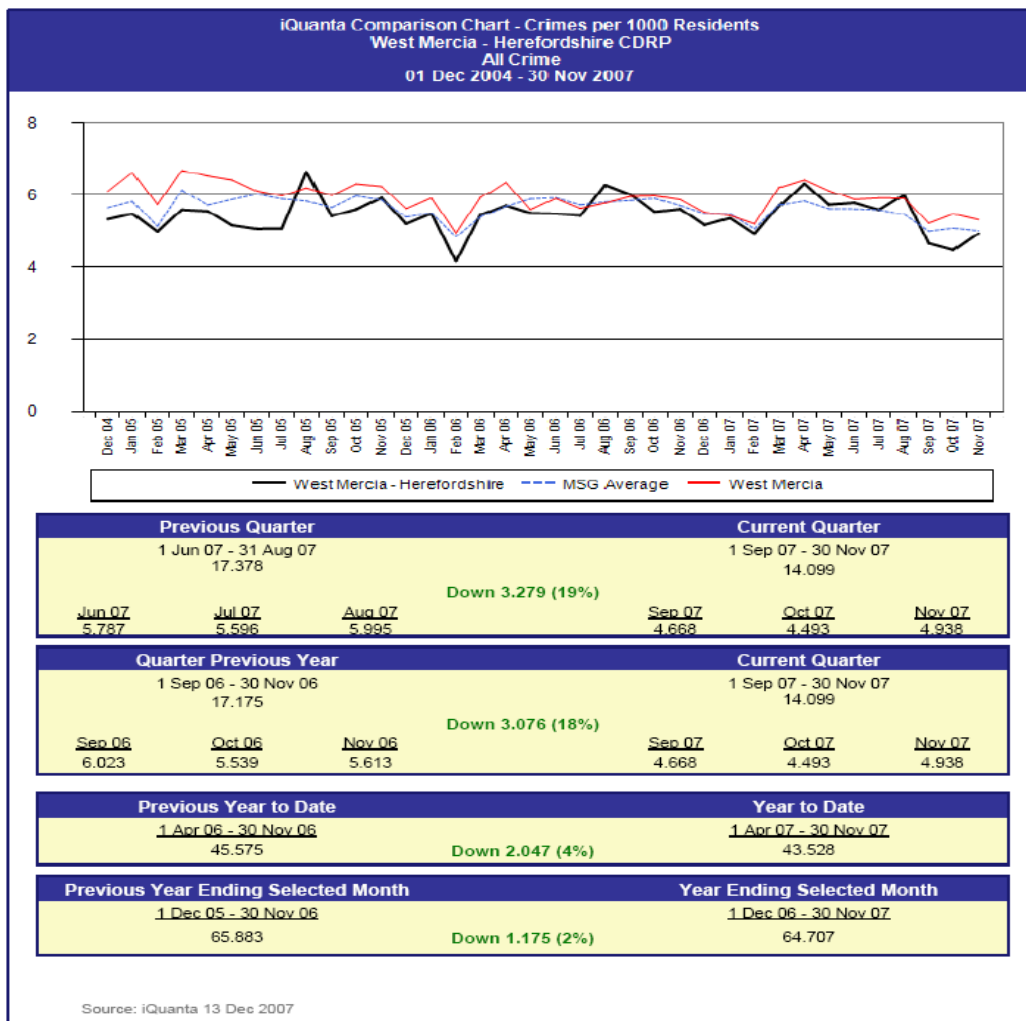
In other areas of Herefordshire antisocial behaviour incidents in Moreton-on-Lugg by one known offender, this is currently being dealt with and victim support sessions are planned in the area to offer support to the victims of the antisocial behaviour.

Comparisons with Herefordshire's Crime and Disorder Partnership (CDRP) most similar group – iQuanta.

Latest data for period September to November 2007 from Iquanta reveals Herefordshire compared to its most similar group (a list of 15 similar CDRP's)

01 September - 30 November 2007

Comparison With Most Similar CDRPS Crimes per 1,000 population			
Crime Type	Above/Below Family Average	Position within Family	Position changed since last period
	Above	1st = best	Worse (down)
	Below	15th = worst	Better (up)
All Crime	Below	6th	Better (up)
BCS Comparator	Below	4th	Worse (down)
Violent Crime	Slightly above	9th	Better (up)
Criminal Damage	Below	5th	Worse (down)
Drug Offences	Below	3rd	Better (up)
Vehicle Crime	Below	2nd	No change
Domestic Burglary	Below	3rd	Worse (down)



The chart above shows Herefordshire in bold black compared to Most Similar Group (MSG) average in blue dotted line and West Mercia area in red.

West Mercia Constabulary Control Strategy

The West Mercia Constabulary Control Strategy for Herefordshire Division for period October 2007 to April 2008 highlights the following areas;

Control Strategy Areas	
Class A Drugs	
Disproportionate ASB and Disorder	To reduce occurrence and the fear of such
Violent Crime	Increase City & Rural (C&R) detection's and continue reduction
Volume Crime (South)	Reduce and detect volume crime in the South section
Acquisitive Crime	Increase detection's of acquisitive crime
Monitored Threats	
Life at Risk	

Summary of emerging list of Priorities

Themes emerging from the scanning exercise, West Mercia Constabulary Control Strategy and Strategic Assessment, and from community engagement are:-

- **Alcohol use – drunken behaviour, and underage drinking**
- **Anti Social Behaviour, including abandoned vehicles, fly tipping, litter, dog fouling**
- **Criminal Damage including graffiti and vandalism**
- **Drug use and dealing**
- **Lack of Police Presence / CSO's**
- **Road Safety**
- **Violent crime**

ANALYSIS

Indepth analysis of the priorities emerging from the scanning exercise are included in this section in order to provide sufficient analysis for the Strategy Group to identify priorities.

The sources of the in-depth analysis are:

- Herefordshire Council Research Team for perceptions of antisocial behaviour by Ward group
- West Mercia Constabulary Strategic Assessments April and October 2007 for crime data
- Herefordshire Council Highways and Transportation Department for data on those killed or seriously injured
- West Mercia Constabulary Crime Risk Manager and HCSDP Team for Young People as victims of crime analysis
- HCSDP Team for ASB and criminal damage hotspot areas
- HCSDP Commissioning Officer– Adult and Young Person’s Needs Analysis currently being undertaken ref: Drug use
- Herefordshire Council Streetscene - fly tipping, dog fouling and litter
- Herefordshire Council Environmental Health - Abandoned Vehicles
- Herefordshire Council Youth Services Teenage Lifestyle Survey for bullying and instances of common assault

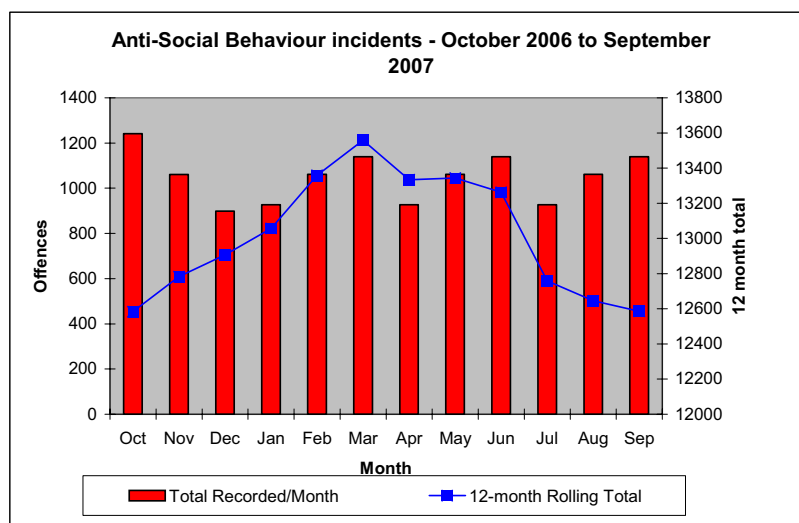
Antisocial Behaviour

Data source – West Mercia Constabulary

Please note – information in this section is based upon incident data, not offence data and is taken from a system called OIS. Therefore, Victim and Offender profiles cannot be included in the following analysis. Analysis of most affected locations is not 100% accurate due to incomplete and inconsistent recording of address data on the OIS system.

During the review period 1st April to 30th September 2007, there has been a 4% increase in this type of incident compared with the previous comparative period. In terms of incident type there continues to be particular focus around South of Hereford City and in more recent months the rural area of Moreton-on-Lugg.

Chart 2.16 Anti-Social Behaviour with twelve-month rolling total



Data source: West Mercia Constabulary

Most frequently reported types of ASB for period 1st April to 30th September 2007

Primary Result Description	Incidents	Cumulative % Div Total
NUIS-ROWDY BEHAVIOUR	3734	56.6
VEH RELATED NUISANCE	933	70.8
NUIS NEIGHBOURS	580	79.6
MALICIOUS COMMUNICATION	466	86.7
ABANDONED VEHICLE	192	89.6
ANIMAL PROBLEMS	177	92.3
NOISE	169	94.8
TOTAL	6588	

Data source: West Mercia Constabulary

Rowdy-nuisance behaviour

There were a large number of reports in the review period of nuisance-rowdy behaviour: a further analysis of these incidents has been conducted separately by West Mercia Constabulary. These types of incidents have affected all months. The most nuisance-rowdy behaviour incidents were reported in July and August and the least in May. The most affected Police beat is Hereford Central (City) N = 692, followed by Leominster Town with N = 357.

For Hereford City the most affected days of the week have been Friday to Sunday with 514 (56%) of all incidents across these three days. April, July and August were the most affected months and June was the least affected.

The number of ASB incidents gradually increases during the day to a peak at 1800hrs, then higher still between 2300 and 0100hrs.

Temporal Analysis for all Police Beats

Most Affected Month	July (18.5%)	Least Affected Month	May (14.4%)
Most Affected Day	Saturday (17.6%)	Least Affected Day	Thursday (12.3%)
Most Affected Hour	2300 – 2359hrs	Least Affected Hour	0600 – 0659hrs

Data source: West Mercia Constabulary

Geographical analysis for all Police Beats has been carried out by West Mercia Constabulary Analysts to show the most affected premises and streets, as below:-

Most affected premises

PREMISES	NO. OF INCIDENTS	BEAT
PLAY NIGHTCLUB 51-55 BLUESCHOOL STREET HEREFORD	32	EA01
COUNTY OF HEREFORDSHIRE DISTRI HEREFORD LEISURE POOL ST MARTINS AVENUE HEREFORD	17	EA10
TINKERS CORNER CODDINGTON LEDBURY	15	ED10
ASDA STORES LTD BELMONT ROAD HEREFORD	15	EA08
ROYAL OAK HOTEL SOUTH STREET LEOMINSTER	15	EG01
MANHATTANS 10A ST PETERS STREET HEREFORD	14	EA01
TIME NIGHTCLUB 100 COMMERCIAL ROAD HEREFORD	13	EA02
AYLESTONE SCHOOL BROADLANDS LANE HEREFORD	12	EA03
HEREFORDSHIRE N H S PRIMARY CA COUNTY HOSPITAL STONEBOW ROAD HEREFORD	12	EA02
CHESTER CLOSE HEREFORD	11	EA01
GOLDEN POST HEREFORD	11	EA09
VILLA STREET HEREFORD	11	EA09
KINGSTONE HIGH SCHOOL KINGSTONE HEREFORD	11	EB32
TESCO STORES LTD ABBOTSMEAD ROAD BELMONT HEREFORD	11	EA11

Existing CCTV cameras has highlighted alcohol-related antisocial behaviour in the following areas:

- **Leominster** – The Grange
Corn Square
- **Ross-on-Wye** – The Crofts
Gloucester Road
Market Place
Broad Street
- **Ledbury** – Market Hall
High Street
- **Hereford City** – Widemarsh Street
High Street and High Town
Commercial Road/Street
St Peter's Street
Union Street
Broad Street
St Martins Street
Gaol Street.

Vehicle-related nuisance and abandoned vehicles

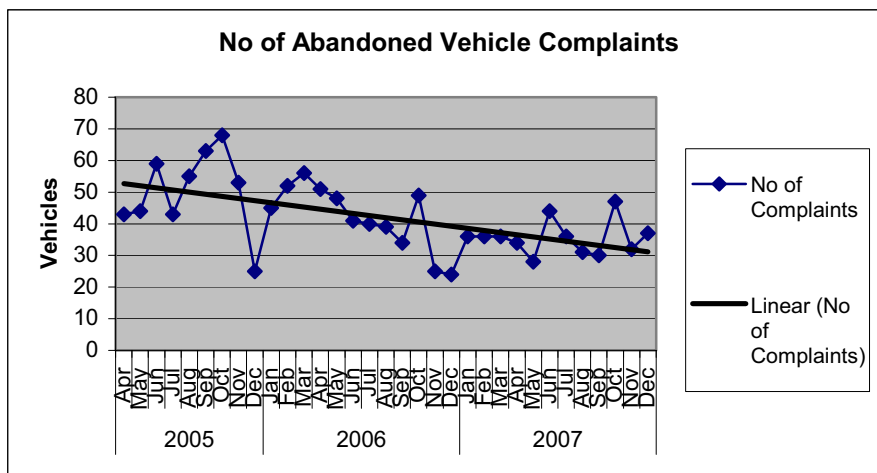
A smaller but significant number of reports concerning vehicle-related nuisance (which is a 30% increase during this period).

Note: The abandoned vehicle incidents are those which have been reported to West Mercia Constabulary, rather than from Environmental Health (*principal data collection agency*).

Abandoned vehicles

The principal agency for data collection is Herefordshire Council Environment Directorate. Data received from Herefordshire Council's Environmental Health Department show the number of abandoned vehicle complaints and notices to clear abandoned vehicles since 2005

Chart 2.17 Abandoned vehicles complaints



Data Source: Herefordshire Council Environmental Health

From chart above, the linear shows that the number of abandoned vehicles is reducing, this can probably be contributed to scrap metal increasing in value.

Litter

Source: Herefordshire Council, Streetscene

Herefordshire Council's Streetscene is responsible for dealing with litter complaints. Data is currently recorded following a complaint about litter, predominantly complaints made are in Hereford City and the Market Towns. It is not yet possible to obtain trends from this data due to software limitations.

Dog Fouling

Source: Herefordshire Council, Animal Health and Welfare

Information from the wardens regarding fouling hotspots indicate there are no real problem "hot-spot" areas. The areas that have been reported as problems with dog fouling are generally open play areas eg Hunderton - Haylease Crescent, the Racecourse, Sidney Box Drive area, Tupsley Open Space; Kington - Memorial Ground; Leominster - Leisure Centre and some streets around the Grange area; Bromyard - Council Estate; Ledbury - walkways to Junior School and the new Town Walk, Ross - Alton Road area.

These areas are regularly visited by Dog Wardens as part of their normal routine patrol patterns and this acts as deterrent. Special surveillance takes place when notifications are received of 'persistent' problems in a locality.

The Animal health and Welfare Department receive approximately 150 calls a month which are fouling related, some of these are general enquiries about legislation or provision of signs, others are more targeted at specific incidents or areas.

Fly Tipping

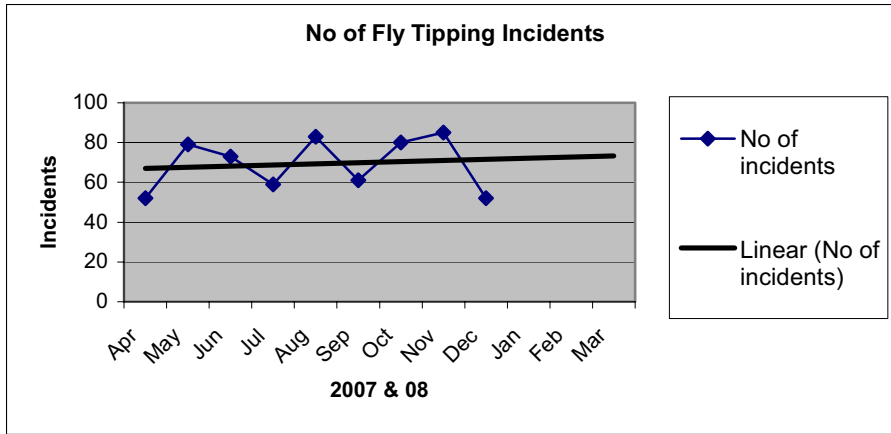
Source: Herefordshire Council, Environmental Health

In general, fly tipping incidents are increasing, this is due to historical under-recording and the introduction of permits to take rubbish to the Recycling Depot in Rotherwas, Hereford.

FLY TIPPING DATA 2007 /08

Total	2007									2008			Overall to date
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
No of incidents	52	79	73	59	83	61	80	85	52				624
No investigated	52	79	73	59	83	61	80	85	52				624
No. of complaints	52	87	88	64	91	65	89	109	57				702
No of formal actions	5	10	5	14	103	54	2	3	4	5	4	2	49

Chart 2.18 Fly Tipping data 2007/08



Data Source: Herefordshire Council Environmental Health

Perceptions of Antisocial behaviour

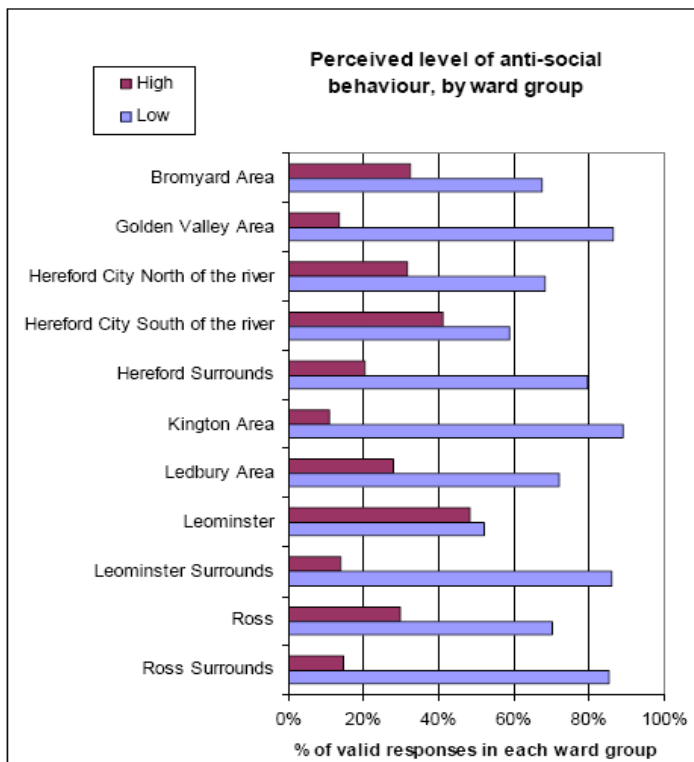
Data Source: Herefordshire Council Satisfaction Survey

Information and data taken from the 2007 Herefordshire Council Satisfaction survey reveals:

The aspects that were perceived to be a fairly or very big problem by the greatest proportion of respondents were: parents not being made to take responsibility for the behaviour of their children (65% of respondents), speeding traffic (57%), and people not treating other people with respect and consideration (56%).

The aspect least thought to be a problem was abandoned or burnt out cars (8%), which would reflect the low levels of complaints / notices received from Environmental Health

Chart 2.19 Perceived level of ASB by ward group



Data source: Herefordshire Council Satisfaction Survey

2007 survey results

Perceptions of anti-social behaviour were seen to vary markedly between some ward groups.

Respondents living in Leominster (48%) and Hereford City South of the river (41%) were most likely to perceive their local area to have a high level of anti-social behaviour, while those in the Kington area were the least likely (11%).

There is no change in the percentage of residents who felt that they felt informed about what the Council is doing to tackle anti-social behaviour as the chart below from the Herefordshire Council research team indicates.

What the Council is doing to tackle antisocial behaviour in your local area – Trend over time	2006	2007
Well informed	20%	20%
Not well informed	80%	80%
Base	1,628	1,305

Data source: Herefordshire Council Satisfaction Survey

Note: There is no data earlier than 2006.

Criminal Damage

Data Source: West Mercia Constabulary

The recent West Mercia Constabulary Strategic Assessment reports a 12.2% increase in criminal damage during the period 1st April to 30th September 2007, compared to the previous comparative period. However this is starting to reduce and a slowing down of criminal damage reporting in the West Mercia Constabulary Division.

Criminal Damage has accounted for 24% of all crime in the review period, which shows that criminal damage is responsible for around a quarter of all crime, however this is slowing down (July to October 2007).

