

**Chief Executive's Office**

Chief Executive: N.M. Pringle

**To: All Members of Cabinet:  
Councillors:  
R.J. Phillips (Leader)  
G.V. Hyde (Deputy Leader)  
Mrs. L.O. Barnett  
P.J. Edwards  
Mrs. J.P. French  
J.C. Mayson  
D.W. Rule MBE  
R.V. Stockton  
R.M. Wilson  
D.B. Wilcox**

Your Ref:

Our Ref: NMP/CD

Please ask for: Mr. N.M. Pringle

Direct Line/Extension: (01432) 260044

Fax: (01432) 340189

E-mail: npringle@herefordshire.gov.uk

15th October, 2003

Dear Councillor,

**MEETING OF CABINET  
THURSDAY, 23RD OCTOBER, 2003 AT 2.15 P.M.  
COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD**

**AGENDA (03/16)**

**1. APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

**2. DECLARATIONS OF INTEREST**

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

**3. NOTES OF CABINET MEETING HELD ON 9TH OCTOBER, 2003 (03/15)**

To receive the notes of Meeting (03/15) held on 9th October, 2003. *(Cabinet Members only and notes to be tabled at meeting)*

**4. RECORDING CABINET DECISIONS**

To approve the method and format of recording decisions taken by Cabinet. *(Pages 1 - 8)*

**5. LOCAL AREA FORUMS**

To consider the future of Local Area Forums and agree how the Local Area Forums should progress as a community consultation mechanism. *(Pages 9 - 12)*

**6. LOCAL AUTHORITY BUSINESS GROWTH INCENTIVES**

To agree a response to the Local Authority Business Growth Incentives (LABGI) consultation paper. *(Pages 13 - 16)*

**7. IMPLEMENTING ELECTRONIC GOVERNMENT**

To approve the Implementing Electronic Government Statement 2003. *(Pages 17 - 36)*

**8. VOLUNTARY SECTOR GRANTS**

To determine allocations of grants to a number of strategic voluntary sector organisations. *(Pages 37 - 38)*

**9. BUILDING SCHOOLS FOR THE FUTURE**

To approve the bid to the DfES for inclusion in the first phase of the Government's initiative "Building Schools for the Future". *(Pages 39 - 44)*

**10. A JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY FOR HEREFORDSHIRE AND WORCESTERSHIRE -PRE-CONSULTATION DRAFT**

To approve the Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire which has been drafted by the Joint Members' Waste Forum for Herefordshire and the County and Districts of Worcestershire. *(Pages 45 - 52)*

**11. CAR PARKING STRATEGY**

The Cabinet Member (Highways and Transportation) took a decision on 9th October, 2003 to implement revised charges and to implement revisions arising from the original Car Parking Strategy. That decision has now been called in by the Environment Scrutiny Committee who will meet to scrutinise the decision on 21st October, 2003. This item is included on the agenda as, dependent on the outcome of the scrutiny of the decision, it may be necessary for Cabinet to give further consideration to the observations of the Environment Scrutiny Committee. If that is the case, then a further report will be prepared prior to the meeting.

**12. STRATEGIC MONITORING COMMITTEE**

To note the report of the Strategic Monitoring Committee to Council. *(Pages 53 - 60)*

**EXCLUSION OF THE PUBLIC AND PRESS**

**In the opinion of the Proper Officer, the next item will not be, or is likely not to be, open to the public and press at the time it is considered.**

**RECOMMENDATION:**

**That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Schedule 12(A) of the Act as indicated below.**

### 13. RIVER WYE LITIGATION

To make recommendations as to the settlement of all actions in which the Council is involved in relation to the fishing, mooring and navigation in the River Wye in Hereford. (Pages 61 - 66)

**NOT FOR PUBLICATION - This item discloses any instructions to counsel and any opinion of counsel (whether or not in connections with any proceedings) and any advice received, information obtained or action to be taken in connection with:**

- (i) any legal proceedings by on against the authority, or
- (ii) the determination of any matter affecting the authority (whether, in either case, proceedings have been commenced or are in contemplation).

Yours sincerely,



**N.M. PRINGLE  
CHIEF EXECUTIVE**

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



## **The Public's Rights to Information and Attendance at Meetings**

### **YOU HAVE A RIGHT TO:-**

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

Please Note:

Agenda and individual reports can be made available in large print, 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 Council Chamber where the meeting will be held is accessible for visitors in wheelchairs, for whom toilets are also available.

A public telephone is available in the reception area.

### **Public Transport links**

Public transport access can be gained to Brockington via bus route 74.