Breakdown of criminal damage offences between 1st April and 30th September 2007

DESCRIPTION	OFFENCE NUMBER	% CUMULATIVE TOTAL
CRIMINAL DAMAGE VEHICLE £5000 & UNDER	477	35
CRIMINAL DAMAGE OTHER PROPERTY £5000 & UNDER	345	60
CRIMINAL DAMAGE BUILDING NOT DWELL £5000 & UNDER	250	79
CRIMINAL DAMAGE DWELLING £5000 & UNDER	238	96
ARSON NOT M/VEH NOT ENDANGERING LIFE	37	99.5
ARSON MOTOR VEHICLE NOT ENDANGERING LIFE	9	99.5
CRIMINAL DAMAGE OTHER PROPERTY VALUE UNKNOWN	3	99.7
ARSON NOT M/VEH ENDANGERING LIFE	1	99.8
CRIMINAL DAMAGE OTHER PROPERTY OVER £5000	1	99.9
CRIMINAL DAMAGE VEHICLE OVER £5000	1	100
GRAND TOTAL	1362	

Data source: West Mercia Constabulary

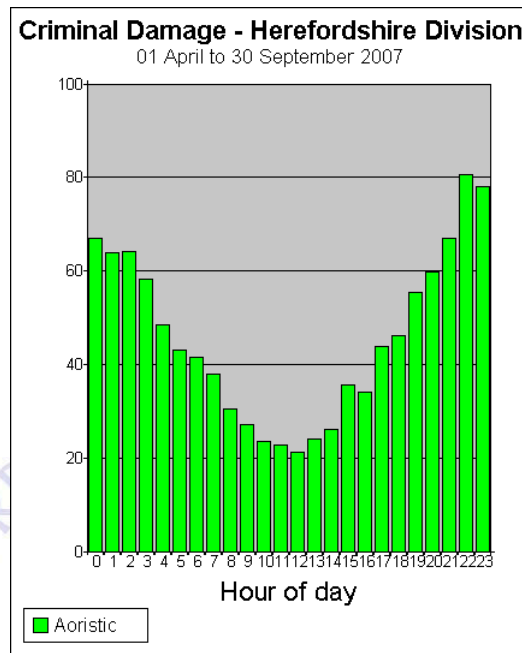
Temporal Analysis

The table below gives brief details of the most common times (April to September 2007) when offences of this nature have occurred

Most Affected Month	April (21%)	Least Affected Month	July (14%)
Most Affected Day	Saturday (21%)	Least Affected Day	Wednesday (10%)
Most Affected Hour	2200- 2259 hrs	Least Affected Hour	1200- 1259 hrs

The chart below provides further detail of the time of day at which most offences were committed.

Chart 2.20 Hour of day for Criminal Damage offences – Herefordshire Division



Offender and Victim profiles for the time period April to September 2007

Offender Profile

- 14 offenders have committed 2 offences each
- 3 offenders have committed 3 offences each
- 3 offenders have committed 4 offences each

Victim Profile

- 7 locations have recorded 4 offences each
- 3 locations have recorded 5 offences each

The table below shows the prominent property damaged. It should be noted the quantity does not equal the number of offences as more than one item can be damaged in one offence.

Breakdown of type of property damage:

ITEM DAMAGED	AMOUNT
CAR	499
WINDOW INCLUDING FRAME, GLASS	327
DOORS INCLUDING FRAME, GLASS	135
FENCE/FENCING MATERIALS	86
TRIMS INCLUDING BADGES, WIPERS, WING MIRRORS, AERIALS ETC	81
WHEELS/TYRES	51
WALLS/CEILINGS	49
GARDEN FURNITURE INCLUDING BARBEQUES, DUSTBINS, GATES	32
PLANTS/TREES/SHRUBS	30
BLOCKS/BRICKS/SLABS	24
TILES/ROOF SLATES/LEAD FLASHING	24
VAN/PICK-UP	24

Data source: West Mercia Constabulary

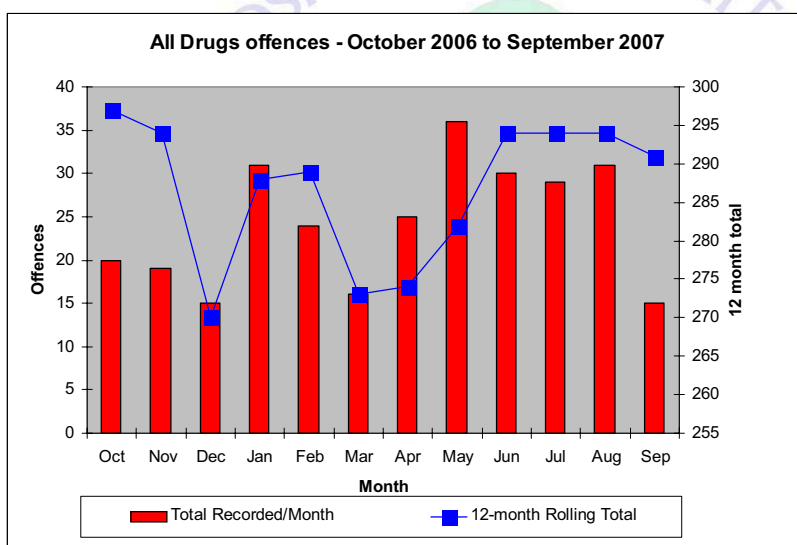
Drug use and Drug Dealing

Data Source: West Mercia Constabulary

When comparing records for all classes of drug offences, there were 293 in this review period, compared to 346 in the previous comparative period. This equates to a reduction of 15.3%. Of the 293 in this review period, 30 of those offences were Class A related, and in the previous comparative period 67 of the 346 were Class A Drug offences.

Detection rate for all drug offences in this review period was 24.2%. There have been no recorded or detected Class A Drug offences in the North during this review period. There have been a small number in the South, but the majority of detections and recorded offences have been in the City & Rural sector.

Chart 2.21 All Drugs offences with twelve-month rolling total



Data source: West Mercia Constabulary

Nature of the Offences

The six months from April 07 to September 07 has seen a continuation of the pattern in which a large number of persons are supplying small amounts of drugs to sustain their own habits.

Intelligence indicates that cocaine is being dealt in bulk within the county, often by the ounce to then be dealt on again.

Heroin continues to be mainly sourced from Gloucester. Recent intelligence indicates the drugs from Gloucester is so readily available that users will travel to Gloucester to purchase heroin for personal use rather than source it in Hereford.

Crack cocaine is also being sourced from Gloucester although intelligence indicates not as readily as heroin.

The table below shows the breakdown of all recorded drugs offences in Herefordshire Division into the Class and type of offence. The offences were recorded between April 07 and September 07.

	SUPPLY	POSSESSION	CULTIVATION
CLASS A			
Heroin	7	9	
Cocaine	1	9	
Ecstasy/MDMA	1	8	
Crack Cocaine	4	2	
Methadone		2	
Other		1	
CLASS B			
Amphetamine		7	
CLASS C			
Cannabis (in all forms)	2	84	7

Data source: West Mercia Constabulary

Offender Profile (Class A – all offences)

Total of 44 defendants – 37 male and 7 female

- The defendants fell into the following age brackets

11 – 20 years	5
21 – 30 years	17
31 – 40 years	13
41 – 80 years	9

There were a total of 44 Class A drugs offences recorded in this period which resulted in 30 charges and 15 cautions.

Geographical analysis shows the Police Beats where class A drugs offence detections have occurred between Apr 07 and Sep 07

Beat Area	Recorded Drugs Offences	Cumulative %
EA01 – Hereford Central (City)	6	14
EA04 – Holmer	6	27
EA08 – St Martins	6	41
EA02 – Hereford Central	4	50
EA05 – St Nicholas	4	59
EG01 – Leominster Town	4	68
EB66 – Lugwardine	2	73
EC01 – Ross on Wye Town	2	77
ED01 – Ledbury Town	2	82
ED03 – Eastnor	2	86
EH01 – Kington	2	91
Divisional Total	44	100

Violent Crime

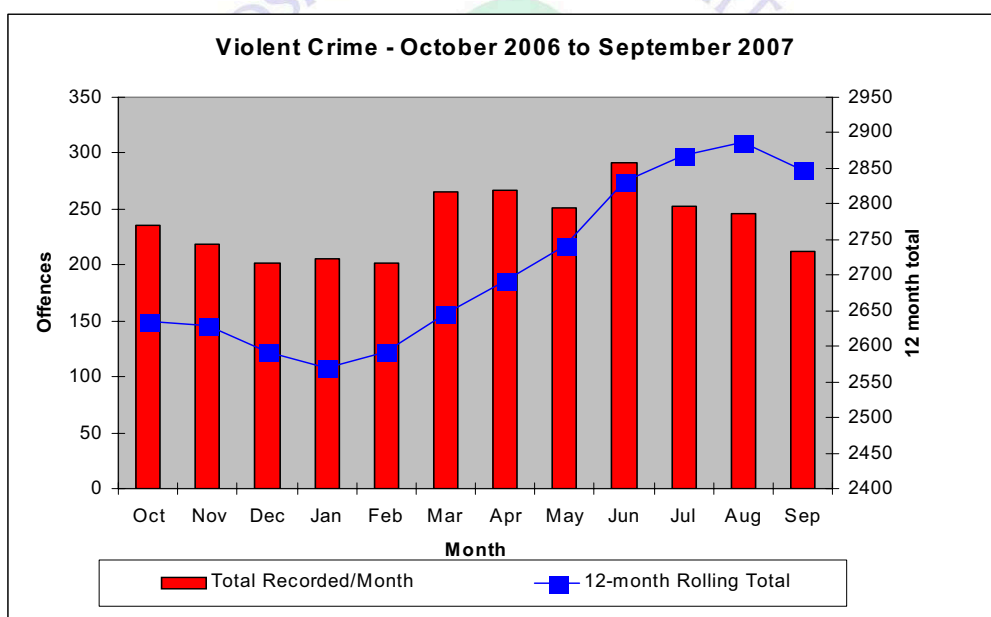
Data source: West Mercia Constabulary

There has been an increase of 8.2% in violent crime offences for the period 1st April to 30th September 2007 compared to the previous comparative period.

There has also been an increase in offences categorised under 'Violence Against the Person' (VAP). 2051 offences of VAP were reported in this review period, compared to 1731 in the previous comparative period. This equates to an increase of 18.5%.

Violent Crime accounted for 23%, nearly a quarter, of all crime in the division during this review period.

Chart 2.22 Violent Crime with twelve-month rolling total



Data source: West Mercia Constabulary

Victim profile

There have been 1117 victims of violent crime offences in the data collection period, with 88 having been victims on more than one occasion. One person has been the subject of 5 offences, and three persons of 4 offences.

Offender profile

There have been 605 defendants of violent crime offences detected in the last six months, with 111 people the defendant for more than one violent crime.

Temporal Analysis of all Violent crime

The table below gives a brief breakdown of the peak times when violent crime offences of all types have been committed.

Most Affected Month	June (308)	Least Affected Month	September (202)
Most Affected Day	Saturday (321)	Least Affected Day	Tuesday (149)
Most Affected Hours	2200 - 0200hrs	Least Affected Hour	0500-0600hrs

Data source: West Mercia Constabulary

As may be expected, Hereford City has recorded the most offences, with nearly a quarter of the divisional total, followed by Leominster with under half the number of Hereford City.

Violence Against the Person

There have been 1105 offences of this type between 1st April and 30th September 2007 across the whole division, of which 468 (42.3%) have been detected.

The most commonly recorded Violence Against the Person offences have been Assault occasioning ABH (656) and Common Assault by Beating (297).

Not surprisingly, the most affected beat for offences of this nature has been Hereford Central (City), with 229 offences or 20.7% of the divisional total. This is followed by Leominster (9.8%), and Ross-on-Wye (6.0%).

Temporal Analysis of these offences reveals the following as the most and least affected times of the last six months.

Most Affected Month	June (241)	Least Affected Month	September (143)
Most Affected Day	Saturday (234)	Least Affected Day	Thursday (112)
Most Affected Hour	2200 - 2300hrs	Least Affected Hour	0500 - 0600hrs

Data Source: west Mercia Constabulary

Reduce the number of people killed or seriously injured on Herefordshire roads

Data source: Herefordshire Council Highways and Transportation

Some detailed analysis is required and planned during early 2008 between the Senior Accident Investigation Engineer and HCSDP.

	2005	2006	2007*
Fatal	17	12	
Serious	130	107	

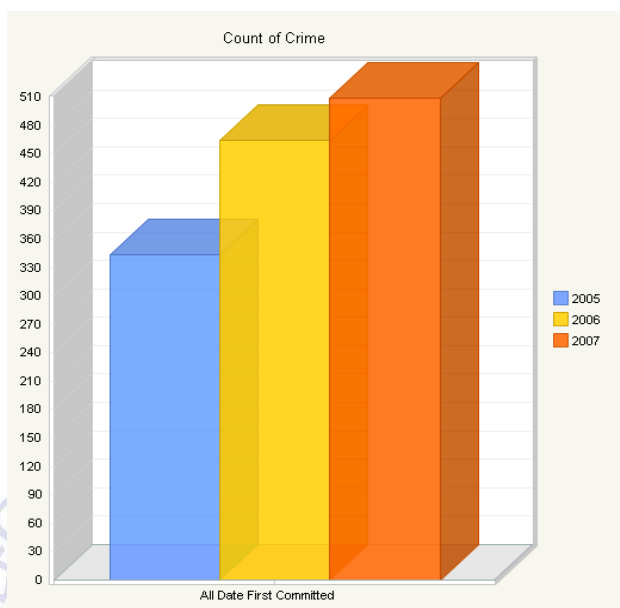
Note: * 2007 data not yet available, will be confirmed in February 2008.

Retail Crime / Shoplifting

A problem profile has recently been prepared by West Mercia Constabulary focusing on shoplifting for the period 1st April and 7th December 2007.

The recent West Mercia Constabulary Strategic Assessment has identified that Retail crime is an issue within Herefordshire division. This is included in the West Mercia Constabulary Control Strategy area of Acquisitive Crime. This is particularly the case in Hereford city centre area.

Chart 2.23 Shoplifting Crimes since 2005 – 2007



Data source: West Mercia Constabulary

Revictimisation

The below chart shows the top ten premises in 2007 that have suffered from repeat victimisation of shoplifting in the county.

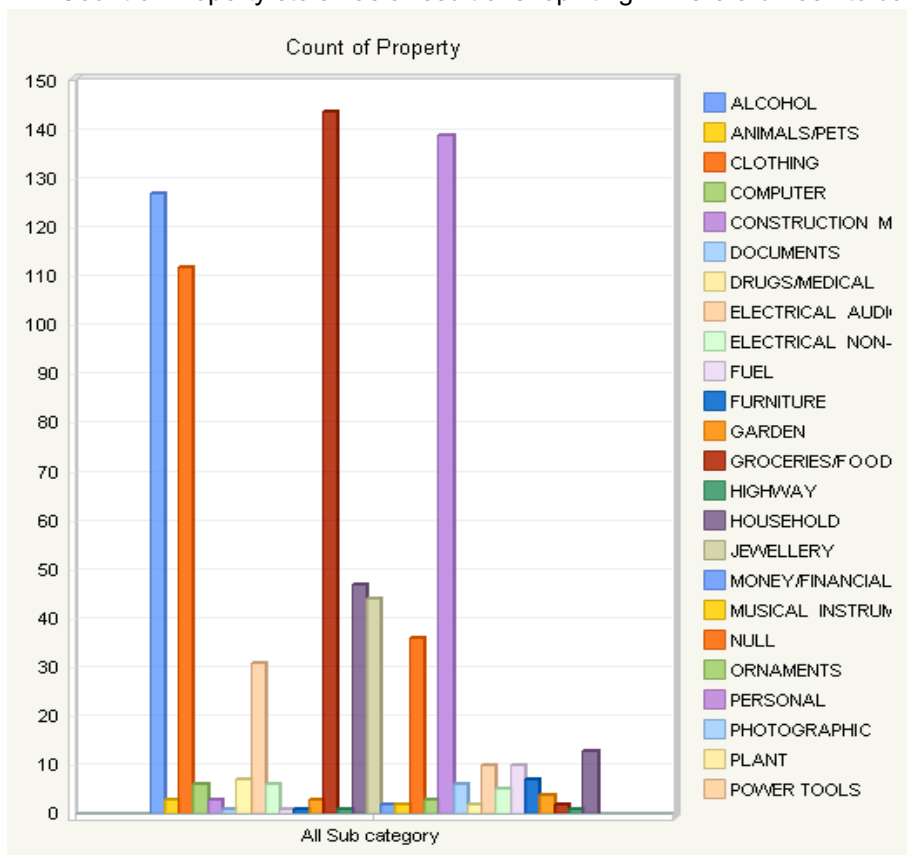
BOOTS THE CHEMIST 12 HIGH ST HEREFORD HEREFORDSHIRE HR4 9AA	69
ASDA STORES BELMONT RD HEREFORD HEREFORDSHIRE HR2 7JE	50
PRIMARK 9 WIDEMARSH ST HEREFORD HEREFORDSHIRE HR4 9ED	32
J SAINSBURY PLC BARTON YARD HEREFORD HEREFORDSHIRE HR4 0AG	29
MORRISONS PLC COMMERCIAL RD HEREFORD HEREFORDSHIRE HR1 1DN	28
TESCO STORES LTD BEWELL ST HEREFORD HEREFORDSHIRE HR4 0BW	25
TESCO STORES LTD ABBOTSMEAD RD BELMONT HEREFORD HEREFORDSHIRE HR2 7XS	18
SOMERFIELD STORES LTD DISHLEY ST LEOMINSTER HEREFORDSHIRE HR6 8PX	15
MARKS & SPENCER PLC HIGH TOWN HEREFORD HEREFORDSHIRE HR1 2AB	13
T K MAXX MAYLORD ORCHARDS HEREFORD HEREFORDSHIRE HR1 2DA	13
TESCO STORES LTD ORCHARD LA LEDBURY HEREFORDSHIRE HR8 1DQ	12

Data source: West Mercia Constabulary

Property

The most common property stolen in this year as a result of retail crime is as shown in the below chart.

Chart 2.24 Count of Property stolen as a result of shoplifting in Hereford 2007 to date.



Note: Groceries/Food items are the most commonly stolen item, with household goods following shortly behind and noticeably alcohol and clothing.

Temporal Analysis

Most Affected Day	Tuesday	Least Affected Day	Sunday
Most Affected Hours	1100hrs – 1500hrs	Least Affected Hour	1500hrs – 0800hrs

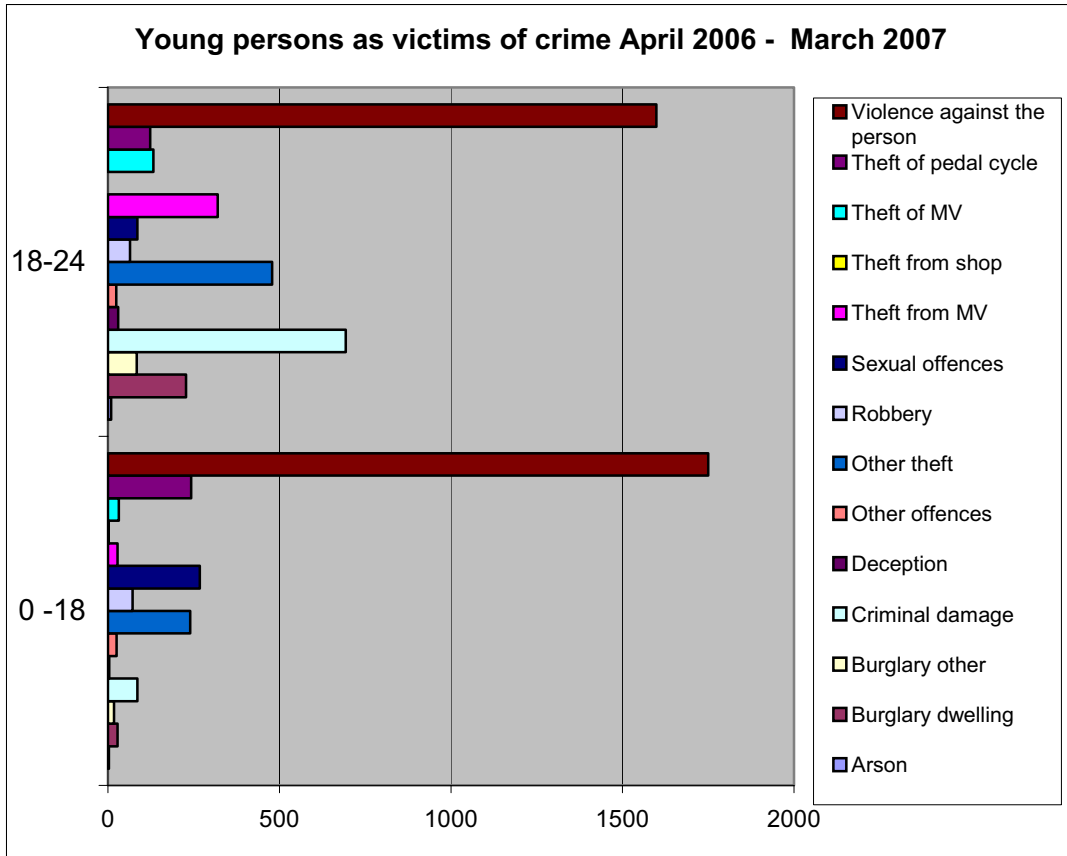
Intelligence clearly identifies that the majority of shoplifting is committed to fund drug habits. The majority of intelligence we hold around handlers of property resulting from shoplifting identifies that handlers are usually also involved in the supply of drugs

Young People as victims of crime

Further analysis is currently being undertaken between West Mercia Constabulary and HCSDP with regards to young people as victims of crime with comparisons against previous years. This analysis is ongoing.

The chart below shows the number of young people as victims of crime between 1st April 2006 and 31st March 2007. Violence against the person features as the largest category.

Chart 2.25 Young persons as victims of crime



With regards to violence against the person and young people, the Herefordshire Council Youth Survey conducted in 2007, with a total of 2,045 returned questionnaires (response rate of 20%) highlighted results about bullying. The table below shows the responses to the section on bullying.

Whether young people have been bullied in the last 12 months

		Younger Males	Younger Females	Older Males	Older Females	Total
Yes	%	26%	35%	13%	22%	24%
	Number of young people	135	179	65	105	484
No	%	71%	61%	85%	76%	73%
	Number of young people	368	313	415	372	1468
Don't know	%	3%	4%	2%	2%	3%
	Number of young people	18	22	11	11	62

Base: 2,014*

Data source: Herefordshire Council Youth Satisfaction Survey

Points of note:

- Overall 24% of young people (484 young people in total) reported that they had been bullied in the last 12 months and 3% didn't know (62 young people).

- 73% said that they hadn't been bullied in the last 12 months.
- Younger age groups were more likely to say that they had been bullied, in particular younger females with 35% reporting that they had been the victim of bullying (179 younger females).
- Older males were less likely to say that they had been bullied than any other group, with only 13% reporting that they had been bullied.

Types of bullying experienced by young people who have been bullied in the last 12 months

	Younger males	Younger females	Older males	Older females	Overall
People calling you names or making things up to get you into trouble	86%	75%	84%	66%	76%
Taking friends away from you, ignoring you or spreading rumours	40%	60%	45%	48%	49%
Threats & intimidation	41%	34%	47%	45%	40%
Hitting, pinching, pushing, shoving	61%	28%	45%	25%	38%
Being frightened so that you don't want to go to school, college, work or training	25%	29%	29%	35%	29%
Abuse by Internet or email	16%	26%	11%	15%	19%
Stealing or damaging your belongings on purpose	23%	12%	27%	15%	17%
Silent or abusive phone calls	9%	15%	26%	22%	16%
Offensive phone texts	8%	15%	15%	24%	15%
Other	6%	10%	18%	10%	10%

Base: 493* respondents (Numbers of young Those who answer) and 48 comments
 Note: Percentages do not add up to 100% due to respondents being able to give more than one answer

Point of note:

- The most common type of bullying experienced was people calling them names or making things up to get them in trouble; with 76% of young people reporting they had been the victims of this type of bullying (380 young people). Other most common responses included: 'taking friends away from you, ignoring you or spreading rumours' (49%), 'threats & intimidation' (40%), 'hitting, pinching, pushing, shoving' (38%) and 'being frightened so that you don't want to go to school, college, work or training' (29%)
- Males, particularly younger males, were more likely to state that the bullying involved 'People calling you names or making things up to get you into trouble' and 'Hitting, pinching, pushing, shoving'
- Younger females were more likely to state that the bullying involved 'Taking friends away from you, ignoring you or spreading rumours'
- Most common 'other' responses included: 'name calling' (4 comments), 'talking behind my back' (4) and 'spat at' (3).

Who young people felt bullied by

	Younger males	Younger females	Older males	Older females	Overall
Other people at school/college	83%	67%	47%	55%	66%
Friends	26%	53%	45%	42%	42%
Don't know who they were	17%	6%	35%	13%	14%
Other	5%	8%	17%	10%	9%
Member of staff	5%	4%	7%	7%	6%
Other people at work/training	1%	1%	8%	5%	2%
Family	3%	2%	0%	5%	2%
Employer	0%	0%	2%	5%	1%
Trainer	0%	0%	0%	0%	0%

Base: 487* respondents who ticked yes or don't know to Q39 and 42 comments
 Note: Percentages do not add up to 100% due to respondents being able to give more than one answer.

Of those who had experienced bullying:

- The majority of young people (66%) stated that they felt bullied by other people at school/college, with 'friends' being the second most popular response.
- 35% of older males reported that the 'Didn't know who they were' compared to just 14% of young people overall.
- Most common 'other' responses included: people that live by me/live in my area (8 comments), someone I know at school (not a friend) (6), Boyfriend/ex boyfriend (6).

Data source: Herefordshire Council Research Team

Further analysis of the West Mercia Constabulary joint crime and safety survey 2007

The annual West Mercia Constabulary joint crime and safety survey was carried out in June 2007, the results of which were made available in October. The following charts have been produced from a question about fear of crime, where respondents were asked to recall a time in the last 12 months where they have felt worried about a list of 10 crimes. From the 10 crimes listed, the top three crimes that people said they felt worried about were, in order of the highest level;

- Vandalism or damage to your property (including car) = 29%, which saw no significant change compared with 2006 results.
- House burglary = 27%, no significant change compared with 2006 results.
- Drunk people causing you a problem = 23%, no significant change compared with 2006 results.

Although House Burglary saw no significant change compared with 2006 results, and actual burglary figures remain low in the County, it still featured as the second most worried about crime in 2007.

The top three crimes that respondents were most worried about are featured in the tables and charts below showing the Ward areas where respondents live.

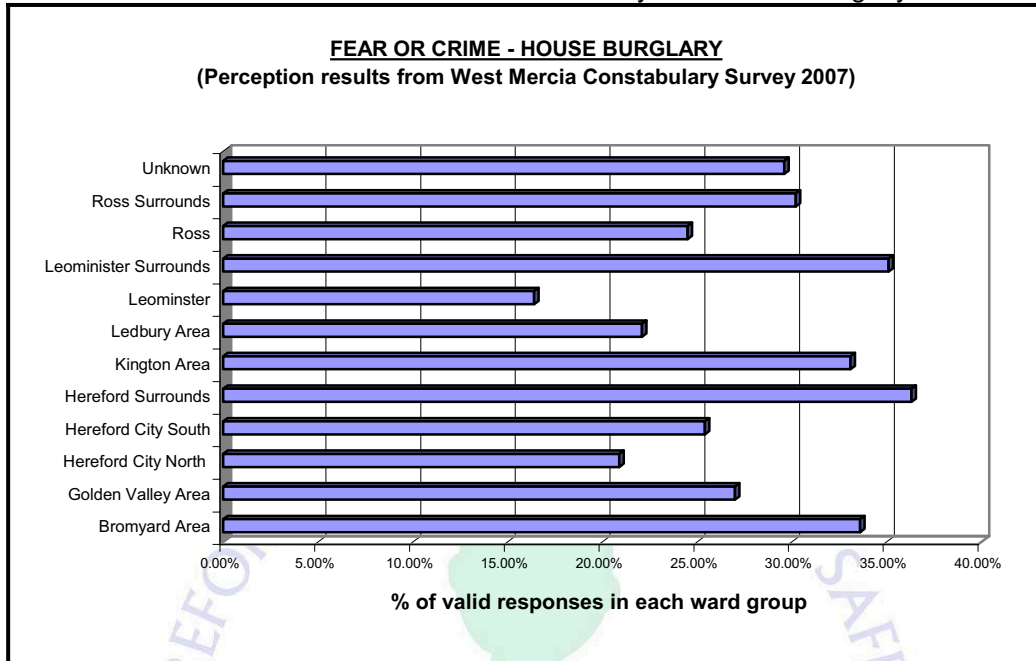
Fear of Crime ward analysis

The annual West Mercia Constabulary joint crime and safety survey 2007 provided an overview of the percentage of residents who have felt worried about certain crime in the past 12 months. The three largest areas that residents were worried about include house burglary, vandalism or damage to your property (including car) and drunk people causing you a problem, as identified earlier in this report.

House burglary

The following chart shows the percentage of residents by Ward, with worries of house burglary.

Chart 2.26 Fear of Crime Ward level analysis for House burglary



Leominster and Hereford surrounds have the largest response whereby residents have felt worried about house burglary in the past 12 months, followed by Bromyard and Kington areas.

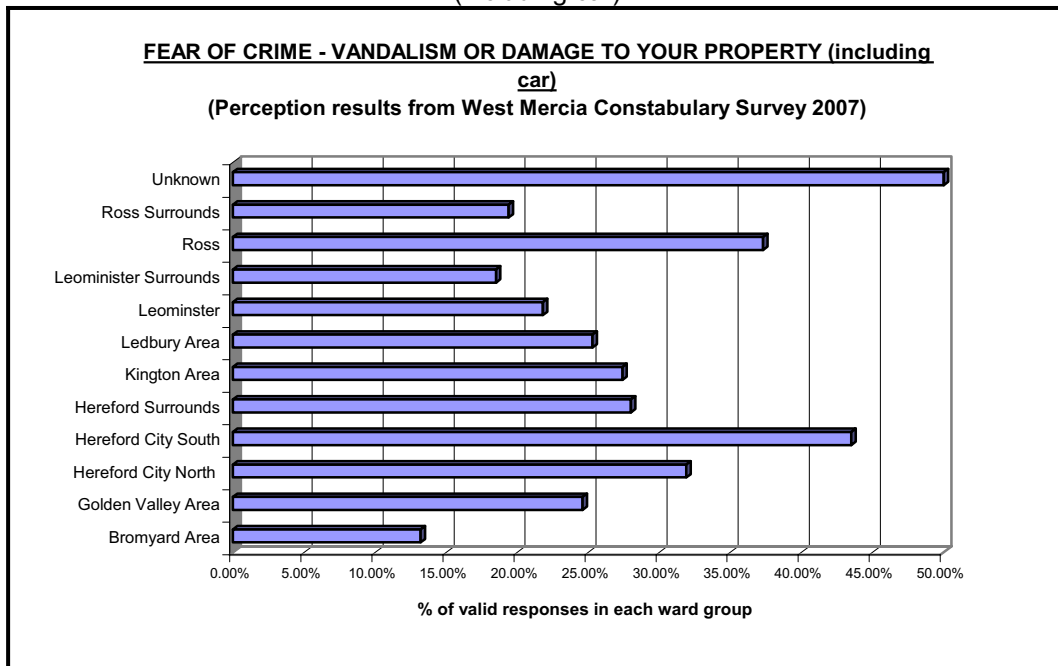
Point to note:

- The hinterland parishes appear to have a higher worry of house burglary than the Towns.

Vandalism or damage to your property (including car)

The following chart provides a breakdown at Ward level for the proportion of residents who have felt worried about vandalism or damage to their property, including their car, in the last 12 months.

Chart 2.27 Fear of Crime Ward level analysis for Vandalism or damage to your property (including car)

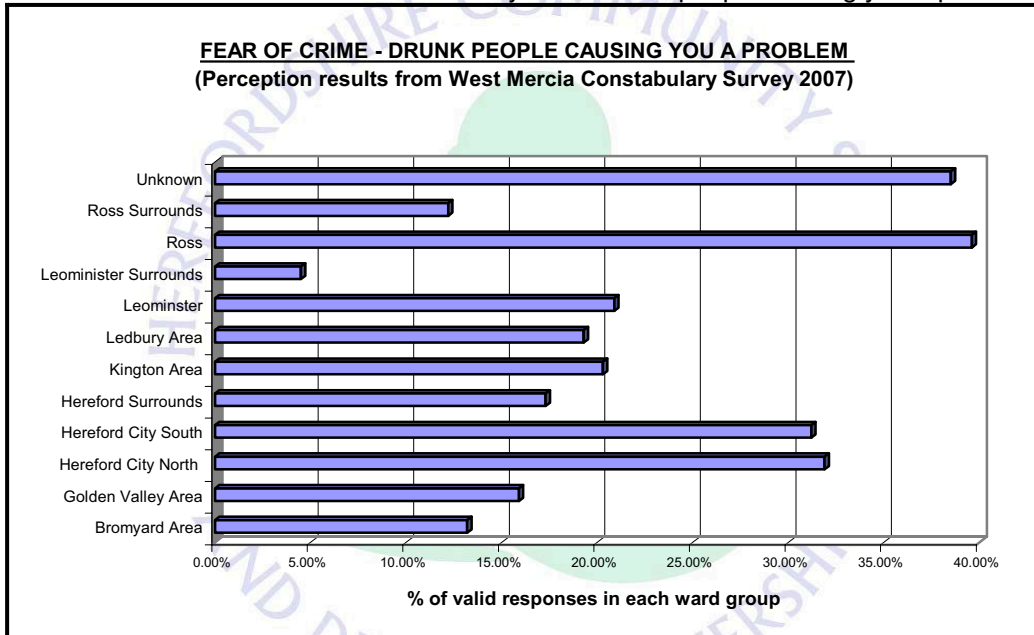


If we disregard the unknown (as unfortunately the Ward data was not provided), Ross and Hereford City South were the largest ward areas whereby residents have felt worried about vandalism or damage to their property in the last 12 months.

Drunk people causing you a problem

The following chart provides a breakdown at Ward level for the proportion of residents who have felt worried about drunk people causing them a problem.

Chart 2.28 Fear of Crime Ward level analysis for Drunk people causing you a problem



Again, if we disregard the unknown, Ross-on-Wye was the largest area by far (almost 40%) with residents worried about drunk people causing them a problem.

This problem was also highlighted in the Consultations about drinking in Ross and also by CCTV cameras in the areas of The Crofts, Gloucester Road, Market Place and Broad Street.

SECTION 3: PRIORITIES

PRIORITY SELECTION PROCESS

The process for selecting priorities have been identified, or dismissed, in the previous sections and stem from statistical and community significance. It is important to include community significance in the priority selection process, particularly problems arising from PACT meetings, the HCSDP Community Consultation and the West Mercia Constabulary joint crime and safety survey whereby residents identified which priorities should be addressed.

Main themes emerging from the scanning exercise, West Mercia Constabulary Control Strategy and Strategic Assessment, and from community engagement are:-

- **Anti Social Behaviour**
- **Criminal Damage including graffiti and vandalism**
- **Drug use and dealing**
- **Road Safety**
- **Violent crime**
- **Volume crime**
- **Acquisitive crime**

PACT meetings

- **Antisocial behaviour**
- **Road Safety**
- **Alcohol/Drugs and underage drinking**
- **Litter and Dog Fouling**
- **Lack of Police presence in some areas**
- **Criminal damage to vehicles**

HCSDP Community consultation

- **Alcohol and drug use**
- **Antisocial behaviour**
- **Road Safety**
- **Lack of Police presence in some areas**

West Mercia Constabulary joint crime and safety survey – summary of Community Priorities

Neighbourhood issues that emerged as priorities when residents were asked for the top three that needed to be addressed first were:

- **Speeding traffic (26%)**
- **Drug dealing (24%)**
- **Drug use (18%)**

Speeding traffic was a particularly high priority in wards such as Hollington, Hope End, Pembridge, Kington Town and Golden Valley North & South (all 40% or higher).

Drug dealing was a greater priority in Kington Town (54%), Upton (51%), Mortimer (50%) and Leominster North (45%), and the pattern was similar for drug use.

The HCSDP Strategy Group may wish to consider other elements of the strategic assessment from the scanning and analysis sections for further discussion

STRATEGIC PRIORTIES

From the emerging list of priorities, the Herefordshire Community Safety and Drugs Partnership Strategy Group met on 16th January 2008, to discuss the strategic assessment, the emerging priorities and debate which priorities should be addressed for the forthcoming strategy period.

A draft version of the Strategic Assessment was presented to the Strategy Group. The author highlighted key elements of the Strategic Assessment (copies had already been circulated prior to the meeting), the detailed analysis and emerging priorities from the scanning exercise and community consultation to be considered by the Strategy Group.

As a result of lengthy debate on the emerging priorities from the strategic assessment, issues raised were “what are priorities for the HCSDP” and “what should be dealt with as part of core business by some departments”, decisions were reached on the broad priorities for the Herefordshire Community Safety and Drugs Partnership commencing April 2008.

The priorities are:

- **Reducing Crime further through effective Offender Management and other interventions**
- **Reducing Drug and Alcohol Harm**
- **Promoting increased Road Safety**
- **Providing Community Reassurance (ASB, Disorder and Crime)**
- **Responding Dynamically through Multi-agency Tasking.**

Within these broader priorities will sit a suite of key priorities and targets for the Partnership to focus upon for the forthcoming strategy period. The Partnership Manager will prepare a draft Partnership Plan for further discussion and endorsement at a planned Strategy Group meeting in mid-February. From there the Partnership Plan will be finalised and made publicly available.

SECTION 4: CURRENT ACTIVITY AND PRIORITIES

RECENT ACTIVITIES RELATING TO EXISTING PRIORITIES

Alcohol related crime and disorder

Herefordshire Community Safety and Drugs Partnership has recently carried out an extensive campaign to raise awareness of alcohol related issues across the county.

This has used a variety of communications channels, including a series of radio adverts, advertising in the Hereford Journal, posters being distributed to county clubs and pubs, information being sent out to alcohol retailers and events in Hereford to engage and educate young people.

This campaign was funded through the partnership's alcohol implementation group. The group has also funded and / or co-ordinated a number of other projects including: 'head cams' for use in test purchase exercises; extended CCTV operation to cover times when alcohol related disorder occurs; education programmes aimed at parents, delivered through Zig Zag; educational drama sessions in primary and secondary schools.

Additionally, there are six community drug and alcohol forums throughout the county who are able to apply for funding for projects from us. Projects have included parent education evenings in market towns, and a recent campaign in Bromyard to discourage adults buying alcohol for underage drinkers. A recent "pilot" in Ledbury included the introduction of "spikeys" in Ledbury Town to prevent bottled drinks being spiked. The success of this has resulted in the Drugs Forums across Herefordshire being interested in the same initiative.

Anti social behaviour

HCSDP has produced information leaflets about anti social behaviour, including details of what is classed as anti social behaviour, the consequences and how to report it. There are different versions of the leaflet for adults and young people, and they are distributed at a range of locations around the county, at events attended by HCSDP and they are also sent out to people who receive anti social behaviour warning letters from West Mercia Constabulary.

The Partnership is working closely with Community Support Officers to identify anti social behaviour 'hot spots' and have run local consultations to engage with the local community around the issues affecting them.

It has supported schemes to tackle graffiti in the county, including the establishment of a graffiti database and the 'graffiti amnesty' initiative, which allowed Herefordshire businesses to have graffiti removed from their walls free of charge for a six-month period.

It has advertised extensively in local media that targets younger people, focusing on the myths and the facts around criminal damage and its consequences. It has also run an anti-vandalism poster competition for young people, to encourage them to think about the consequences of vandalising property.

One of the HCSDP Project Officers is currently undertaking a comprehensive and concentrated community engagement, consultation and capacity building exercise in Clehonger following a spate of criminal damage to the Youth Shelter.

Domestic abuse

The Partnership has promoted domestic abuse services in Herefordshire through advertising in a number of publications, via its website and through the distribution of information at events.

HCSDP organised events at Hereford United Football Club to support the 'White Ribbon Campaign' and promote local services. This included programme advertising, tannoy announcements, publicity materials and the sale of white ribbons around the ground on a match day. This attracted significant local, regional and national publicity, where two radio stations played interviews with representatives of the Partnership.

The Partnership has also supported a 'gala' event at Hereford town hall to raise awareness of domestic abuse issues.

A sub-group of the Domestic Abuse Forum, named the Domestic Abuse and Criminal Justice Task Group, has been set up with an aim to establish and sustain both a Multi Agency Risk Assessment Court (MARAC) and Specialist Domestic Violence Court (SDVC).

Drug supply and drug related offending

HCSDP produced a Christmas card type leaflet in conjunction with Crimestoppers to advise on crime reduction at home and out shopping over the Christmas period. This was distributed by HCSDP staff in Hereford supermarkets and on late night shopping evenings, and by West Mercia's Community Support Officers throughout the county over the festive period.

The Partnership has promoted crime reduction messages in local newspapers as well as in publications targeted to older people. As well as crime reduction over the festive period, promotions have also focused on crime reduction at summer festivals and events, and garden security.

Drug treatment and harm reduction

HCSDP continues to support six Drug Forums across Herefordshire, which work with the community to prevent drug use and educate people about drugs and alcohol. An increasing number of these forums have sited needle bins or are looking to do so in the near future. Several forums have also run 'parent drug information evenings' to educate parents about the effects and risks of drugs.

It has also promoted other local drug and alcohol services including DASH, Zig Zag, and Family Drug Support.

Herefordshire Community Safety and Drugs Partnership has run a county-wide campaign to raise awareness of hepatitis C. This has involved working closely with DASH to distribute information to service users, raising awareness through information at local GP surgeries, pharmacies and other community buildings as well as press coverage, and holding an event to mark World Hepatitis Day. The

campaign has since been used as a national example of best practice by the Department of Health.

The Partnership is also supporting a needle exchange pilot to trial needle exchange facilities in Herefordshire pharmacies, and there have also been a number of consultation events to obtain the views of service users to inform the adult treatment plan.

A Harm Reduction workshop was held in November, attended by a variety of agencies, which was used to inform the Harm Reduction Strategy. Two further user involvement sessions were held in December 2007.

Offender management

The Partnership oversees the Drugs Intervention Programme (DIP), which has steadily been improving performance. See earlier section on DIP.

DIP is developing closer links with other partner organisations, and during summer 2007 carried out its first joint mediated session with Family Drug Support (FDS).

Prolific and other Priority Offenders (PPO) Scheme

The latest update from the December LAA template states:

21 PPO's in total.

13 currently in community subject to basic monitoring, supervision on licence or community orders.