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

# **COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL**

**BROCKINGTON, 35 HAFOD ROAD, HEREFORD.**

## **FIRE AND EMERGENCY EVACUATION PROCEDURE**

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

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

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

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

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





## RECORDING CABINET DECISIONS

### PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

23RD OCTOBER, 2003

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#### Wards Affected

None.

#### Purpose

To approve the method and format of recording decisions taken by Cabinet.

#### Key Decision

This is not a Key Decision

#### Recommendations

- THAT (a) the revised Written Statements of Decision as set out at Appendix 1 be approved;**
- (b) Cabinet Bulletins be continued and expanded, with provision being made for exempt information to be recorded in a Restricted Appendix; and**
- (c) Notes of Cabinet meetings be discontinued.**

#### Reasons

To provide a comprehensive record of proceedings of Cabinet meetings including statutory requirement, attendees, information items and exempt information.

#### Considerations

1. Herefordshire Council introduced a Leader and Cabinet style of decision making in response to the requirements of the Local Government Act 2000 and adopted a new Constitution in July 2001. The Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2000 require that a written statement is produced in respect of every executive decision made at a public or private meeting of the executive. It is an offence, punishable by fine, not to make this information publicly available, subject to the usual confidentiality rules.
2. The Statement must include:
  - a record of the decision;
  - a record of the reason(s) for the decision;

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

- details of any alternative options considered and rejected by the decision making body at the meeting at which the decision was made;
  - a record of any conflict of interest in relation to the matter decided which is declared by any member of the decision making body which made the decision; and
  - in respect of any declared conflict of interest, a note of any dispensation granted by the local authority's standards committee.
3. To fulfil this requirement the Council adopted two templates for Written Statements of Decision, one for Key Decisions and one for Non-Key Decisions.
  4. **Written Statements of Decision** are prepared for every Cabinet Decision and sent, normally on the day following a meeting of Cabinet, to the Leader for signature. If the decision is a Key Decision a copy of the Statement is also sent to the Chairman of the relevant Scrutiny Committee(s) together with a letter setting out the call-in procedure and deadlines.
  5. A master set of all decisions is kept in the Member's Room for reference and a public set is kept at Brockington. They are also posted on the intranet and will shortly be available to the public on the internet.
  6. In order to keep non-executive members of the Council informed of the proceedings of Cabinet, a **Cabinet Bulletin** is prepared which summarises the proceedings of each Cabinet meeting. This includes a summary of information items for which there is no Written Statement of Decision, and a summary, but not the details, of exempt or confidential items. The Cabinet Bulletin also gives notice of items identified for the next meeting and is normally despatched to all Members the week before the meeting. It is also posted on the intranet.
  7. The **Cabinet Report to Council** consolidates the information contained in all Cabinet Bulletins since the last meeting of Council and is included in the Council agenda as a standing item.
  8. In addition to the Written Statements of Decision, the Cabinet Bulletin and Cabinet Report to Council, **Notes** of the Cabinet meeting are also produced. There are normally circulated to Cabinet Members at the following meeting.
  9. Following the formation of a new administration in May 2003, Cabinet Members have asked officers to look again at how decision taken by Cabinet are recorded. They have also asked if Cabinet Notes could be e-mailed to them in advance of the next meeting because there is little time to read and approve the contents when they are only circulated at the meeting itself. They accept the notes have no status in the decision making process but point out that the official record i.e. the Written Statement of Decision does not currently record who was actually present at the meeting when the decision was taken.
  10. Revised templates for Written Statements of Decision which makes provision for including this information are attached at Appendix 1 for consideration. The Cabinet Bulletin can be expanded to include the main issues raised in the meeting.
  11. It is proposed that provision is made for exempt information to be recorded in a Restricted Appendix to the Cabinet Bulletin.
  12. To avoid duplication of effort it is proposed that the Cabinet Notes be discontinued

and Cabinet Members e-mailed Statements of Decision as soon as they have been signed. The same process will apply to individual Cabinet Member decisions. It is also proposed that the Cabinet Bulletin is expanded to provide a regular source of information on Cabinet proceedings.

## **Alternative Options**

To continue the existing arrangements.

## **Risk Management**

Adopting the new template for Written Statements of Decision will ensure that all relevant information relating to a decision by Cabinet is recorded in one document.

Inclusion of information items and exempt information in Cabinet Bulletins will ensure that non-executive Members of the Council are kept fully informed of the proceedings of Cabinet Meetings.

## **Consultees**

None.