8 PPO's are in custody serving sentence or on remand awaiting trial or recalled for breach of licence conditions.

5 PPO's are being supervised by the ACCLAIM project and are making good progress.

2 PPO's are being supported by the S.T.E.P. project at West Mercia Probation providing funding for driving lessons.

5 PPO's in the community have re-offended and are within the CJS awaiting due process.

3 PPO's have been referred to the Forward Focus project and one has commenced a work placement through this project.

Criminal Justice

As highlighted earlier in the report currently the Drugs Intervention Programme (DIP) team pick up the majority of their clients from the courts and prison releases with few clients referred by the arrest referral process. The HCSDP are about to commission research to investigate the arrest referral process. Drug Rehabilitation Requirement (DRR) clients have a clear treatment pathway.

Gaps in Treatment:

It would appear that the arrest referral process needs to refer more clients to the DIP team with only two referrals up to the end of December 2007 in the current treatment year.

The Sports Referral project is currently on hold pending further funding.

Recommendations:

- That the Criminal Justice and Arrest Referral process is scrutinised to identify and action improvements to the service.
- Funding is made available to operate the Sports Referral Project.

Road safety

Herefordshire Community Safety and Drugs Partnership Road Safety Implementation Group has actively supported road safety campaigns over a number of years and continues to do so.

To mark Road Safety Week 2007 Herefordshire Community Safety and Drugs Partnership staged a car crash demonstration in High Town, Hereford. It has also supported the summer drink driving campaign through the distribution of posters to all local pubs and has worked with West Mercia Safer Roads Partnership to implement the winter drink and drug driving campaign.

The Partnership's Road Safety Implementation Group has funded a Skoda Octavia, an unmarked vehicle that police officers will be driving to target examples of bad driving across the county, and supports education campaigns such as Dying to Drive.

Young people

Herefordshire Community Safety and Drugs Partnership is involved in a number of events to engage and educate young people. These include: Crucial Crew, which is attended by every year six student in the county over a four week period and aims to build young people's self esteem and allow them to make safer and more informed choices; The Noise, an annual three day event in the South Wye area of Hereford designed to encourage young people to care for their community; and Dying to Drive, where year ten pupils across Herefordshire learn the dangers of driving as part of the annual 'Dying to Drive' initiative.

The Partnership actively promotes services for young people including Zig Zag and CLD Youth counselling, both through printed advertisements and through promotion at events.

We have organised or had a presence at a number of events to engage with young people, including Herefordshire Sixth Form College Freshers Fair, and the 'You Talk - We Listen' Young People's Consultation Event organized by Herefordshire Council's Youth Services.

LOCAL EXPERIENCE

Local experience of “What works well”

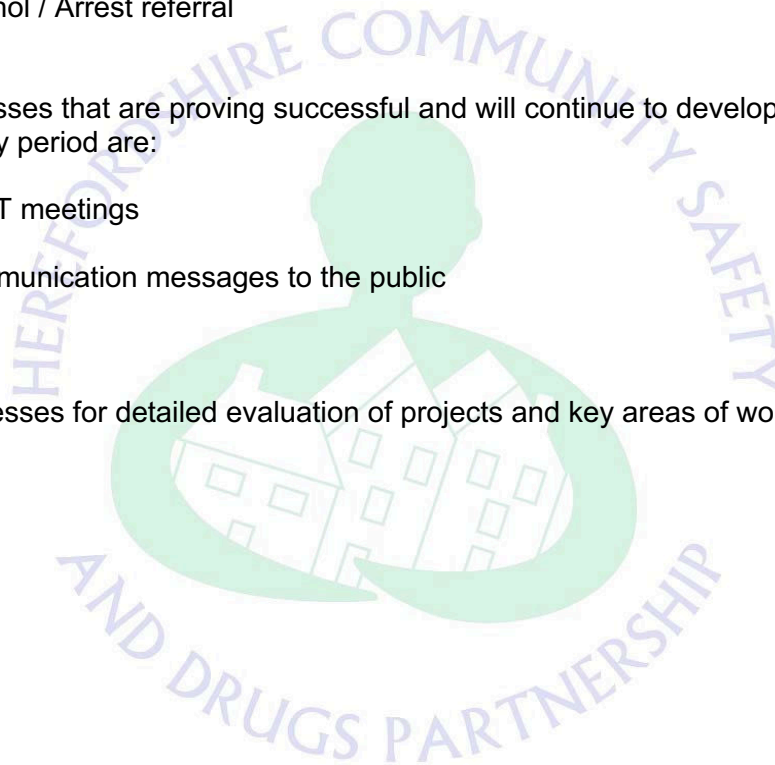
In Herefordshire the Offender Management Programmes are proving to be extremely effective, in terms of:

- Drugs Intervention Programme
- Prolific and Other Priority offenders
- Alcohol / Arrest referral

Other processes that are proving successful and will continue to develop into the new Strategy period are:

- PACT meetings
- Communication messages to the public

Sound processes for detailed evaluation of projects and key areas of work are to be established.



SECTION 5: CONCLUSION

NEXT STEPS

The next step is to finalise the strategic assessment process and prepare a Partnership Plan from the identified priorities. This needs to be completed and made available prior to 1st April 2008.

The priority process has identified the medium to long-term overarching priorities to be addressed by the HCSDP, and these are;

- **Reducing Crime further through effective Offender Management and other interventions**
- **Reducing Drug and Alcohol Harm**
- **Promoting increased Road Safety**
- **Providing Community Reassurance (ASB, Disorder and Crime)**
- **Responding Dynamically through Multi-agency Tasking** (*which will consider anti-social behaviour and criminal damage*)

Future Strategic Assessment process

Discussion was held at the Strategy Group meeting on 16th January with regards to joining up the HCSDP annual Strategic Assessment with the West Mercia Constabulary Strategic Assessments (which are prepared on a bi-annual basis, in April and October). It was agreed that West Mercia Constabulary will, and must, continue to develop its own strategic assessments, however there is clearly a need to link the work undertaken and the Partnership should look to combine efforts to provide data from wider partners along with the West Mercia Constabulary Strategic Assessment.

Based on the above, I would recommend the HCSDP Strategic Assessment is reviewed in the Winter of 2008/09.

Analytical Capacity

The 2007 HCSDP Strategic Assessment has been led by the Performance and Data Officer, pulling information together from the Performance Management Framework and wider Partners which all use different systems for recording data. Reliance has been put onto the West Mercia Constabulary Divisional Analysts to provide their latest strategic assessment data about crimes, which has in turn been used within this strategic assessment.

The HCSDP does not currently have access to any data systems held by its Partners.

This has been recognised and discussed more recently with permission being granted for West Mercia CDRP analysts (and performance and data officer in this case) to have some (restricted) access and use of software to allow closer working with the data analysts within West Mercia Constabulary and easier access to

information and data to assist in the strategic assessment process. This is welcomed as a positive move forward.

Training is due to commence in February 2008 and, once trained, the HCSDP Performance and Data Officer will commence work at the Police Station with the Divisional analysts to collate data for the Partnership.

Additional training in statistical analysis would benefit the Performance and Data Officer in providing robust information to the Partnership.

Software Solutions

There is an identified need for the Partnership to consider a data solution database/information system to allow mapping of crimes, and additional partner data to assist in tasking hotspot areas. This is an ongoing area for discussion, particularly through the multi-tasking group.

Information Sharing Protocol

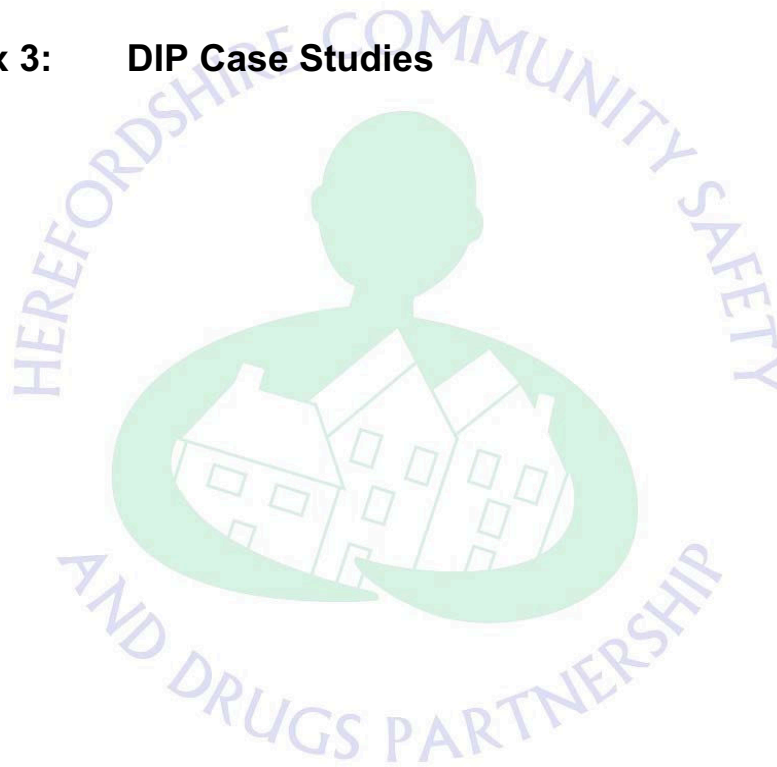
As part of the strategic assessment process the current HCSDP Information Sharing Protocol (2005) is in the early stages of being updated to ensure it complies with more recent changes in legislation and MOPI compliance following the Lord Bichard Inquiry following the Soham murders. This will be conducted with legal assistance from Herefordshire Council and West Mercia Constabulary Headquarters, and a new draft version to be presented to the HCSDP for endorsement.

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APPENDICES

- Appendix 1: Detailed analysis from HCSDP Community consultations**
- Appendix 2: HCSDP Information Sharing Protocol**
- Appendix 3: DIP Case Studies**

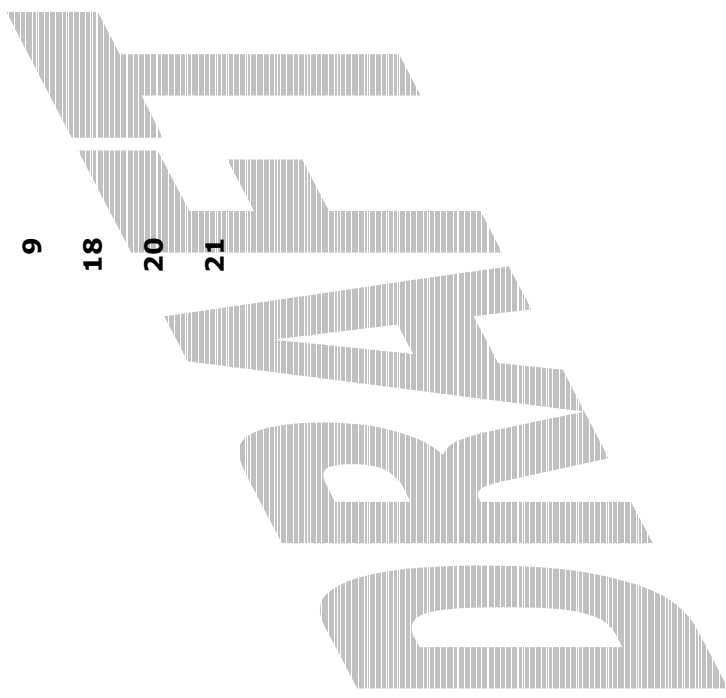




Herefordshire Community Safety and Drugs Partnership Strategic Plan 2008-2011

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1 Vision Statement/Introduction

“To work together to make Herefordshire a safer place to live, work and visit”.

Herefordshire Community Safety and Drugs Partnership (HCSDP) will reduce crime and fear of crime in Herefordshire by adopting an intelligence-led problem solving approach. We will co-ordinate partnership activity to recognise particular areas of higher criminal or anti-social activity and identify the vulnerable individuals within our communities. We will protect them and the wider community by actively working with them to reduce any opportunity for crime, harm or anti-social behaviour to occur, or recur.

This Partnership Plan will be refreshed annually, covers the period 2008-11, with clearly defined priorities for the short-term (2008-09); medium term (2009-10) and long-term (2010-2011). This will enable greater local flexibility to respond to local priorities within the context of national targets.

The partnership members have joint responsibility for delivering outcomes. They will share data, information and resources where appropriate in order to formulate action plans that combat specific issues identified through the strategic assessment. These action plans will be implemented through the partnership’s multi-agency groups, and effective communication and community engagement, to ensure effective and sustainable outcomes striving towards continuous improvement.

The partnership is fully committed to ensuring that the objectives are delivered through this multi-agency approach, and is driven by the key partnership values, inherent within the action plans, such as focused and responsive local action planning, and a duty and commitment to robust governance and accountability, which govern the manner in which HCSDP conducts its business.

HCSDP has agreed to define its work using the Local Government Associations’ definition of community safety, this being:

“Community safety is defined as promoting the concept of community based action to inhibit and remedy the causes and consequences of criminal, intimidatory and other related anti-social behaviour. Its purpose is to secure sustainable reductions in crime and the fear of crime in local communities.”

Performance will be strictly monitored to ensure targets are consistently met and that the best possible service is provided for the people of Herefordshire. HCSDP seeks to identify and meet the needs of the increasingly diverse community that it serves, whilst tackling and reducing the main drivers of crime, particularly drugs, alcohol and youth crime.

It is important to highlight that Herefordshire remains a low crime area and HCSDP is committed to sustaining this position. Through the implementation of this plan, the partnership will build public confidence in local partners and their response to local problems. We will reduce the disproportionate negative perceptions of crime that exist and reassure people who live and work in Herefordshire so that they feel safe and secure in their local communities.

Herefordshire Community Safety and Drugs Partnership occupies an important place within the broad range of major strategies and plans that in one way or another touch on crime, disorder and drugs, or issues that seek to tackle social exclusion. The HCSDP recognises the need to ensure that the appropriate connections are made between the various strategy documents and will be working to ensure that these links are further developed. In

particular, the HCSDP plays an important role with supporting the delivery of Herefordshire's Local Area Agreement and Children's and Young Peoples Plan and has therefore developed a close working relationship with the Herefordshire Partnership and the Herefordshire Children's Trust.

2 Reason for Priorities - Evidence from the Strategic Assessment

The HCSDP strategic assessment (conducted October 2007 to January 2008) has informed this plan with information gathered from community consultation events; survey results; data collection from partners and desktop analysis. The strategic assessment allowed HCSDP Strategy Group to consider the priorities identified. This included issues that the public felt should be a priority, as well as priorities presented more objectively through statistical data.

Five broad Programme Priorities were defined:

- **Reducing Crime through Offender Management and other interventions**
- **Reducing Drug and Alcohol Harm**
- **Promoting and Delivering increased Road Safety**
- **Providing Community Reassurance in Anti-Social Behaviour, Disorder and Crime**
- **Multi-Agency and Community Dynamic Tasking and Co-ordination**

Two other themes were identified as having such impact across all other areas, that they should be considered within each of the other 5 groups individually. These are:

- **Young People (victims and offenders)**
- **Violent Crime**

The HCSDP targets for the new Strategy period 2008-11 will work towards meeting the national Public Service Agreements (PSAs) that relate to community safety:

PSA 23: Make Communities Safer	<ul style="list-style-type: none"> • Reduce the most serious violence • Progress on serious acquisitive crime • Tackle local priorities such as crime, disorder and anti-social behaviour; increase public confidence • Reduce re-offending
PSA 25: Reduce the harm caused by alcohol and drugs	
PSA 26: Reduce the risk to the UK and its interests overseas from international terrorism	

The table below lists the five priorities for the Partnership for 2008-11 and the broad targets that sit beneath them.

Annual Strategic Assessment Priority Setting		
<p>Aims: To identify, through detailed analysis from partner organisations, ongoing performance monitoring, and from community engagement the emerging short, medium and long-term priorities for Herefordshire from the Herefordshire Community Safety and Drugs Partnership Strategic Assessment.</p>		
Priorities and targets	Reporting Frequency	Data Source
Reducing Crime through Offender Management and Other Interventions		
<ul style="list-style-type: none"> NI 19: To reduce the rate of proven re-offending by young offenders (LAA target) NI 30: To reduce the re-offending rate of prolific and priority offenders (LAA target) To reduce the offending behaviour of individuals engaged with Drug Intervention programme (DIP) 	<p>Quarterly</p> <p>Annual</p> <p>Quarterly - rolling</p>	<p>Youth Offending Service (YOS)</p> <p>West Mercia Constabulary (WMC)</p> <p>DIP</p>
Reducing Drug And Alcohol Harm		
Drug use		
<ul style="list-style-type: none"> NI 40: To increase the numbers of people in effective drug treatment (LAA target) NI 115: Substance misuse by young people (proposed local LAA target) 	<p>Quarterly</p> <p>Quarterly</p>	<p>Drug treatment agencies, National Drug Treatment Monitoring Service (NDTMS)</p> <p>Drug treatment agencies and NDTMS</p>

<p>Alcohol Misuse</p> <ul style="list-style-type: none"> • NI 39: To reduce Alcohol-harm related hospital admission rates (local LAA target) • To reduce hospital admission rates for young people aged under 18 	<p>Quarterly</p> <p>Quarterly</p>	<p>Herefordshire Primary Care Trust (PCT)</p> <p>Herefordshire Primary Care Trust (PCT)</p>
<p>Promoting and Delivering Increased Road Safety</p>		
<ul style="list-style-type: none"> • NI 47: To reduce the number of people killed or seriously injured in road traffic accidents on Herefordshire roads (LAA target) • NI 48: To reduce the number of children killed or seriously injured in road traffic accidents on Herefordshire roads 	<p>Quarterly</p> <p>Quarterly</p>	<p>West Mercia Constabulary (WMC) and Herefordshire Council (HC)</p> <p>As above</p>
<p>Providing Community Reassurance</p>		
<ul style="list-style-type: none"> • NI 17: Perception of anti-social behaviour (LAA target) • NI 21: Dealing with local concerns about anti-social behaviour by the local Council and Police 	<p>Annual</p> <p>Annual Quarterly</p>	<p>Herefordshire Council Place Survey</p> <p>Herefordshire Council Place Survey Partners and Communities Together (PACT's)</p>

Herefordshire Multi-agency Tasking and Co-ordination

Anti-Social Behaviour

- **NI 17:** Perception of anti-social behaviour (LAA target)
- **NI 41:** Perceptions of drunk/rowdy behaviour as a problem
- **NI 42:** Perceptions of drug use or drug dealing as a problem
- To reduce the incidence of anti-social behaviour
- To reduce to the incidence of criminal damage
- To reduce alcohol related disorder (between 8pm and 6am)
- To reduce alcohol related violence against the person (between 8pm and 6am)

Annual
Annual
Annual
Monthly
Monthly
Monthly
Monthly

Herefordshire Council Place Survey
As above
As above
Measured through collation and analysis of data from responsible Authorities
West Mercia Constabulary (WMC)
West Mercia Constabulary (WMC)
West Mercia Constabulary (WMC)

Cross-cutting		
<p>Violent crime:</p> <ul style="list-style-type: none"> To reduce the number of violent crimes recorded To reduce the number of repeat victims of domestic abuse recorded 	<p>Monthly</p> <p>Monthly</p>	<p>West Mercia Constabulary (WMC)</p> <p>West Mercia Constabulary (WMC)</p>
<p>Young People involvement (victim or offender):</p> <ul style="list-style-type: none"> To understand the particular involvement of young people as victims, offenders and community members To reduce the incidence of young people as victims of crime To reduce the incidence of young people as victims of violent crime Proven re-offending by young offenders is included under the priority 'Reducing Crime through Offender Management and Other Interventions' 	<p>Annual</p> <p>Monthly</p> <p>Monthly</p>	<p>Herefordshire Council Youth Survey, Teenage Lifestyle Survey and WMC children and young people crime and safety survey</p> <p>West Mercia Constabulary (WMC)</p> <p>West Mercia Constabulary (WMC)</p>

3 How the priorities will be achieved

Priority	Name of officer(s) leading
Reducing Crime through Offender Management and other interventions, to include domestic abuse	Paul Baker, Area Manager, West Mercia Probation Trust

Details of project/initiative:

A proportion of offenders are responsible for a considerable amount of local crime and have several convictions. By working with these offenders to tackle not only their offending behaviour, but also by providing supportive interventions to tackle issues such as drug and alcohol misuse, lifestyle choices and housing and employment opportunities, HCSDP aim to reduce their offending behaviour. Programmes such as the Drug Intervention Programme (DIP), the Prolific and other Priority Offenders scheme (PPO) and Arrest Referral programmes are integral to this work. The work of these programmes will have a significant impact on crime reduction, with linkages to all partnership priorities.

Domestic abuse is any incident of threatening behaviour, violence or abuse between adults who are or have been in a relationship together, or between family members, regardless of gender or sexuality (Home Office). Although domestic abuse is greatly under reported, research estimates:

- it accounts for 16% of all violent crime
- it will affect 1 in 4 women and 1 in 6 men in their lifetime
- 77% of victims of domestic abuse are women
- it has more repeat victims than any other crime (on average there will have been 35 assaults before a victim calls the police)
- on average, two women are killed every week by a current or former male partner
- one incident of domestic abuse is reported to the police every minute

(Source: [Crime in England and Wales 2006/07 report](#))

Domestic abuse is rarely a one-off incident; it occurs across society, regardless of age, gender, race, sexuality, wealth and geography. Victims suffer on many different levels such as health, housing, education and need to be put at the heart of all our future priorities.

N.B. Domestic abuse has been placed within this programme priority as it can often be linked with re-offending and therefore be offender focused, but also concentrates on victim care.

Aims:

- To reduce crime by targeting those who offend, most or otherwise cause the most harm to their communities, to include both adults and young people
- To address domestic abuse in Herefordshire through education, prevention and enforcement

Actions	Organisations involved	Delivery date
Continue the delivery of local DIP, PPO and arrest referral programmes	DIP, West Mercia Probation Trust (PT), WMC, HC, YOS and PCT	Short-term, medium and long-term
Continue the delivery of local support interventions for offenders such as housing support, Care Farm access, access to health services	HC, PCT, Registered Social Landlords (RSL's), PT, YOS and SHIFT	Short-term, medium and long-term
Rationalise the current six-core offender management groups, to form a new group to be called "The Offender Priorities Group".	DIP, PT, WMC, HC, YOS and PCT	Short-term
Establish a co-ordinated criminal justice approach through the continued development of the Independent Domestic Violence Advisor post (IDVA), Multi-agency Risk Assessment Conferences (MARAC) and the Specialist Domestic Violence Court (SDVC)	PT, HC, WMC, Courts and Women's Aid (WA)	Short-term
Raise awareness amongst agencies and the public through targeted campaigns, with the aim of reducing repeat victimisation through the promotion of services	PT, HC, WMC, Courts, WA, PCT and Victim Support (VS)	Short, medium and long-term

Priority	Name of officer(s) leading	
Reducing Drug harm	Frances Howie, Associate Director of Health Improvement, Herefordshire Primary Care Trust	
<p>Details of project/initiative:</p> <p>Drug use has been identified as a key priority emerging from West Mercia Constabulary's Control Strategy and HCSDP's Strategic Assessment, and from community engagement. Themes emerging include:</p> <ul style="list-style-type: none"> • Youths taking drugs (boys and girls) • Drug dealing / dealer • Needles found (as litter) • Perception of drug supply from shops • Drugs a major problem in schools • Needle exchange is busy • Heroin users / cannabis • Young people injecting • Needle bins near playgrounds <p>The strategic objectives for this priority will be recorded and monitored through a number of mechanisms including quarterly returns to the National Treatment Agency (NTA), service providers reports to the National Drug Treatment Monitoring System (NDTMS) and data entered into the Halo treatment database.</p>		
<p>Aims:</p> <ul style="list-style-type: none"> • To increase the numbers of people in effective drug treatment by 2% in 2008/09 • To deliver the adult treatment plan and young persons substance misuse plan for 2008/09 in accordance with the planning grids • To monitor the proportion of young people in drug treatment 		
<p>Actions</p> <p>To commission a non-discriminatory, effective and appropriate adult and young persons drug treatment service in accordance with the National Drug Strategy (2008-18) and the Drug Misuse and Dependence UK Clinical Management Guidelines (2007) to achieve performance targets set by the NTA, Department for Children, Schools and Families</p>	<p>Organisations Involved</p> <p>Joint Commissioning Group (JCG), Treatment Providers and Herefordshire Children's Trust (CT)</p>	<p>Delivery date</p> <p>Short term, medium and long term</p>

and the local partnership		
To provide, review and enhance drug treatment provision for those in the criminal justice system	JCG, Treatment Providers, DIP and PT	Short term, medium and long term
To protect drug using young people and dependent children of drug using parents, guardians and/or family members	JCG, Treatment Providers, CT, and Herefordshire Family Drug Support (FDS)	Short term, medium and long term
To provide floating housing support and other services to enable those in treatment (and those leaving treatment) to positively contribute to the community	JCG, Treatment Providers, Herefordshire Lifelong Learning (LL), Supporting People Partnership (SP) and HC	Short term, medium and long term

Priority	Name of officer(s) leading	
Reducing alcohol harm	Frances Howie, Associate Director of Health Improvement, Herefordshire Primary Care Trust	
Details of project/initiative:	<p>Alcohol related harm is an increasing problem within the UK today, with 80% of UK residents thinking more should be done to tackle the level of alcohol abuse in society (Safe. Sensible. Social: The next steps in the alcohol strategy (2007)). Alcohol can play an important and positive role in our culture and communities, yet when misused, the harms not only affect the individual, but their families and community, as well as having a cost to society as a whole.</p> <p>Locally, alcohol and its related harm has been identified as a concern through the strategic assessment. In addition, data from the West Midlands Public Health Observatory has been added to achieve a balanced approach to the topic. It is suggested through this that local areas concentrate on local alcohol priorities within three overarching themes: Crime and Disorder, Health and Young People.</p> <p>From the scanning exercise, and consideration of the national priorities for local areas, a number of key themes have emerged:</p> <ul style="list-style-type: none"> • Perceptions of drunken behaviour • Alcohol related crime and disorder • Alcohol related litter 	

<ul style="list-style-type: none"> Alcohol related anti-social behaviour Underage drinking Sales to underage drinkers Young people drinking in public spaces Under 18 alcohol specific hospital admissions Number of alcohol related hospital admissions 	<p>Aims:</p> <ul style="list-style-type: none"> To use a multi agency targeted approach to tackling alcohol related harm, in the areas of crime and disorder, health and young people, in Herefordshire. 	
Actions	Organisations Involved	Delivery date
Develop, implement and review a new structure for a dedicated alcohol harm reduction group.	PCT, HC and HCSDP	Short term
Write a 3-year alcohol strategy and action plan Implement a 3-year alcohol strategy and action plan	PCT, HC and HCSDP PCT, HC, HCSDP, WMC, other organisations/partners/stakeholders that can have impact on alcohol misuse and have shared interest in alcohol health related issues	Short term, but reviewed annually.
To monitor outcomes and measure performance, incorporating inter-agency data sharing and analysis where possible and appropriate to do so.	PCT, HCSDP, WMC and YOS	Short term ongoing.
Crime and Disorder	PCT, HC, HCSDP, WMC, other organisations/partners/stakeholders that can have impact on alcohol misuse and have shared interest in alcohol health related issues	Short term ongoing.
To contribute to appropriate strategies and projects to ensure the night-time economies of town and city centres in Herefordshire are safe and accessible to all		

Continue to support Arrest Referral Scheme	PCT, WMC and HCSDP	Short term ongoing.
Use evidence based, targeted approach whilst supporting tasking and co-ordination of police enforcement to tackle alcohol and anti-social behaviour related disorder	HC and WMC	Short term ongoing.
Health		
Marketing and promotion of target messages regarding sensible drinking and alcohol-misuse	PCT and HCSDP	Short term ongoing.
Develop training opportunities so that front line staff across partner agencies can deliver brief interventions and screen appropriately	PCT, HC and WMC	Short term ongoing.
Young People		
Identify those at risk of harm from their own or others' alcohol misuse and ensure clear care pathways are agreed and implemented by all partners	PCT, HC and HCSDP	Short term ongoing.

Priority	Name of officer(s) leading
Promoting and Delivering Increased Road Safety	Peter Miles, District Commander, Hereford & Worcester Fire and Rescue Service
Details of project/initiative:	
<p>As Herefordshire is a rural county, there is a higher than average vehicle ownership. Road safety, speeding vehicles and reckless driving have always been a concern for Herefordshire residents and therefore has always been a priority for the HCSDP.</p> <p>To ensure a targeted approach, HCSDP participates in the West Mercia Safer Roads Partnership (SRP) which delivers Enforcement and Education, Training and Publicity (ETP) on a sub-regional basis and also the Herefordshire Road Safety Group (HRSRG). The HRSRG is made up of partner and voluntary organisations that together co-ordinate and deliver prevention, enforcement and education programmes relevant to local needs.</p>	

Prevention and education will be the long-term focus for the HRSG.

- Aims:**
- Reduce the number of killed and seriously injured across Herefordshire's roads through education, prevention and enforcement

Actions	Organisations involved	Delivery date
Develop an integrated programme of interventions for all groups of concern	HC, WMC, Hereford & Worcester Fire and Rescue Service (F&R), West Midlands Ambulance Service (AS), Herefordshire Advanced Motorists (HAM) and Safer Roads Partnership (SRP)	Short, medium and long term
Develop and deliver annual plan of co-ordinated and targeted educational activities and campaigns of the HRSG	HC, WMC, F&R, AS, HAM and SRP	Short term
Target hotspot areas and improve engineering works, for example the installation of speed cameras and improvement of road surfaces	HC, WMC, F&R, AS, HAM and SRP	Short, medium and long term

Priority	Name of officer(s) leading
Providing community reassurance	Jane Rose, Partnership Manager, Herefordshire Council
Details of project/initiative:	
Tackling disproportionate fear of crime through reassurance, including crime prevention	
Aims:	
<ul style="list-style-type: none"> • To reassure Herefordshire citizens that crime is low in the county • To reduce the number of respondents to local surveys who have a disproportionate fear of crime including perception of anti-social 	

behaviour and other neighbourhood issues		Organisations involved		Delivery date
Actions		Organisations involved		Delivery date
<ul style="list-style-type: none"> To deliver appropriate crime prevention and harm minimisation messages to target audiences 				
Implement the partnerships communication strategy to reassure our communities through an integrated approach that avoids duplication of effort and maximises effect	HC, WMC and PCT			Short term on-going
Produce and distribute relevant literature which provides community reassurance around low crime within the county and provides key crime reduction and harm minimisation messages	HC, WMC, PCT, PT, AS, F&R, RSL's, Drug Forums (DF), Neighbourhood Watch (NHW) and Policing Matters Groups (PMG)			Short term, medium and long term
Make use of all partner agencies resources and infrastructures to maximise effort	HC, WMC, PCT, PT, AS, F&R, RSL's, DF, NHW and PMG			Short term, medium and long term
Identify and impact upon the groups most concerned about the perception of crime and build confidence with those communities	HC, WMC, PCT, PT, AS, F&R, RSL's, DF, NHW and PMG			Short term, medium and long term
Reinvigorate existing community schemes that will encourage direct participation from our communities	HC, WMC, PCT, PT, AS, F&R, RSL's, DF, NHW and PMG			Short term, medium and long term

Priority	Name of officer(s) leading
Herefordshire Community Tasking and Co-ordination	Kevin Purcell, Superintendent, West Mercia Constabulary Michael Hainge, Director of Environment, Herefordshire Council

Details of project/initiative:

To develop community tasking and co-ordination. This will become the mechanism for partners to engage with each other with the common purpose of solving crime and anti-social behaviour.

This group recognises and deals with criminal and anti-social behaviour that falls out of the other programme priorities. The four strands of tactical activity and co-ordination are best defined as Prevention, Information, Enforcement, Reassurance, (PIER).

Aims:

- Through the dynamic tasking and co-ordination of resources, the group aims to facilitate partners' ability to work together and enable all organisations in achieving the reduction of crime and anti-social behaviour.
- The group has the ability to impact on short-term problems and create long-term initiatives that assist in designing out crime and anti-social behaviour.
- To facilitate the project aims, there are five overarching actions, which are broad enough to cover the process of co-ordination; tasking activity; measurement; analysis and learning.

Actions	Organisations involved	Delivery date
Carry out a fortnightly analytical review of crime and anti-social behaviour to enable the recognition of hotspots and individuals	WMC, HC, PT, F&R, RSL's and Ministry Of Defence Police (MOD)	Short term on-going
Agree the best tactical means of tasking resources to tackle the hotspots or individuals	WMC, HC, PT, F&R, RSL's and MOD	Short, medium and long term
Co-ordinate collective resources in order to achieve positive outcomes	WMC, HC, PT, F&R, RSL's and MOD	Short, medium and long term
Monitor outcomes and measure performance incorporating inter-agency data sharing and analysis where possible and appropriate	WMC, HC, PT, F&R, RSL's and MOD	Short term on-going
Recognise best practise in order to learn the best way of impacting on similar problems	WMC, HC, PT, F&R, RSL's and MOD	Short term on-going

4 Risk registers and risk log

Assessment of Risk						Mitigating Actions				
Action Ref	Risk Description	Likelihood	Impact	Risk Score	Risk Owner	Action description	Likelihood	Impact	Residual Risk Score	
1	Lack of performance improvement	3	2	6	Strategy Group	Regular performance reviews. Ensure tasking linked to performance and team activities.	2	2	4	
2	Unable to deliver the plan due to lack of adequate financial provision or long term staff absences	2	2	4	All partners	Proactively seek external funding. Regularly review budget and prioritise actions accordingly. Utilise sickness management policies effectively. Regularly monitor work programmes. Up-skill existing staff to ensure absence cover capability.	2	1	2	
3	Perception of crime different from actual crime figures	3	2	6	Reassurance Group	Training, education and marketing campaigns	2	1	2	
4	Effective offender management interventions impacting on wider family and community	3	2	6	Offender Priorities Group	Ensure holistic family approach taken to offender interventions	2	1	2	
5	Displacement crime affecting impacting on areas of the county	2	2	4	All Operational Sub Groups	Regularly monitor crime patterns/trends. Prioritise activities to combat impact	1	1	1	
6	Local conditions impacting on levels of collisions	3	3	9	Herefordshire Road Safety Group	Identification of problem issues and develop appropriate solutions	2	2	4	
7	Blue light services diverted by major incidents	2	2	4	All partners	Utilise emergency planning procedures. Blue light services inform partnership of potential negative impact so that reallocation of resources can be considered.	2	1	2	

8	Lack of community and/partnership engagement	3	3	9	HCSDP & WMP Community Safety Teams	As part of the work programme include public ownership and involvement schemes. Ensure regular liaison and updating with partners.	2	2	4
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5 Community Engagement

It is essential that HCSDP identifies local concerns in order to deliver outcomes that address the issues that matter most to local people. Engaging with communities to recognise problems and develop possible solutions will encourage greater community ownership, and therefore increased sustainability, of outcomes. A good understanding of the needs and concerns of local communities will also enable lessons to be learnt from previous projects and interventions.

Community engagement is necessary to build realistic perceptions of crime, to help people feel safe and secure in their communities, and be responsive to local needs. It is essential to ensure HCSDP identifies the issues that are true priorities for Herefordshire citizens, therefore delivering outcomes that have a real and meaningful impact. By empowering communities to identify issues and find solutions to them, HCSDP will build effective and sustainable outcomes that are owned by the people whose lives they affect.

Every HCSDP partner organisation has a duty to engage with local communities, and to share this information within the partnership in order to deliver real benefits.

'Community' does not only relate to geographic areas across the county. HCSDP must also consider other communities, including those of faith, ethnicity, and age, where there are specific and significant needs or concerns.

HCSDP already employs a number of mechanisms to engage with people in Herefordshire. These include using information from partner organisations and running a range of community projects and events. Over the course of the next three years, HCSDP will look to develop these mechanisms in a number of ways. These mechanisms will enable the partnership to work with local people to develop and implement solutions together.

HCSDP will take proactive steps to engage with the public. It will identify further opportunities for community engagement through mechanisms that already exist in partner organisations. Examples include West Mercia Constabulary's PACT surveys, Hereford & Worcester Fire and Rescue Service's satisfaction surveys, and Herefordshire Council's Citizen's Panel. It will identify groups and networks that could be used to access communities, in particular those that are traditionally hard to reach or reluctant to engage, including older people, children and young people, disabled people and people who live in geographical isolation.

The partnership will aim to make better use of information gathered from the community through day-to-day engagement, for example through local policing teams or those taking part in the signposting scheme.

HCSDP will also look to engage with local communities to tackle locally identified issues through mechanisms including local consultation events in target areas, user and carer involvement sessions, and through the continuation of the local drug forums. Drug Forums will be empowered to become more proactive in their local communities and run consultation exercises to inform their activities. A consultation protocol will be developed to ensure HCSDP's consultation activities are effective, efficient and consistent.

The partnership will clearly communicate to the public how they can be involved in its work. Examples include wider advertising of community engagement events, identifying opportunities to promote local drug forums and inviting new members, and a continuing involvement in PACT meetings.

HCSDP's strategy group will also hold at least one community meeting each year.

As well as delivering specific community engagement activities, the partnership will take an ongoing approach to community engagement. This will include making feedback forms available in a range of community locations and at events attended by the partnership to record comments or concerns. HCSDP will make it easier for members of the public to contact the partnership on a day-to-day basis through wider dissemination of its contact details. To take account for differing needs and preferences, a number of options will be provided including the telephone number, email address, postal address and website address. Promotion activities will take place across a range of media, both electronic and traditional and through written and face-to-face communications, to reach a wide range of communities. The same routes will be used to provide feedback to communities on the outcomes of their comments.

The partnership will develop a system by which to collect and store the information collected through these mechanisms, so that patterns or trends can be identified over time and fed into the partnership's work.

HCSDP will develop opportunities for involvement from users, or potential users, of the services offered in Herefordshire such as DASH and Family Drug Support. The partnership will look to increase the input of these groups into project and treatment planning, delivery and evaluation. This will be achieved by making use of existing channels such as support groups, training sessions or events targeted to these groups.

6 Monitoring/Revising the plan

The plan will be monitored monthly by the Partnership team and any exceptions reported to the chair an vice chair of the Partnership, and will be monitored on a quarterly basis by the HCSDP Strategy Group. The next Strategic Assessment will be conducted during the winter of 2008 by joining up with West Mercia Constabulary Strategic Assessment process. This will be led by the Herefordshire Community Safety and Drugs Partnership Performance and Data Officer along with partner agencies and West Mercia Constabulary Divisional analysts. The priorities will be identified and reviewed from the assessment and used to inform the HCSDP work from 1st April 2009.

COUNCIL

16 MAY 2008

REPORT OF THE PLANNING COMMITTEE

Meetings Held on 29 February and 11 April 2008

Membership:

Councillors: TW Hunt (Chairman), RV Stockton (Vice-Chairman),
ACR Chappell, PGH Cutter, H Davies, GFM Dawe, DW Greenow,
JW Hope, B Hunt, G Lucas, RI Matthews, R Mills, PM Morgan,
JE Pemberton, AP Taylor, DC Taylor, WJ Walling, PJ Watts and
JD Woodward.

REFERRED PLANNING APPLICATIONS

1. The following Planning Applications were determined by the Committee because (i) they relate to the Council's own development or to the development of land owned by the Council; (ii) they are applications referred to the Committee by the Head of Planning Services because the Area Planning Sub-Committees are mindful to approve/refuse them contrary to officer recommendations and Council's Policies; or (iii) they are applications by Members of the Council or their relatives.
 - (a) DCNW2007/3633/F - change of use from agricultural land to 6 holiday lodges (lodge style caravans). Park Gate Farm, Lyonshall, – refused as recommended;
 - (b) DCCW2007/3403/F - proposed conversion of existing stone barn and attached ancillary building into 2 no. residential units at Woodfields Farm, Tillington Common, Tillington – approved contrary to recommendation;
 - (c) DCSW2007/3515/F - the erection of a detached farm dwelling with garage and small store, Upper Newton Farm, Vowchurch, Hereford, HR2 0QU – approved contrary to recommendation;
 - (d) DCSE2007/3931/F - installation of single storey structure for extended schools services unit. John Kyrle High School, Ledbury Road, Ross-on-Wye, - approved as recommended;
 - (e) DCSE2008/0119/O - siting of bungalow in replacement of existing residential caravan at land at Trewaugh Farm, Three Ashes, Herefordshire - approved contrary to recommendation;
 - (f) DCSW2007/3846/O - residential development, pond, parking for village hall and surgery. proposed landscaping and treatment plant. demolition of pack house, removal of static caravans, Court Farm, Much Birch – approved contrary to recommendation;
 - (g) DCCW2007/3940/F - proposed development of two buildings (4 units) for small business B1 and B8 use - light industrial at Marshall Business Centre, Westfields Trading Estate, Hereford, HR4 9NS - approved as recommended.
 - (h) DCCE2008/0220/F - erection of 6 no apartments in two storey form together with associated car parking & DCCE2008/0225/C – demolition of existing dwelling, 84 Aylestone Hill, Hereford - approved as recommended;

- (i) DCNW2008/0221/F - installation of two temporary units and removal of two units Orleton Primary School - approved as recommended.

AREA PLANNING SUB-COMMITTEES

- 2. Information reports have been received from the three Area Planning Sub-Committees which have dealt with the following matters:

(a) Northern Area Planning Sub-Committee meetings held on 16th January, 13th February & 12th March, 2008

- applications approved as recommended – 16
- applications refused as recommended – 0
- applications refused contrary to recommendation 1 (referred to Planning committee)
- applications minded to approve contrary to recommendation 2 (1 referred to Planning Committee)
- applications deferred for further information or site visit - 2
- number of public speakers – 1 parish council; 4 objectors and 10 supporters
- appeals - 13 appeals received, 7 dismissed, 1 upheld and 4 withdrawn

(b) Central Area Planning Sub-Committee meetings held on 23rd January, 20th February & 19 March, 2008

- applications approved as recommended - 12
- applications refused as recommended - 1
- applications deferred for site inspection – 3
- applications minded to approve contrary to recommendation 1 (referred to Planning Committee)
- applications minded to refuse approve contrary to recommendation 2 (referred to Planning Committee)
- applications deferred for further information/negotiations - 1
- number of public speakers – 3 parish council; 3 objectors and 11 supporters
- appeals - 5 appeals received, 6 dismissed, 5 upheld and 2 withdrawn).

(c) Southern Area Planning Sub-Committee meetings held on 10th October, 7th November 5th December, 2007 & 9th January, 2007

- applications approved as recommended - 7
- applications refused as recommended - 0
- applications minded to approve 2 (referred to Planning Committee)
- applications minded to refuse 2 (referred to Planning Committee)
- number of public speakers – 15 objectors and 10 supporters
- appeals - 6 appeals received, 12 dismissed, 5 upheld and 2 withdrawn).