## **Background Papers**

None Identified.



## WRITTEN STATEMENT OF A KEY DECISION

### CABINET

<b>ITEM:</b>	
<b>Members Present:</b>	
Date of Decision:	Date
Exempt:	Yes/No If yes a reference to the relevant description of exempt information in Schedule 12A of the 1972 Act or that it contained confidential information.
Confidential	Yes or No
<p>This is a key decision because</p> <p>it is likely to result in the Council incurring expenditure above agreed budgets for the service (as shown as a line in the budget book) to which the decision relates but allowing for virements between budget heads and savings within budget heads of up to £500,000.</p> <p>and/or</p> <p>it would be significant in terms of its effect on communities living or working in Herefordshire in an area comprising one or more wards.</p>	
Was the item included in the Forward Plan:	Yes/No
IF NO	
A notice was served in accordance with Section 15 of the Local Authorities (Executive Arrangements) (Access to Information) Regulation 2000 to the Chairman of Scrutiny Committee	
Urgent Decision:	Yes/No The Chairman of the Scrutiny Committee or the Chairman or Vice-Chairman of the Council agreed that the item was urgent and could not reasonably be delayed.
Purpose:	
<b>Decision:</b>	
Reasons for the Decision:	
Options Considered:	
Declaration of Interest:	
Date the key decision is due to take effect:	(3 working days after date of decision notice unless urgency applies)

**RJ PHILLIPS:**..... **Date:**.....  
**LEADER OF THE COUNCIL**

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

Reference No: ???

<b>To be completed by officer:</b>	
Date consent received from Chairman of Scrutiny Committee:	
Subject to Call-in:	Yes/No If yes - date item considered by Scrutiny Committee - date
If yes was the decision modified?	Yes/No
If yes Cabinet Member (.....) decision reference:	
Date original decision took effect:	

DRAFT

## WRITTEN STATEMENT OF A NON-KEY DECISION CABINET

<b>ITEM:</b>	
<b>Members Present:</b>	
Date of Decision:	<b>Date</b>
Exempt:	<b>Yes/No</b> If yes a reference to the relevant description of exempt information in Schedule 12A of the 1972 Act or that it contained confidential information.
Confidential	<b>Yes or No</b>
Purpose:	
<b>Decision:</b>	
Reasons for the Decision:	
Options considered:	
Declaration of Interest:	

<b>RJ PHILLIPS:</b> .....	<b>Date:</b> .....
<b>LEADER OF THE COUNCIL</b>	





## LOCAL AREA FORUMS

### PROGRAMME AREA RESPONSIBILITY; CORPORATE STRATEGY AND FINANCE

CABINET

23RD OCTOBER, 2003

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#### Wards Affected

County-wide

#### Purpose

To consider the future of Local Area Forums and agree how the Local Area Forums should progress as a community consultation mechanism.

#### Key Decision

This is not a Key Decision

#### Recommendation

- THAT**
- (a) the proposals contained in the report be agreed as a framework for development;**
  - (b) further consultation on the details of the proposals is undertaken with groups listed under “consultees”;**
- and**
- (c) subject to the outcome of the consultation, necessary amendments to the Constitution be made by the County Secretary and Solicitor, for recommendation to Council for approval.**

#### Reasons

1. In August 2002, a paper outlining the progress of Local Area Forums since their inception in 1999 was taken to Cabinet. It outlined a number of areas for development under the current arrangements. Cabinet decided that a full-scale review be undertaken.
2. Consultation was undertaken with a number of groups connected to the Local Area Forums in order to establish a baseline against which to measure future developments and gain information on the key areas of future development.
3. The findings of the consultation have been used to formulate the following considerations.

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Further information on the subject of this report is available from  
Liz James; Policy Assistant. Telephone (01432)383400