ARCHAEOLOGY AND DEVELOPMENT SUPPLEMENTARY PLANNING DOCUMENT

3. A draft Supplementary Planning Document (SPD) has been prepared for consultation purposes setting out the Council's policies and approach to managing archaeology within the planning process. The SPD is included in the Council's Local Development Scheme and has been produced in accordance with regulations introduced under the Planning and Compulsory Purchase Act 2004. It expands upon a range of archaeology policies set out in Development Plan Documents and forms an important part of the Herefordshire Unitary Development Plan. When it is adopted, it will be a material consideration in the determination of planning applications. The SPD has been commended to the Cabinet Member (Environment and Strategic Housing) for consultation purposes.

DEVELOPMENT CONTROL: ANNUAL REPORT

4. Details about the Councils Development Control performance for 2007/08 were received and the Officers were thanked for their excellent achievements.

HEREFORDSHIRE SHOP FRONT DESIGN GUIDE

5. A draft Shop Front Design Guide has been prepared for consultation with relevant parties. Prior to Herefordshire becoming a Unitary Authority, shop front guidance documents were in place for Hereford City and South Herefordshire Councils. The two documents have been amalgamated and enhanced to produce a single document which is aimed at providing guidance which would apply throughout the County. The aim of the guide is to ensure that the unique features and character of the towns, villages and Conservation Areas are complimented and retained, particularly where the shop front forms part of a Listed Building. Consultation has taken place with officers. The next stage is for consultation to take place with relevant parties with a view to any material objections being reported back to the Planning Committee and Cabinet Member so that the Design Guide can then be finalised. The Guide has been commended to the Cabinet Member (Environment and Strategic Housing) for consultation purposes.

PROPOSED CHANGES TO TREE PRESERVATION ORDER PROCEDURES

6. A consultation document has been received from the Department of Communities and Local Government (CLG) about proposals to change Tree Preservation Order (TPO) procedures. The view of the Officers is that that the proposed changes may result in minor savings in some areas of work but that in other areas there may be increased pressure on staff resources. This will be dependent on the extent to which the public requests pre-application advice and the ability of Officers to bring forward changes in working practices through the application of new technology. In researching the effects that the changes might have, attention has been drawn to the need to establish a programme for the review of TPOs; particularly those containing 'Area' designations and those made prior to March 1975. This will also have resource implications for Planning Services. There will need to be a further report to the Committee about these matters.
7. The Committee is of the view that it is imperative that Local Ward Members be consulted on any proposals for their Wards and that neighbour notification should also include local residents associations where appropriate. The proposed changes to the Tree Preservation Order procedures recommended by the Department for

Communities and Local Government, are supported by the Committee, subject to further clarification and guidance relating to submission of supporting evidence in connection with 'health and safety' related applications; and satisfactory provision being made for local consultation.

CONSERVATION AREA APPRAISALS FOR KINGTON AND PEMBRIDGE

8. In April 2006 the Committee had agreed upon the consultation arrangements regarding a programme for the preparation of appraisals and management proposals for sixteen Conservation Areas in Herefordshire. . The results of the consultation process have helped to formulate the management proposals which formed part of the next stage of work in relation to the particular Conservation Areas. The Appraisals which had been approved for consultation to date are Hampton Park, Almeley, Weobley, Ross On Wye, Mordiford, Dillwyn, Aylestone Hill, Bosbury, Cradley, Much Marcle, Orleton and Sutton. Draft Conservation Area Appraisals have now been prepared for Kington and Pembridge and the final two areas are Leominster and Hereford City. It is likely however that the latter will be part of the Urban Characterisation Study as part of the Local Development Framework for Hereford.
9. Some concerns were raised by the Committee that meetings should be arranged involving Local Members and the parish councils regarding the process. It was noted that the studies themselves had involved a considerable amount of effort and staffing resources but that the stage had now been reached where the local Members and parish councils could be involved. It was also noted that the recent appraisals had concentrated on the historic core of the town or village involved compared to those undertaken in the previous decades which included a wider envelope. The development of land outside this core however was carefully controlled by the Unitary Development Plan in relation to each Conservation Area.

The Cabinet Member (Environment) has been requested to accept the appraisals for Kington and Pembridge together with the issues raised in association with them for consultation with interested parties.

CONSULTATION ON PLANNING APPLICATION REQUIREMENTS

10. The Government has decided to introduce a National Standard Planning Application form which became mandatory in April 2008. The Government has established minimum standards for planning applications which must be met by applicants. The Government has also made provision for Local Planning Authorities to set their own local requirements. In order for the local requirements to be enforceable, they had to be publicised and consulted upon before being brought into use and a programme for consultation was agreed by the Committee in September 2007. Minor changes have been made to the documents as a result of the representations received from Parish Councils, interest groups and local agents. It was decided that the Planning Application Requirements (Local) document be adopted and introduced, subject to any further changes to be agreed with the Chairman.

LOCAL GOVERNMENT CALL IN DIRECTIONS CONSULTATION REPORT

11. The Council has been consulted by the Department for Communities and Local Government about the call-in procedures in relation to planning applications. The Government's view is that the present call-in process is delaying the process of dealing with planning applications and the intention is that more applications should be dealt with at a local level. The Committee's observations on the proposals have

been reported to the Department for Communities and Local Government and it will receive a further report when the final guidance has been published.

POLYTUNNELS SUPPLEMENTARY PLANNING DOCUMENT

12. The Cabinet Member (Environment and Strategic Housing) has been requested to agree the publication of the Draft Supplementary Planning Document for consultation purposes. The SPD sets out planning guidance on polytunnel development. It was included within the Council's Local Development Scheme (January 2008) and has been produced in line with the regulations of the new planning system introduced under the Planning and Compulsory Purchase Act 2004. The SPD is aimed at expanding upon and providing additional information and guidance in support of policies contained within the Herefordshire Unitary Development Plan. It replaces the Council's Voluntary Code of Practice to control polytunnels which was suspended in July. Preliminary consultation and information gathering has taken place involving parish councils, statutory undertakers, interested organisations, growers and stakeholders. The aim of the SPD is to assist all those involved about the requirements and issues to be addressed in any polytunnel development through:
- helping to clarify the forms of development that would require planning permission;
 - setting out the planning issues associated with the erection of polytunnels;
 - setting out the UDP policies that will need to be addressed;
 - making clear the additional information that would need to accompany an application; and
 - setting out the Council's pre-application planning guidance.

MODEL FARM SUPPLEMENTARY PLANNING DOCUMENT

13. A Draft Supplementary Planning Document has been prepared for the development of land at Model Farm, Hildersley, Ross-on-Wye. The document was included within the Council's Local Development Scheme (January 2008) and was produced in line with the regulations of the new planning system introduced under the Planning and Compulsory Purchase Act 2004. The comprising of 15 hectares had been identified in the Herefordshire Unitary Development Plan (UDP) under policy E3 as an allocated employment site. The SPD had been prepared by consultants on behalf of Ross Area Partnership and Herefordshire Council. It will expand upon and provide additional information and guidance in support of policies contained within the UDP. The aim of the SPD is to:
- provide guidance on the existing planning policy framework which would influence the delivery of any future planning application;
 - identify the development requirements and constraints of the site;
 - provide guidance on the delivery of high quality design and landscaping

principles for the site;

- provide guidance on the delivery of access and movement to, from and within the site; and
- ensure that the development can become fully integrated with the surrounding area.

The Cabinet Member (Environment and Strategic Housing) has been requested to agree the publication of the Draft Supplementary Planning Document for consultation purposes.

T.W. HUNT
CHAIRMAN, PLANNING COMMITTEE

BACKGROUND PAPERS: Agenda for the Planning Committees held on 29 February and 11 April, 2008.

REPORT OF THE STANDARDS COMMITTEE

Meeting held on 18 April 2008

Membership:

Robert Rogers (Independent Member) (Chairman); Richard Gething (Town and Parish Council Representative); John Hardwick (Town and Parish Council Representative); David Stevens (Independent Member); Councillor John Stone; Councillor Beris Williams.

APPLICATIONS FOR DISPENSATIONS RECEIVED FROM TOWN AND PARISH COUNCILLORS

1. We have granted a dispensation to six members of Lyonshall Parish Council in relation to a housing needs survey and potential affordable housing developments in Lyonshall, and to fourteen members of Kington Town Council in relation to an employment matter.

EMPLOYEE CODE OF CONDUCT AND MEMBERS/OFFICERS PROTOCOL

2. We have considered a first draft of the amended Appendices 12 (Annex 1) and 14 of the Constitution, which relate to the protocol for officer/councillor relations, and the employees' code of conduct, respectively. We will conclude our consideration at our meeting on 04 July.

TRAINING

3. The Assistant Chief Executive (Legal and Democratic) is arranging joint training with the Standards Committees of Worcestershire and Shropshire, and the Hereford and Worcester Fire and Rescue Authority and the West Mercia Police Authority. It will focus on the new Code of Conduct and local assessment, and is likely to take place in September/October 2008, thereby allowing time to incorporate all of the materials currently being issued by the Standards Board. This will provide a good opportunity to discuss any joint arrangements with the other Committees taking part (see 5 below)
4. We receive information from the Herefordshire Association of Local Councils (HALC) in respect of its training programme, including lists of councillors attending specific courses. We use this information to help manage risk jointly with HALC, to tailor training to specific areas of need or demand, and to ensure that training is spread as widely as possible.

LOCAL ASSESSMENT

5. The law now provides that, from 08 May 2008, we will take on the task of examining any complaint against a Herefordshire Councillor, or a Parish or Town Councillor in Herefordshire, and deciding whether it should be investigated. This is in addition to our present power to hear and determine cases. The Standards Committee Regulations 2008 (Statutory Instrument 2008 No. 1085) were laid before Parliament the day before our Committee meeting, and the Standards Board for England has issued a toolkit of resources and some supporting guidance. It is possible that this will lead to a significant increase in our workload. In preparation, we will recruit an additional independent member to

satisfy the requirements of local assessment, arrange appropriate training, and formulate joint working arrangements with other local Standards Committees.

STANDARDS COMMITTEE ANNUAL REPORT

6. Our annual report for 2007 will appear shortly.

SEVENTH ANNUAL ASSEMBLY OF STANDARDS COMMITTEES

7. Bookings for the Seventh Annual Assembly of Standards Committees are already under way. It will be held at the International Conference Centre in Birmingham on 13 and 14 October 2008, and its theme will be "Delivering the Goods: Local Standards in Action". Its focus will be on meeting the challenges of the new local standards framework, and it will be of particular benefit with the imminent local assessment regime. Five of our members will represent the Committee.

STANDARDS BOARD FOR ENGLAND/NATIONAL ASSOCIATION OF LOCAL COUNCILS PILOT PROJECT

8. We were very pleased to hear details of a pilot project which is being conducted by the SBE following agreements between Associations of Local Councils and Standards Committees. The project will run from June to December this year, and will aim to produce a model for compacts between local Associations, Monitoring Officers and Standards Committees through assessing activities such as joint training, informal meetings between Standards Committees and Associations to ensure agreement over application of the Code of Conduct, and the production of joint guidance leaflets. The SBE has selected Herefordshire as one of only six "centres of excellence", as an exemplar of working relationships between the county Association of Local Authorities and both the Monitoring Officer and our Committee, and we congratulate HALC on being instrumental in the project.
9. We already undertake most of the functions suggested by the pilot, and in addition, we will be producing a joint guidance leaflet on Planning matters, and some of our members will be attending parish and town council meetings. The purpose of our attendance will be to answer any questions about the work of the Standards Committee and the local filter, and HALC will publicise this in advance to ensure that our visits are not misconstrued!

DETERMINATIONS BY THE STANDARDS BOARD FOR ENGLAND – 2008

10. We have considered progress reports on current investigations by the Standards Board for England.

ROBERT ROGERS
CHAIRMAN, STANDARDS COMMITTEE

BACKGROUND PAPERS:

- Agenda papers of the meeting held on 18 April 2008.

COUNCIL

16 MAY 2008

REPORT OF THE STRATEGIC MONITORING COMMITTEE

Meetings Held on 6 March, 10 March, 20 March and 28 April

Membership:

Councillors: PJ Edwards (Chairman), PA Andrews, WU Attfield, WLS Bowen, KG Grumbley, T.M. James, RI Matthews, AT Oliver, SJ Robertson, RH Smith and K Swinburne.

MANAGING PERFORMANCE MANAGEMENT

1. The Committee has received a report on progress against the action plan developed as the Authority's response to the Audit Commission's audit of its performance management arrangements in the autumn of 2006, and the associated communications action plan. It noted that the action plan was now somewhat dated and substantially completed and the intention was to revise it to focus on the remaining tasks and changing performance management requirements. It was informed that these revisions would be incorporated into the forward looking preparation plan for the Comprehensive Area Assessment.
2. In discussing performance management generally the Committee questioned whether performance management is yet really embedded within the Council. It has been advised that there are elements of good practice within the Council but the approach is not yet consistent enough across all service areas. However, it was assured that the Council's performance management arrangements are improving and, crucially, overall year-on-year improvement against performance indicators shows service delivery is improving, albeit not as consistently as the Council would wish. The Audit Commission's latest Direction of Travel assessment confirms that progress has been made in most of the Council's priority areas.
3. The Committee's view is that evidence of effective performance management is at best somewhat patchy. Whilst recognising that the Audit Commission and other external Regulators expect the Council to demonstrate that the necessary systems and processes are in place to underpin performance in service delivery the Committee has emphasised that it is essential that the principal focus is not on the performance management process itself but on improvement in services. It is imperative that performance targets are relevant to this objective.
4. The Committee has been advised that under the recently approved performance improvement cycle for 2008 and 2009, it will have a much fuller opportunity to contribute to the setting of performance targets in the context of the development of the next corporate plan and associated budgets. It has also noted that the new national indicator set allows councils to dispense with several previously prescribed targets. However, it will still be important to set sufficient targets to be able to present a clear picture of the Council's performance across all service areas.

INTEGRATED PERFORMANCE AND FINANCE REPORT

5. The Committee has considered the Integrated Performance Reports for the first 10 months of the year and the provisional outturn for the year.

6. The Committee has made a number of observations on these reports. It has particularly highlighted the strategic and operational importance of the procurement process and, given the report that there are capacity issues within this function, has formally supported the expansion of this role with an expectation that the executive address this in the near future.

COMPREHENSIVE PERFORMANCE ASSESSMENT AND DIRECTION OF TRAVEL UPDATE

7. The Committee was informed of the Council's 2007 Comprehensive Performance Assessment (CPA) and Direction of Travel statement issued by the Audit Commission on 7 February 2008.
8. The Council's overall CPA score, primarily relating to performance up to the end of March 2007, had fallen to 2*. The Audit Commission's assessment of the Council's direction of travel was that the Council was improving adequately.
9. The Committee had formally recorded its disappointment at the level of performance to date and has required a clear improvement plan to be submitted to it that would enable it to monitor progress towards achieving an improved judgment of "improving well".

HEREFORDSHIRE COMPREHENSIVE AREA ASSESSMENT PREPARATION PROGRAMME

10. The Committee has considered the proposed action plan to ensure that the Council, with the Primary Care Trust (PCT) and its other partners is well-placed for the new system of Comprehensive Area Assessment (CAA).
11. It has welcomed the objectives in the CAA preparation programme of improving well/having prospects for improvement in the direction of travel assessment in 2009-10 and of being consistently above minimum requirements, performing well in the use of resources assessment in 2009-10.
12. It has also noted the reference to the establishment of strengthened scrutiny arrangements to demonstrate through its work programme how the Scrutiny function's role contributes to the CAA process. A scrutiny development plan is to be considered at the Committee's next meeting.
13. However, the Committee considered that the Plan did not take sufficient account of the need to engage more directly with town and parish Councils. It has requested that the CAA programme be developed to better reflect this need for direct engagement and a more productive relationship to provide the basis for sustained community development.

DRAFT CORPORATE PLAN 2008-11

14. The Committee considered that there were a number of significant omissions in the draft plan and commented extensively to Cabinet. Cabinet considered the Committee's observations at length and agreed that the majority of them should be taken into account in revising the Plan.

PERFORMANCE IMPROVEMENT FRAMEWORK AND CYCLE

15. The Committee was invited to comment to Cabinet on a draft updated performance improvement framework for the Council together with an associated two-year performance improvement cycle. It has welcomed and endorsed these documents.

SMALLHOLDINGS ESTATE POLICY AND WORKING PRACTICES

16. Council was advised in February that the Committee had requested a full review of the Council's policy on the management of the smallholdings estate.
17. The Committee has received a report on the current policy and discussed it at length. Its conclusion is that the smallholdings estates policy no longer meets its expressed aims, does not reflect current reality and is incomplete and inconsistent. It has therefore recommended that there should be an overarching review undertaken by the Executive which should, amongst other things, address the many issues of concern identified during the Committee's debate.

OFFICE ACCOMMODATION STRATEGY OPTIONS APPRAISAL

18. The Committee has received a briefing paper on the office accommodation strategy options and formed a Working Group to consider this in detail with the intention of reporting back to the Committee's next meeting.

REVIEW OF ICT SERVICES

19. In response to a request from the Audit and Corporate Governance Committee, the Committee has agreed to revisit the review it carried out in respect of ICT Services in 2006.

REVIEW OF BUDGET AND POLICY FRAMEWORK PROCEDURE RULES, FINANCIAL PROCEDURE RULES AND CONTRACT PROCEDURE RULES

20. Revisions to the Budget and Policy Framework Procedure Rules, Financial Procedure Rules and Contract Procedure Rules and to changes to the time by which Councillors must submit written Questions for Council were approved by Council on 7 March.
21. The Chairman of the Strategic Monitoring Committee summarised the Committee's views expressed at its meeting on 6 March to Council on 7 March, confirming that the Committee supported the proposed revisions.
22. However, the Committee also recommended that consideration be given to the following points in the further work to be undertaken in reviewing the Constitution: the need to streamline the process for approving future revisions to the Constitution, the respective roles of Cabinet Members and officers and the respective roles of the individual Cabinet Member and the collective role of Cabinet.
23. The Committee also called for the amount of paperwork being provided to Members to be reviewed to facilitate business like decision-making. This issue has been a matter of continuing concern to the Committee and is discussed in more detail below.

QUALITY AND VOLUME OF REPORTS TO MEMBERS

24. The Committee has commented on a number of occasions on the need for the Council's documents to be written in plain English so that they are clear and

Members and the public can readily understand them.

25. The Committee has reiterated its general concern about the volume of information being presented to Members. It acknowledges that this appears in part to be in response to the findings of the Crookall report, reviewing ICT contractual and governance arrangements. However, the presentation of such large quantities of material could negate the desired objective of ensuring that Members are properly informed. There is concern that rather than being better informed there is a danger the volume of information is becoming overwhelming, making it difficult for Members to focus on the key issues and what it is that Members are being asked to determine. It is essential that a balance is struck so that the pertinent facts are presented to Members supported by relevant, but not excessive, information.
26. In a recent informal meeting of Members of the Committee the strength of feeling on the importance of providing relevant information to Members was further reinforced. Members agreed that reports needed to be concise. However, there was also a consensus that they needed to contain better, more convincing analysis particularly in respect of weighting the pros and cons of the various options. Some reports currently contained unargued assurance that there were no alternatives, which the Committee believed was rarely the case. Concision could still be achieved by making reference to more detailed supporting papers, where appropriate, to which Members could then refer if they wished.

ISSUES CONSIDERED BY THE INDIVIDUAL SCRUTINY COMMITTEES

27. The work of the Committees is analysed below in accordance with the following two roles for scrutiny based on a University of Birmingham categorisation.

Holding the Executive to Account	Developing Policy
Questioning members of the Executive	Pre-Decision Scrutiny – commenting on decisions about to be made
Call-ins – Scrutinising decisions before they take effect	Policy Reviews and Development
Scrutinising decisions after they are made	External Scrutiny
Management of Performance	Health Scrutiny
Ensuring Corporate Priorities are Met	
Budget Scrutiny	
Community and Area Scrutiny	

28. The business considered by the Scrutiny Committees is set out below. Each Committee has also considered and rolled forward its work programme.

	Holding the Executive to Account	Developing Policy
Adult Social Care and Strategic Housing 19 March 2008	Revenue Budget 2007/8. Performance Monitoring. Service Plan.	Assessment of 18-64 Year Olds' Future needs and Services: Mental Health and Physical Disabilities.