## Considerations

1. Due to the rural and urban nature of Herefordshire it is important to consider how the county is split up in order to accommodate Local Area Forums. Although a high number of Local Area Forums caters for the diverse nature of Herefordshire's geography, it can create resource issues and make coordination of timetables and agendas very difficult. The following proposal takes account of the different areas within Herefordshire whilst creating a manageable number of meetings:
  - The county to be split into 6 areas
  - The forums to be: North (Kington and Leominster regions), East (Bromyard and Ledbury), North-west (Dinmore and area), Hereford (City and South-Wye), Golden Valley and Ross-on-Wye.
2. The issue of what is discussed at meetings is vital to their success. Central to the consultation was the fact that Local Areas Forums should be consultative rather than informative. The following proposal seeks to ensure this:
  - Agenda items should state clearly whether they are consultative and how information from LAFs will be used
  - A summary report should be fed to Cabinet at the end of each round of meetings
  - The quality of Officer presentations should be standardised
  - Development work to be done on expanding agenda to partner organisations
  - Additional ad hoc meetings for important issues to be held
  - A cabinet member should be present at each meeting
  - The style of meeting should be inclusive of all members of the community. Development work on different approaches to facilitation should be undertaken
3. When and where Local Area Forums are held can be central to whether people attend or not. The following proposal is designed to ensure that the system is flexible to the needs of the public
  - Meetings to be held quarterly, with dates set well in advance
  - The initial choice of venue should be consulted on and consideration given to nearby public transport arrangements and Disability access
  - Refreshments should be provided for attendees
4. In order to ensure that the opportunity for the Community to attend is maximised, it is important that a strategic approach to advertising is undertaken
  - "The eyes" branding should be discontinued. For an interim period the apple logo can be used. The name "Local Area Forum" should be retained
  - The whole cycle of meetings should be advertised in the Hereford Times and

## Journal

- Links with Parish Councils should be used for local advertising
  - Summaries of all meetings should be placed on the Council's website
  - Circulation of paper agendas prior to meetings should be abolished. Paperwork to comprise of an attendance register
  - The notion of Local Area Forum membership should also be discontinued as it creates an atmosphere of two-tier meetings which does not help foster an inclusive approach
5. Funding for the Local Area Forums will need further consideration. At present, most costs are met by the Chief Executive's Development Fund. Although this formula may be used to re-launch the meetings, albeit at a reduced level, it is not sustainable in the long term. Budgetary provision should be made that matches the constitutional commitment made to Local Area Forums
  6. Meetings should be reviewed on an annual basis, where performance is measured against the baseline set during consultation.
  7. There has been considerable pressure from the community to reinstate the Local Area Forums and to consult on any proposals for their re-introduction. It will be important for this consultation to be built in prior to the re-introduction of Local Area Forums.

## Alternative Options

Alternative proposals can be drawn up at the request of Cabinet

## Risk Management

The development of Local Area Forums is identified as a key action for Herefordshire Council in the following strategies:

- Comprehensive Performance Assessment Improvement Plan
- Local Public Service Agreement
- Community Involvement Strategy

To not successfully agree and implement development proposals could have a negative impact on the Council's ability to achieve the objectives set out in the above documents

## Consultees

1. Group Leaders and Local Area Forum Chairs
2. Herefordshire Association of Local Councils
3. Community Development Ambition Group

4. Community Development Workers Forum
5. Local Area Forum Lead Officers and Clerks
6. All Local Area Forums

## **Background Papers**

None identified.

# LOCAL AUTHORITY BUSINESS GROWTH INCENTIVES

## PROGRAMME AREA RESPONSIBILITY: ECONOMIC DEVELOPMENT, MARKETS AND PROPERTY; AND RURAL REGENERATION AND SMALLHOLDINGS

**CABINET**

**23RD OCTOBER, 2003**

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### Wards Affected

County-wide.

### Purpose

To agree a response to the Local Authority Business Growth Incentives (LABGI) consultation paper.

### Key Decision

This is not a Key Decision.

### Recommendations

- That (a) the attached response to the Office of the Deputy Prime Minister in Appendix A be approved.
- (b) the Council volunteers to be part of the administrative dry run once more detailed advice is received on the requirements.

### Reasons

As per attached paper.

### Considerations

LABGI is part of the Local Government Act 2003, (Chapter 26, Section 71) which received Royal Assent on the 18<sup>th</sup> September and will "Reward councils which promote business development in their areas by allowing them to keep a proportion of their local business rates". There are two elements to the consultation. Firstly to respond to eight questions regarding the legislation and secondly to consider whether Herefordshire Council wishes to act as a partner in the administrative dry run.

The Consultation Paper distributed by the Office of the Deputy Prime Minister (ODPM) addresses the following issues:

- how the LABGI scheme supports their economic development policy objectives;
- a consideration of the key variables or factors which underpin the scheme.

The policy objectives are quite clear and the ODPM is keen to emphasise that the funds generated through this scheme will not only be additional to the overall level of central funds

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Further information on the subject of this report is available from  
Ben Albright, Economic Investment & Development Officer on 01432 383337

forecasted through the 2002 Comprehensive Spending Review, but also will not be ring fenced in any way. Local Authorities will be free to spend any additional business rates as they choose on local priorities.