7 April 2008	Learning Disabilities Services Improvement Plan – Progress.	
Children’s Services 21 April 2008	Children and Young Peoples Plan 2008-11. Capital Budget Monitoring Revenue Budget Monitoring Performance Digest – Quarter 3.	Swimming Provision in Hereford City and Surrounding Area. Wyebridge Academy: Progress Report. Kington Children’s Centre Nursery.
Community Services 18 April 2008	Revenue Budget Monitoring. Performance Monitoring. Arrangements for Christmas Lights in Herefordshire. Broadband Issues in Herefordshire. Exceptions Report on Action Plans for: Cultural Services Inspection; Review of Hereford City Partnership; The 18-35 Review; Museums and Heritage Centres Review.	Review of Tourism with specific reference to Tourist Information Centres. Scoping Statement for a Review of Community Engagement of the Herefordshire Community Safety and Drugs Partnership.
Environment 25 February 2008 31 March 2008	Good Environmental Management. Transport Asset Management Plan. Service Delivery Review. Commercial Vehicles and Trailers Permit Scheme for Household Waste Sites. Review of Household Waste Recycling in Herefordshire; Executive Response to Scrutiny Review. Capital Budget Monitoring. Revenue Budget Monitoring Performance Monitoring.	On Street Parking Review. Review Group report on the Herefordshire Travellers’ Policy
Health 5th March 2008 19 March 2008		Local Delivery Plan. Three Counties Cancer Network – Radiotherapy Options. Assessment of 18-64 Year

3 April 2008		<p>Olds' Future needs and Services: Mental Health and Physical Disabilities.</p> <p>Annual Health Check Third Party Commentaries.</p> <p>Strategic Review of Provider Services.</p> <p>Local Involvement Network Progress.</p> <p>Provision of Services for Children with Special Needs.</p>
<p>Strategic Monitoring Committee</p> <p>6 March 2008</p> <p>10 March 2008</p> <p>20 March 2008</p> <p>28 April 2008</p>	<p>Comprehensive Performance Assessment and Direction of Travel</p> <p>Integrated Performance and Finance Reports</p> <p>Managing Performance Management</p> <p>Herefordshire Comprehensive Area Assessment Preparation Programme</p> <p>Performance Improvement Framework and Cycle</p> <p>Call-in of Cabinet Decision on Herefordshire Connects – Executive Response</p>	<p>Review of Constitutional Issues</p> <p>Smallholdings Estate Policy and Working Practices</p> <p>Draft Corporate plan 2008-11</p> <p>Office Accommodation Strategy Options Appraisal</p> <p>Review of ICT Services</p> <p>Definition of Senior Citizens in Council Policies</p>

29. Issues of particular note include:

- **Adult Social Care and Strategic Housing Scrutiny Committee**

In conjunction with the Health Scrutiny Committee the Committee has considered proposals for the development of high-performing health and social care services by 2012 to meet the expected future needs of 18-64 year-olds in Herefordshire with mental health problems and physical disabilities. The Committees made a number of recommendations to Cabinet which Cabinet agreed should be taken into account in the course of implementing the new patterns of services.

Both the Committee and the Health Scrutiny Committee have also been informed of the strategic review of provider services and are to receive progress reports.

- **Children's Services Scrutiny Committee**

The Committee has considered the alternatives for making provision for school swimming in Hereford City and informed the Cabinet Member (Children's Services) of their preferred option. The Committee has recommended the Cabinet Member (Children's Services) that works within the budget of £72,500 to reopen the St Martin's Pool be undertaken, once

sufficient schools had committed themselves for a 3 year period at a level of charge, which would cover the net costs; and that a wider review of the financing of the pool be undertaken to ensure that it can operate within budget.

The Committee has considered the proposal to close Kington Children's Centre Nursery, 3 Gravel Hill, Kington. The Committee was informed that two possible options had now emerged to continue a nursery and has recommended the Cabinet Member (Children's Services) to reconsider the proposed closure of Kington Children's Centre Nursery if a viable alternative option can be found.

Following its call-in of Cabinet's decision in September 2007 to progress the Wyebridge Sports College Academy Project, the Committee continues to monitor the project through a working group it has appointed to consider issues of concern if they arise.

- **Community Services Scrutiny Committee**

The Committee has completed its review of tourism in the County with specific reference to Tourist Information Centres. The review was undertaken as a result of an Audit Commission report that had highlighted the need for a way of measuring the effectiveness of tourism in the County and ensuing value for money from its tourist information centres. The recommendations to be submitted to Cabinet are appended.

Arising from a presentation to the Committee in December on the Rotherwas Futures project the Committee called for a report on Broadband provision to the Rotherwas estate and more generally in the County as a whole. The Committee has considered the broadband issues in the County and urged Cabinet to urgently address the issue of broadband provision to the Rotherwas Estate and the County, to acknowledge that this is of a high priority to the County, and to initiate a survey to establish the actual current level of provision in the County.

- **Environment Scrutiny Committee**

The Committee has completed a review of the Herefordshire Travellers Policy. A draft policy has been referred to the Cabinet Member (Environment and Strategic Housing).

The Committee has received the Executive's response to the Scrutiny Review of Household Waste Recycling in Herefordshire and an update on the current position. It has noted that whilst in some aspects the review had now been overtaken by events there were elements that would inform the ongoing review of the waste contract. The Cabinet Member (Environment and Strategic Housing) intends to hold a member seminar of waste issues in the next few months. This will be followed by a report to the Environment Scrutiny Committee on the key issues.

- **Health Scrutiny Committee**

In addition to the work with the Adult Social Care and Strategic Housing Scrutiny Committee and notification of the strategic review of provider services referred to above the Committee has submitted its commentary on the Primary Care Trust, Hereford Hospitals NHS Trust and West Midlands Ambulance NHS Trust in response to the Healthcare Commission's Annual Health Check.

The Committee has also considered the Three Counties Cancer Network's (Gloucestershire, Herefordshire and Worcestershire) (3CCN) proposed expansion of radiotherapy services. The Committee has endorsed the Hereford County Hospital option for extra radiotherapy services provided on a satellite basis and asked the Three Counties Cancer Network to consult on this preferred option. It has strongly endorsed the National Cancer Strategy recommendation that no patient should have to travel more than 45 minutes for cancer

treatment and has therefore supported development of a treatment facility at Worcester as the next subsequent phase of development after that recommended at Hereford.

**PJ EDWARDS
CHAIRMAN
STRATEGIC MONITORING COMMITTEE**

BACKGROUND PAPERS

- Agenda Papers of the Meetings of the Strategic Monitoring Committee held on 6 March, 10 March, 20 March and 28 April 2008.

Recommendations of the Scrutiny Review of Tourism with Specific Reference To Tourist information Centres

- 11.1 Continue to provide Tourist Information Centres (TICs) at or close to the main centres of tourist activity in the County, notwithstanding reductions and changes in patterns of use. Utilisation and effectiveness to continue to be monitored via footfall and cost per visitor data.**
- 11.2 Retain direct control over tourism information services. Never combine the functions of a TIC with those of an 'Info in Herefordshire' office.**
- 11.3 Meet the challenges posed by rising expectations and modern means of communication, and the drive for greater VFM, with a new 'hub and spoke' structure for the delivery of tourist information.**
- 11.4 Establish a central hub, co-located with a principal TIC, staffed by 2.25 fte staff plus the TIC supervisors. Its functions to comprise:**
 - 11.4.1 The centralised handling - to common higher standards of promptness, comprehensiveness and professionalism - of all remote enquiries.**
 - 11.4.2 The formation of a centralised facility for the maintenance and provision of brochures etc relating to destinations beyond the County boundary, thus facilitating the updating of this information whilst eradicating multiple holdings and, most importantly, freeing valuable storage and display space at the TICs.**
 - 11.4.3 The potential for centralisation of some peripheral TIC functions such as accommodation, bus and theatre etc bookings.**
 - 11.4.4 The provision of a central resource facility for the TICs.**
- 11.5 Constitute the central hub and its co-located 'spoke' TIC as an exemplar facility.**
- 11.6 Bromyard Centre to become a Tourist Information Point with better internal and external signage, a more obvious telephone for enquiries and, as a trial the installation of a window mounted touch-screen information facility.**
- 11.7 Enable the Kington TIC to remain in its present location and refurbish the building's fabric and decoration providing this can be done from within existing budgets.**
- 11.8 Complement each of the other 'spoke' TICs with 2.5fte paid staff plus any available volunteers.**
- 11.9 Move Hereford TIC from its current location to new and less costly premises as close as possible to the historic city centre.**
- 11.10 Find alternative accommodation for Leominster TIC in a central location as soon as possible.**
- 11.11 Agree with Visit Herefordshire that the latter will take the lead in all aspects of the marketing of tourism in and to the County.**
- 11.12 Explore with Visit Herefordshire how best to develop and improve the linkages between marketing information.**
- 11.13 Seek to make improvements to the contents, user-friendliness and updating of website information.**
- 11.14 The proposal for a hub and spoke structure should be monitored closely and a review and report prepared after the first year of operation.**

REPORT OF THE REGULATORY COMMITTEE
Meetings Held on 26 February, 6 March, 25 March, 9 April, 22 April
and 30 April, 2008

Membership:

Councillors: P. Jones CBE (Chairman), J.W. Hope MBE (Vice-Chairman) C.M. Bartrum, D.J Benjamin, M.E. Cooper, P.G.H. Cutter, Mrs. S.P.A. Daniels, J.H.R. Goodwin, R. Mills, A. Seldon, D.C. Taylor.

HIGHWAYS ACT 1980 SECTION 119 – APPLICATIONS FOR PUBLIC PATH DIVERSION ORDERS

1. The Committee has determined applications for the following Public Path Diversion Orders for which there has been consultation with interested parties, the local parish councils and the local Ward Councillors where appropriate:-
 - (a) MA16 (part) in the parish of Mathon – approved as recommended and;
 - (b) MD13 and MD16 (parts) in the parish of Much Dewchurch - withdrawn by the applicants.

APPENDIX TO THE HACKNEY CARRIAGE AND PRIVATE HIRE POLICY PROVIDING GUIDANCE ON THE RELEVANCE OF CONVICTIONS. THE LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT 1976, TOWN POLICE CLAUSES ACT 1847 AMENDMENT AND ADDITION OF HACKNEY CARRIAGE AND PRIVATE HIRE VEHICLE CONDITIONS

2. A new policy has been adopted to deal with applications for hackney carriage and private hire licences from those who have relevant criminal convictions. As part of the licensing process, applicants have to undertake an enhanced criminal records bureau (CRB) check at the time of application and thereafter at least every three years. The guidance has been based upon advice from the Department of Transport the Home Office and the CRB. There is a right of appeal to the Magistrates Court in the event of an application being refused, or a licence being suspended or revoked. Previously during the time allowed for an appeal to be lodged, and up to the time the appeal was determined, a licensee had a statutory right to continue working as a hackney carriage/private hire driver. This however changed in January when the right was removed and a refusal, suspension or revocation now takes immediate effect. New guidelines have been adopted for the way in which these issues can be dealt with by the Committee, after consultation with the Assistant Chief Executive Legal and Democratic, and the Police.

HACKNEY CARRIAGE AND PRIVATE HIRE VEHICLE LICENSING - DEVIATION FROM VEHICLE LICENCE CONDITIONS FOR SPARE AND REPLACEMENT VEHICLES

3. The Committee has considered seven applications to vary licence conditions for licences in respect of hackney carriage or private hire vehicles which are more than two years old. The reasons which had given rise to the applications were taken into account and the Committee felt that there were mitigating circumstances which were outside the control of the applicants which had led to them not being able to comply with the Councils licensing conditions. It was decided that in view of the particular circumstances, exceptions could be made to the Council's licensing policies and that six of the applications should be granted. The application for the remaining vehicle

licence was refused because there were no mitigating circumstances under which it could be granted.

REVIEW OF HACKNEY CARRIAGE AND PRIVATE HIRE VEHICLE, DRIVER AND OPERATOR PENALTY POINT SCHEME - LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT 1976, TOWN POLICE CLAUSES ACT 1847

4. The Committee has reviewed the penalty points system in respect of hackney carriage and private hire vehicle, driver and operator licences. The purpose of the system is to deal with minor breaches of the conditions or byelaws in a more cost effective way without involving formal prosecution procedures. It also offers the Council the right to take formal action if the circumstances dictate. Some 50 points had been issued for minor breaches of the licensing conditions which had helped to improve standards and compliance. The Committee has decided that the system should continue for a further six-month trial period and that all members of the trade should be further notified about it.

ACCUMULATION OF PENALTY POINTS IN BREACH OF THE LIMIT SET WITHIN THE COUNCILS HACKNEY CARRIAGE AND PRIVATE HIRE VEHICLE, DRIVER AND OPERATOR PENALTY POINT SCHEME

5. A case was referred to the Committee regarding a Hackney Carriage/Private Hire driver who had accumulated 12 penalty points arising from breaches of the Councils licensing conditions. The licence holder provided the Committee with details of the circumstances which had given rise to him being in breach of the conditions and he explained the steps he had taken to ensure compliance with them. The Committee noted the number of contraventions involved and the opportunity presented for the matter to be rectified. They were concerned at the repetitious nature of them but also took into consideration the measures taken to rectify them. The Committee was of the view however that the licence holder had ample opportunity to deal with the matter at the appropriate time and decided to suspend his Hackney Carriage and Private Hire Driver's Licence for a period of 14 days.

MEASURES TO SECURE THE PROPER PRESERVATION OF A GRADE 1 LISTED BUILDING AT MUCH MARCLE USING A REPAIRS NOTICE AND COMPULSORY ACQUISITION POWERS

6. The Committee has authorised the serving of a repairs notice under Section 48 of the Planning (Listed Buildings and Conservation Areas) Act 1990 on the owner of a Grade 1 listed building at Much Marcle to ensure its preservation. If the owners fail to comply with the Notice, the building will be acquired under a Compulsory Purchase Order, subject to the approval of the Secretary of State. The building will then be disposed of to a third party who is willing to carry out the work required by the Repairs Notice and to reimburse the Council for its costs in acquiring it.

APPLICATIONS FOR HACKNEY CARRIAGE AND PRIVATE HIRE LICENCES – LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT 1976

7. Six applications for the reinstatement, renewal or grant of Hackney Carriage/Private Hire driver's licences have been referred to the Committee in accordance with the Council's terms and conditions and the advice on the interpretation of spent convictions and medical requirements. The applicants, licence holders and their representatives gave details of the grounds for their applications and they provided the Committee with the circumstances giving rise to their offences. The applications

were dealt with as follows:

- (a) one licence licence was reinstated because the Committee is satisfied that evidence had been given that the applicant is a fit and proper person to be licensed;
- (b) two applications were refused because the applicants are not considered to be a fit and proper persons to be granted a licence;
- (c) two applications were granted because the Committee is satisfied that evidence had been given that the applicants are fit and proper persons to be licensed; and
- (d) in the case of one licence holder, the case was withdrawn because she surrendered her licence to the Licensing Officer.

**P. JONES CBE
CHAIRMAN
REGULATORY COMMITTEE**

BACKGROUND PAPERS Agenda papers from the meetings of the Regulatory Committee held on 26th February, 6th March, 25th March, 9th April, 22 April.

COUNCIL

16 MAY 2008

REPORT OF THE AUDIT AND CORPORATE GOVERNANCE COMMITTEE

Meetings Held on 29 February and 4 April 2008

Membership:

Councillors: **A.C.R. Chappell (Chairman), M.J. Fishley, J.H.R. Goodwin, B. Hunt, R. Mills, R.H. Smith and A.M. Toon.**

USE OF RESOURCES REPORT 2008

1. The Committee has considered the Audit Commission's report on the Council's use of resources during 2006/07. Subject to observations made by the Committee, the opportunities identified in the report together with the Corporate Managements Board's progress report and action plan were recommended to Cabinet for approval. The Committee also agreed to review the Council's asset register and policies.

ANNUAL AUDIT AND INSPECTION LETTER 2008

2. The Committee has considered the Audit Commission's Annual Audit and Inspection letter which has examined the Council's overall current performance and had allocated an overall Star Rating of 2, indicating that it was "improving adequately". The Committee noted the points made in the letter and approved the action plan and the Chief Executive's response. The Committee asked for the following matters to be reported to future meetings:
 - (i) the Audit Commission's report in respect of the developing public service trust, and the Chief Executive's response, be forwarded to the Committee for information.
 - (ii) following the completion of the Council's Business Continuity Plan, the Plan be considered by the Committee.
 - (iii) The "bring forward" system for actions required by the Audit Commission and the Audit and Corporate Governance Committee be considered by the Committee in June.

UPDATED INTERIM ASSURANCE REPORT 2007/08

3. The Committee has considered and noted two reports updating Members in relation to Interim Assurance for 2007/08.

FINANCIAL PROCEDURE RULES AND CONTRACT PROCEDURE RULES

4. The Committee has considered a report on proposed revisions to the Constitution in line with a Council resolution made on 2nd November 2007. The Committee approved the proposed amendments and put forward additional amendments. The Committee noted that the proposed revisions would be considered by the Standards Committee prior to consideration by the Constitution Review Working Group and then by Council.

ANNUAL GOVERNANCE STATEMENT 2007/08 UPDATED REPORT

5. The Committee has considered a report on the requirement for the Council to have an Annual Governance Statement, evidenced by an assurance framework. The Committee has made amendments to the draft Statement and framework which has been reported to Cabinet.

TRAINING FOR MEMBERS

- 6 The Committee has approved a training programme for Members which will provide Members with the necessary skills to review the Council's financial governance arrangements.

DATA QUALITY REPORT

7. Members have approved a response to a data quality report from the Audit Commission on the basis of a working document with scope for improvement. The working document will also take into account suggestions made by Members at the meeting.

AUDIT STRATEGY 2008/09

8. The Committee has approved the Audit Strategy for 2008/09.

AUDIT COMMISSION REPORTS

9. Members have approved a framework to manage the process of receipt and action follow up on all Audit Commission reports received by the Council.

AUDIT PLAN 2008/09

10. The Committee has approved the Audit Plan for 2008/09 and the process used to develop the Annual Plan. Members noted that the Plan was in line with the Audit Strategy.

OFFICER AND CONTRACTOR ICT EXPENSES

11. The Committee has considered and noted exempt reports regarding officer and contractor ICT expenses.

A.C.R. CHAPPELL
CHAIRMAN
AUDIT AND CORPORATE GOVERNANCE COMMITTEE

BACKGROUND PAPERS

Agenda papers of the meetings of the Audit and Corporate Governance Committee held on 29th February 2008 and 4th April 2008.

REPORT OF THE WEST MERCIA POLICE AUTHORITY

Meetings Held on 19 February 2008

Budget 2008/2009

1. The Police Authority has set a net budget of £190.1 million for the financial year 2008/2009. Of this total £118.9 million will be received from central government grants, with the remainder from local Council Taxpayers.
2. The Council Tax for a Band D property will be £165.45, an increase of 15p per week. The increase of 4.94% was within Government guidelines.
3. In making its decision the Police Authority took into consideration its consultation with the public of West Mercia. This included feedback received from:
 - the annual West Mercia Crime and Safety Partnership Survey, which was posted to 57,900 residents with just over 11,500 respondents; and a web based Young Peoples' Survey, which was carried out via local schools with 2,260 10 to 16 year olds participating. The results were reported at force wide, divisional and Community Safety Partnership levels and summaries are attached. The response rates for the respective areas were Herefordshire (1,164 respondents), Shropshire (3,942 respondents), Telford & Wrekin (997 respondents) and Worcestershire 5,362);
 - the Police Community Consultative Groups, from their public meetings held across West Mercia;
 - the consultation leaflet "Your Police Service 2008 and beyond" was posted to over 1,000 stakeholders seeking views;
 - Police Authority website where information regarding the proposed policing priorities and budget considerations were made available to the public with the opportunity to comment; and
 - Special Consultation evenings held in Shrewsbury and Worcester where stakeholders and businesses were able to respond to outlined proposals including the budget for 2008/2009.
4. The budget ensures that the Force's capacity and capability will remain at an historic high during West Mercia Constabulary's 40th anniversary year and that officers and staff have access to the right technology and specialist support to continue providing a first-class service to communities in Herefordshire, Shropshire, Telford & Wrekin and Worcestershire.
5. West Mercia is one of the top performing forces in England and Wales, despite receiving one of the lowest levels of funding from central Government and to support and protect our communities, the Police Authority has provided an extra £2.9million a year since 2005 to boost the force's capability to respond to the challenges of policing in the 21st century.

6. This investment, secured at no additional cost to Council Tax payers, was beginning to pay real dividends, with record numbers of police officers, community support officers and police staff all working together to keep communities throughout the force area safe and secure. The budget would enable the Chief Constable to continue delivering visible, accessible and effective local policing while at the same time having the ability to deploy highly trained specialist resources to tackle some of the more organised and serious criminality that threatens our communities.
7. Throughout the next year the Chief Constable with the support of the Police Authority would be working to become even more responsive to the needs of local people, resolving the issues that meant most to them and working in partnership with other agencies to ensure that the West Mercia area remains one of the safest places in England and Wales in which to live, work and visit.
8. Among the investments in the force's infrastructure starting in the coming year were -
 - A new force helicopter to replace the EC135 Eurocopter currently used by West Mercia Constabulary in partnership with Staffordshire Police. The new helicopter should be airborne by 2010.
 - A new custody facility at Ross-on-Wye Police Station which would make use of redundant cells at the station and save officers having to transfer all detainees to the main custody suites in the county at Hereford and Leominster. This new facility would enable officers to return to their duties on the streets in the south of Herefordshire more quickly.
 - Upgraded and extended custody suite facilities at Telford Police Station. The improved facilities would provide an even safer environment for detainees, officers and staff working in the suite.
 - First steps towards a new police station for Bromsgrove. The force hoped to complete the purchase of a site for the new station, which would also include custody facilities. The site, which enjoyed a much better location in the town than the current station, had been identified by the force in partnership with the local authorities and other partners.
 - As part of the force commitment to sustainability, improvements to ensure energy bills are kept down and measures to reduce the force's carbon footprint and environmental impact.
 - Improvements to the custody suite at Redditch to ensure it fully meets the high standards demanded by the Home Office.
 - New joint-agency interview facilities for Worcestershire and Shropshire. These would replace existing out-dated specialist accommodation that was needed for interviewing vulnerable victims and witnesses, including child victims of sexual abuse.
 - A new police station for Market Drayton to replace the current outdated station. Custody facilities would also be included in the new station plans and would be for 'Part 4 bail reporting (i.e. where people are answering police bail).
 - A new police station to replace the existing facilities at Bewdley, Worcestershire.
 - A new police facility for Ironbridge, Shropshire.

9. All these projects were included in the force's three-year capital programme 2008-2011.

Three Year Strategic Plan and Annual Joint Policing Plan

10. The Authority has agreed the Three-Year Strategy and Policing Plan, which defines the purpose, aims, priorities and key principles for policing in West Mercia for the period 2008 – 2011. The Joint Policing Plan for 2008/09 is incorporated within the plan and gives particular emphasis to the planned outcomes and priorities for the forthcoming year.
11. A summary of what will be delivered under the 'Four Better Outcomes' during 2008/2009 is attached as Appendix 2.

Estates Strategy

12. A revised 15-year Estates Strategy has been approved and takes into account a range of issues including the age, condition/maintenance, sustainability/energy, flexibility and operational effectiveness of property.
13. The greatest impact for change for West Mercia will be felt from the Planning Policy where the Regional Spatial Strategy defines five key areas of growth in the West Midlands Region, four of which are in the West Mercia area. The implications are for a 28% increase in population and a 35% increase in employment land, attracting inward commuting.
14. If West Mercia is to maintain current officer/head of population ratios, this will have a significant impact on policing numbers and, by definition, the support infrastructures of buildings, vehicles and information technology.
15. The impact of this growth will require new police stations for major new settlements or existing stations will be dramatically extended, or, in some cases, relocated to be central to the area they serve. It will also impact on Neighbourhood Policing posts.
16. Other key drivers for change revolve around the sustainability agenda, with a carbon tax to be levied on buildings within two years. Buildings with low carbon footprint and low energy usage (i.e. Leominster) will not be affected but energy hungry buildings (e.g. Shrewsbury DHQ) will produce additional costs.
17. The key driver for assets remains operational effectiveness and the revised Estates Strategy has assessed where buildings can support policing in a flexible way and whether they are in the correct geographic area for current and future operational needs.
18. The revised Estates Strategy defines the need to work strategically and innovatively in securing land, buildings and funding via the Planning System and, in particular, through pro-active work now, statements written into Local Development Frameworks and Design Briefs secured which will legislate for:
 - a) the provision of land for Police (at no cost) in areas of development
 - b) the provision of police buildings where substantial settlement occurs
 - c) the provision of funding through Section 106 Agreements on any new development in the Force area. It is calculated that if successful this will produce circa £45m funding over the term of this strategy.
19. In addition West Mercia should be able to deliver capital receipts in excess of £13m and revenue efficiencies in excess of £6m over the same period.

20. The revised strategy will support future operational policing, allowing West Mercia to pro-actively plan and produce an effective policing policy for its dramatically enlarged community before this growth has an adverse impact on performance delivery.

Sustainability

21. The Authority has received an update on the current and future work programmes involved in preserving West Mercia's natural assets and resources.
22. West Mercia has for a number of years been making progress in these areas, including -
- i) In the early 1990's the vehicle fleet started to move to diesel from petrol, and currently 70% of the fleet is diesel.
 - ii) Computer screens were changed from Cathode Ray Tube (CRT) to Liquid Chrystal Display (LCD) monitors on the greater percentage of its computers, which use less energy and produce less heat, reducing cooling requirements.
 - iii) For the past decade all of West Mercia's buildings have been designed to standards 10% better than Building Regulation requirements for energy saving.
 - iv) West Mercia has now produced the first building project at Leominster using ground source thermal heat, providing 40% of the heating energy revenue free.
 - v) A recently awarded photocopier contract provides new equipment using 20% less energy and produces 30% less heat.
23. The revised Estates Strategy referred to above has sustainability as its core principle seeking to identify new sites which create sustainable communities, constructing buildings from sustainable sources, creating West Mercia's own energy, and producing funding to provide a sustainable capital programme.
24. In the current year savings in excess of 5% have been achieved in gas and electricity units used but, in order to sustain this, the Estates Department was in the process of recruiting an Energy and Environmental Officer, whose primary role would be to identify energy savings and to improve efficiencies of current and future building stock.
25. A policy for improving the Constabulary's Carbon Footprint in respect of vehicles has been prepared and endorsed by the Police Authority.

Deputy Treasurer

26. The Authority has placed on record its appreciation of the service given by John White as its Deputy Treasurer for the past ten years. Mr White, who retired at the end of March 2008, has been succeeded by Heather Jasper from the Finance Directorate at Worcestershire County Council.

Signed on behalf of the West Mercia Police Authority

P Deneen, Chair

FURTHER INFORMATION

Any person wishing to seek further information on the subject matter of this report should contact David Brierley or Ian Payne on Shrewsbury (01743) 264690.

Further information on the West Mercia Police Authority can also be found on the Internet at www.westmerciapoliceauthority.gov.uk.

Questions on the functions of the Police Authority

The Authority has nominated the following members to answer questions on the discharge of the functions of the Police Authority at meetings of the relevant councils:

<i>Herefordshire Council</i>	<i>Mr B Hunt</i>
<i>Shropshire County Council</i>	<i>Mr M Kenny</i>
<i>Telford and Wrekin Council</i>	<i>Mr K Sahota</i>
<i>Worcestershire County Council</i>	<i>Mr E Sheldon, MBE</i>

LIST OF BACKGROUND PAPERS

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

Agenda papers for the meeting of the West Mercia Police Authority held on 19 February 2008.

**WEST MERCIA CONSTABULARY
THREE YEAR STRATEGIC PLAN AND ANNUAL JOINT POLICING PLAN**

Summary of what will be delivered under the 'Four Better Outcomes' during 2008/09.

Tackling Crime

West Mercia Constabulary is a comparatively low crime area and, working with partner agencies, we aim to reduce crime levels, improve the quality of our investigations and increase the number of offenders brought to justice. We will aim to reduce drug use and alcohol misuse, especially among young people and will seek to transfer the fear of crime from the victim to the criminal.

PRIORITY GOALS AND INITIATIVES 2008 – 2011

- The public will continue to experience low levels of crime in West Mercia
- We will continue to focus on improving the quality of investigations, file preparation and the level of service provided to victims of crime
- Through focusing on prolific and other priority offenders we will seek to reduce levels of re-offending
- We will use an intelligence-led approach to continuously review our approach to prevention, enforcement and public reassurance
- We will work in partnership with the Crown Prosecution Service to present the best possible evidence in order to achieve successful outcomes for victims and witnesses
- Working in partnership with all the criminal justice agencies involved, we will implement a more comprehensive approach to dealing with youth crime across the Criminal Justice System, from early intervention through to reducing re-offending.

In 2008/09 we intend to:

- Continue to address crime levels, with a particular emphasis upon the most serious violence, including serious sexual offences, violence that causes injury and domestic abuse
- Continue to make progress on serious acquisitive crime (burglary, robbery, and vehicle crime), through a focus on the issues of greatest priority locally, with a particular emphasis upon burglary of people's homes and 'distraction' offences that target vulnerable victims
- Increase our effectiveness in depriving criminals access to the proceeds of their crime through ensuring a focus on asset recovery work and the use of Proceeds of Crime Act (POCA) legislation
- Continue implementation of the Professionalising the Investigation Process (PIP) programme to improve the investigative skills of all officers and staff
- Work with partner agencies in the criminal justice system to reduce re-offending through the improved management of offenders
- Build upon recent successes in pursuing simple, speedy, summary and efficient criminal justice processes in non-complex cases.

The Police Authority's Force Performance Monitoring Panel will monitor these goals and intentions

Promoting Community Safety

We will work with partner agencies and engage with the public in a range of ways in order to understand and help to address the issues most affecting the sense of well-being in communities. We will deal effectively with anti-social behaviour and will place a particular emphasis upon the needs and the safety and security of vulnerable people.

Priority goals and initiatives 2008 – 2011

- Established Local Policing Teams will be visible, accessible and will address those issues of greatest concern to local communities
- We will develop the Partners and Communities Together (PACT) approach to enable our partners and the public to work closely with us in identifying and dealing with local issues
- We will ensure that the powers and tactics available to tackle anti-social behaviour are used widely and wisely, in response to community needs

In 2008/09 we intend to:

- Provide an effective response to incidents of anti-social behaviour and disorder
- Identify issues of concern (including those issues of concern to young people) at neighbourhood level and address them through Partners and Communities Together (PACT) processes and the active involvement of Local Policing Teams
- Work with our partners to reduce the impact of drug and alcohol misuse on community safety
- Play a part in the research and formulation of Local Area Agreements to ensure that community safety issues are given sufficient priority in local partnership planning
- Support those who are victims of domestic abuse with a positive response to a request for assistance, followed by the development of comprehensive care plans where appropriate, with a particular focus on reducing repeat victimisation
- Take an active lead in delivering nationally accredited domestic abuse training to front line staff and partners
- Improve the protection of vulnerable young people by participating in Local Safeguarding Children Boards.

The community satisfaction and partnership working goals and intentions will be monitored by the Authority's Inclusivity and Community Engagement Panel, all other goals and intentions will be monitored by the Police Authority's Force Performance Monitoring Panel

Improving Satisfaction and Confidence

Our aim is to deliver an overall service that is fair, equitable, sensitive to individual needs and generates high levels of public satisfaction. We recognise that public support is a critical component of effective policing and to this end we will ensure that communities are well informed about policing in their area. We intend to demonstrate that we care, can be trusted to deliver what we say we will and are committed to delivering a high quality service at all times.

Priority goals and initiatives 2008 – 2011

- We will use the results of public satisfaction surveys to identify and address the elements of our service that are most likely to lead to satisfaction or dissatisfaction
- We will make relevant information available to the public, targeting it towards specific groups and communities when necessary
- Working with our criminal justice partner agencies we will focus on the service we provide to victims and witnesses and will aim to improve their satisfaction levels and their confidence in the criminal justice system
- We will promote a strong image of West Mercia Constabulary through raising awareness of our style, values, people and successes
- We will demonstrate how local policing is addressing community priorities and providing a more responsive, accountable service
- We will ensure that any complaints and civil claims received from the public are actioned and dealt with and that necessary organisational and individual learning is actioned
- We will use local policing communications to raise public awareness and confidence and provide reassurance that action is being taken to address local issues of concern.

In 2008/09 we intend to:

- Act speedily upon feedback from our public satisfaction telephone surveys in seeking continuous improvement in service quality
- Improve victim and witness experiences of the Criminal Justice System through joint working with the Crown Prosecution Service, the Combined Courts Service and Victim and Witness Support Schemes
- Implement enhanced Customer Relationship Management processes to support telephone call-takers and other direct service delivery roles
- Further extend our “Speaks Quality” training and awareness programme in support of our Customer Service (CARE) principles
- Work with our partner agencies to build public confidence in the fairness and effectiveness of the Criminal Justice System
- Communicate our successes and undertake public awareness campaigns to provide reassurance to local communities and other key stakeholders

- Bring offences to justice in the most efficient, effective and proportionate way
- Provide enhanced levels of high quality public information concerning policing including a local policing summary, leaflets, posters and development of the Constabulary and Police Authority websites
- Implement the planned legislative changes concerning police disciplinary procedures scheduled for introduction in 2008
- Identify key learning points from both national and local complaints and misconduct incidents and ensure lessons are effectively fed back into operational policing
- Fully comply with the requirements of the Victims Code and keep people informed on the progress of their case
- Deliver what we say we will through an effective response to calls for assistance.

These goals and intentions will be monitored by the Police Authority's Inclusivity and Community Engagement, Human Resources Management and Force Performance Monitoring Panels

Protecting the Public

We will respond quickly and effectively to all serious and major incidents. We will continuously develop our capability to tackle serious and organised crime, major crime and counter-terrorism and will protect the public from sex offenders and dangerous offenders. We will contribute towards reducing the number of people killed or seriously injured in road traffic collisions.

Priority goals and initiatives 2008 – 2011

- We will continue to develop our specialist capability and intelligence assets to tackle serious and organised crime to reduce harm within neighbourhoods
- We will continue to work with our partners and communities to counter radicalisation and terrorism, enhancing our capacity and capability to support regional and national responses
- We will continue to focus on the protection of vulnerable people, including the management of sex offenders and other offenders who pose a risk to the public and by taking a positive approach towards dealing with domestic abuse, child abuse, hate crime and missing persons
- We will improve levels of co-ordination and joint working with our Regional and neighbouring Forces to ensure that criminals and others who seek to harm the public are unable to exploit Force boundaries to their advantage
- We will use intelligence, targeted patrols and technology to reduce criminality on the strategic roads network
- We will continue to work towards achieving or exceeding the Government's 2010 target to reduce the number of people killed or seriously injured on our roads.

In 2008/09 we intend to:

- Protect our communities and individual members of the public from serious harm
- Tackle organised crime groups and travelling criminals through a range of intelligence and evidence gathering techniques
- Disrupt the availability and supply of illegal drugs in our communities including, for example, through the use of drug premises closure orders
- Further develop our existing approaches to collaborative working with the Forces of the West Midlands Region to engender greater resilience and wider access to specialist resources, facilities and/or equipment
- Work in partnership with other agencies and forces both regionally and nationally to protect the public against terrorist attack and monitor and intervene in the illegal activities of extremists
- Test and evaluate our resilience by carrying out counter-terrorist and critical incident training and exercising, including with partner agencies
- Continue to drive up standards of investigation for rape offences, to maximise the evidential potential whilst providing reassurance and support to victims, in order to bring more offenders to justice and prevent further offences being committed
- Use Multi Agency Public Protection Arrangements (MAPPA) and existing legislation to actively manage sex offenders and other potentially dangerous offenders
- Develop a strategy to reduce repeat victimisation. This will include building upon and developing our Multi agency risk assessment conferences (MARAC) across the force
- Work with our partners to reduce road casualties by providing specialist roads policing and the use of targeted enforcement and education campaigns.

These goals and intentions will be monitored by the Police Authority's Force Performance Monitoring Panel



2. Summary of main findings

Experience of the police

Overall, 33% of Herefordshire residents said that the police were doing a good or excellent job in their local district. A further 35% believed that the police were doing a fair job, whilst 14% believed that the police were performing poorly.

The proportion who answered good or excellent was significantly lower statistically than it had been in 2006 (33% v 34%). This opinion was also reflected in the answers given by young people to a similar question (25%).

The wards where residents were the most positive about the job done by the police included Golden Valley North (55%), Pontrilas (53%) and Belmont (48%). In comparison, respondents in Upper Hollington (10%), Ross-on-Wye West (14%), Valletts and Pembridge (both 15%) were the least positive.

Since 2006, the proportion who had seen a uniformed Police Officer or Community Support Officer on average at least once a month had changed little, and therefore still represented just under half of the sample (45%).

Just under half (48%) considered the frequency with which they saw Police Officers or CSOs to be acceptable, which was also similar to 2006. Children and young people were more likely to be happy with this than adults (62%). By ward, the most positive residents were Central, Golden Valley North, Kington Town, Leominster Town and Bromyard (all over 65%). Kerne Bridge, Sutton Walls and Pembridge (under 30%) were the least positive areas.

Fear of crime

Around half of respondents (53%) remembered at least one specific episode in the previous 12 months when they had worried about becoming a victim of crime, which was consistent with the force as a whole and the 2006 results. The most common concerns were:

- Vandalism/criminal damage (29%)
- Burglary dwelling (27%)
- Drunken disorder (23%)
- Theft from vehicle (20%)

Children and young people were more likely than adults to worry about crimes that were relevant to them (71%). Fear of crime was also more prevalent in the southern wards of Hereford, Mortimer, Bircher and Ross-on-Wye West (all over 60%) than in Burghill, Holmer & Lyde, Golden Valley North, Upton, Bringsty and Golden Cross (all under 40%).

The vast majority of respondents felt safe in their neighbourhood or district during the day (98% & 96% respectively), with the former representing a significant improvement since 2006. Most residents also felt safe after dark (78% and 68% respectively). Residents of St Martins & Hinton (49% safe), Ross-on-Wye West (59%), Central (66%) and Ledbury (68%) felt more fearful in the neighbourhood after dark when compared to wards such as Bringsty, Castle, Golden Valley South and Upton where everyone felt safe.

Experience of crime

The experience of crime amongst survey respondents did not differ significantly from the 2006 results (12%), most common of which was vandalism or criminal damage (6% of the sample). However, there had been an increase in the proportion who had suffered harassment in a public place (3% v 2.1%). Children and young people were more likely than adults to have experienced a crime or problem (58%), which may have included bullying, threats or theft.

Community Priorities

Neighbourhood issues that emerged as priorities when residents were asked for the top three that needed to be addressed first were:

- Speeding traffic (26%)
- Drug dealing (24%)
- Drug use (18%)

Speeding traffic was a particularly high priority in wards such as Hollington, Hope End, Pembridge, Kington Town and Golden Valley North & South (all 40%+). Drug dealing was a greater priority in Kington Town (54%), Upton (51%), Mortimer (50%) and Leominster North (45%), and the pattern was similar for drug use.

Anti-social behaviour (ASB)

Over half of the sample believed that ASB was very or fairly serious in the county, whilst over a quarter (29%) said that the same was true about their local neighbourhood. The latter was also significantly higher than in 2006 (was 26%). ASB was a more serious problem in Ross-on-Wye, St Martins & Hinton, Belmont and Leominster South (all 40%+)

Illegal drugs misuse

Over two thirds of the sample thought that illegal drug misuse was a serious issue in the county (70%), and this was again higher than the equivalent result for the local neighbourhood (39%), and also remained consistent with 2006. The most common reason given for seeing it as a problem was local media coverage (55%).

COUNCIL

16 MAY 2008

**REPORT OF THE HEREFORD & WORCESTER FIRE AND RESCUE
AUTHORITY TO THE CONSTITUENT AUTHORITIES****Meeting Held on 20 February 2008**

SERVICE REPORT

1. The Authority was informed of Service Activities in the third quarter together with operational and statistical details for the period 1 October 2007 to 31 December 2007. The number of incidents had reduced during the quarter and had shown a trend of reducing generally over the year. There had also been a reduction in the number of health and safety incidents. Various items of interest and information have been reported and can be located on the Service's website (www.hwfire.org.uk).

BUDGET PRECEPT 2008/09 AND MEDIUM TERM FINANCIAL PLAN

2. The Revenue and Capital budgets together with the Council Tax Precept for 2008/09 have been agreed. It was noted that the provisional grant settlement received for 2008/09 was disappointing and that despite efficiency savings achieved to date there would be a need to set out an efficiency strategy to demonstrate how continuous improvements can be achieved to ensure funds are available for future service improvements.

REGIONAL FIRE CONTROL

3. The Authority approved the Local Authority Controlled Company Members' Agreement for signature by the Chairman of the Fire and Rescue Authority, subject to the Cost Apportionment Model terms being incorporated appropriately into the Agreement and the fundamental underlying terms remaining the same. This will now enable the Local Authority Controlled Company to deliver and operate the Regional Control Centre that is being established for the West Midlands region by the FiReControl Project.
4. The Authority noted that a financial agreement had been developed which proposed to apportion costs on the basis of population for 2 to 3 years until more robust data sources were available, and that any costs during the transition period would be met by Government funding.

LOCAL AREA AGREEMENTS

5. The Authority noted the progress in developing Local Area Agreements with Herefordshire and Worcestershire Local Strategic Partnerships. It was also noted that the Service had been contributing to the development of the agreements and had been particularly successful in focusing attention on the wider community safety agenda.

ASSET MANAGEMENT PLAN

6. The Authority has approved the Asset Management Plan for 2008/09 which provides strategic direction for improving and maintaining the asset base buildings and facilities. It provides an opportunity to review property assets regularly and identifies areas for improvement. The Plan is updated each year to reflect the progress against short and medium term property acquisitions, facilities improvements, refurbishment programmes and disposals.

FLEET STRATEGY

7. The Authority approved the Fleet Strategy and associated capital programme. The Strategy provides an overview of the Service's fleet disposition and requirements over the medium to long term. It outlines the way in which the fleet is maintained and improved to deliver a professional and reliable fleet provision which meets the operational demands of the Service.

CHARTER MARK RESULTS

8. The Authority is pleased to have successfully retained its Charter Mark Standard. The Charter Mark is the Government's national standard for excellence in customer service. Hereford and Worcester Fire and Rescue Service has held the Charter Mark Badge since 1998.

**PAUL HAYDEN
CHIEF FIRE OFFICER/CHIEF EXECUTIVE
HEREFORD & WORCESTER FIRE AND RESCUE AUTHORITY
MARCH 2008**

FURTHER INFORMATION

Any person wishing to seek further information on this report should contact Committee Services on 0845 12 24454.

Further information on the Fire and Rescue Authority and the Fire and Rescue Service can also be found on the Internet at (www.hwfire.org.uk).

BACKGROUND PAPERS

Agenda papers of the meeting of the Fire and Rescue Authority held on 20 February 2008.