The variables which underpin the scheme are more complex and we have been asked to select which we think would be the best baseline measuring the average growth in rateable values during a period before the scheme starts. These are explained in more detail in the consultation response in Appendix A. The options chosen suit Herefordshire best in light of the fact that nationally we are in the lowest quintile for economic growth. There is no need therefore to consider other options which would disadvantage the Council in maximising future income potential from the scheme.

## **Alternative Options**

There are no alternative options.

## **Risk Management**

This paper is not asking Cabinet to make any decisions other than agree the consultation and potentially act as a pilot authority. The risk inherent in not responding to the consultation is that it will marginalise our contribution to any future discussions on the scheme. The risk involved in signing up to the scheme will be the appraisal of any investment decisions taken in light of future expected income. Any decisions taken here will need to be deferred until the consultation period is over and the detailed scheme is known including specifically the baseline for Herefordshire.

## **Consultees**

There are no consultees.

## **Background Papers**

None identified.

**Response to ‘Local Authority Business Growth Incentives –  
A Consultation Paper’**

**Q1. Do you agree with the principles for the scheme?**

Namely:

1. The incentive must be applicable to all authorities.
2. The distribution of benefits must be fair.
3. The scheme should be as intelligible and transparent as possible.

A1. Yes. The Herefordshire Council has a track record of commitment to a partnership led approach to economic development and regeneration. We therefore welcome the opportunity to derive additional financial resources to reward our efforts to secure business growth.

**Q2. Do you agree with using an 8 year period for setting the trend?**

A2. Yes. The period is the same for all authorities and represents an acceptable medium term period.

**Q3. Are there models for setting the baseline that the Government has not considered that need to be considered?**

A3. We are not aware of any other models.

**Q4. Which of the models is your preferred option and why?**

A4. From the four baseline models proposed, the National Historic Growth Baseline and Sub-regional Model Baseline are the most achievable for Herefordshire (based on average business rate growth over the past 8 years of 1.3% per annum), and therefore offer the most potential benefit to Herefordshire. However, it is thought that there is not enough information provided to be able to differentiate between these two models.

<b>National Model</b>	<b>Regional Model</b>	<b>National Historic Growth Baseline</b>	<b>SubRegional Model Baseline</b>
2.5%	2.1%	0.9%	1.1%

Therefore the National Historic Growth Baseline and Sub Regional Model Baseline offer Herefordshire the best chance of achieving the baseline target based on historic performance and therefore a retention of business rates.

**Q5. Which of the two preferred options for floors and scaling factors (high/high and medium/medium) do you think provides the best balance between financial support and financial incentive?**

A5. It is thought that the medium/medium option gives Herefordshire the best chance of retaining some funds.

**Q6. Do you agree with using formula spending shares as the measure for determining ceilings? Do you agree that a 1% ceiling in year one of the scheme rising in line with the scheme (i.e. reaching 3% in year three) provides an adequate balance of incentive and cap on gains?**

A6. It is understood that using formula spending shares as a measure will mean that a 1% ceiling equates to c.£1.7m for Herefordshire i.e. the maximum increased revenue from this scheme that Herefordshire Council could retain would be £1.7m. This is regarded as a significant amount that could be gained but needs to be appraised against the level of investment provided by the Council. In exceptional circumstances we would like to see flexibility given to local authorities to raise this ceiling if the latter were to utilise substantial resources of their own to promote local economic growth.

**Q7. How do you think that benefits should be shared between different tiers of local government?**

A7. N/A to Herefordshire Council as it is a Unitary Authority.

**Q8. Would you like to volunteer to be part of the administrative dry run?**

A8. Yes. We would welcome this opportunity particularly as we are committed to fostering business growth with our partners in the County. However, if we are to volunteer to be a pilot authority and this involves any calculations going back (particularly prior to 1/4/98 when reorganization as a Unitary Authority took place) over previous years we will struggle as all the information will not be readily accessible.

### **Additional Queries**

Will there be an allowance in the scheme for business rate relief given to a company by a local authority i.e. would this count as a loss of business in the calculations for business rate growth?



# IMPLEMENTING ELECTRONIC GOVERNMENT STATEMENT

## PROGRAMME AREA RESPONSIBILITY: HUMAN RESOURCES AND CORPORATE SUPPORT SERVICES

CABINET

23RD OCTOBER, 2003

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### Wards Affected

County-wide

### Purpose

To approve the Implementing Electronic Government Statement 2003.

### Key Decision

This is not a key decision.

### Recommendation

**THAT the Implementing Electronic Government Statement 2003 be approved.**

### Reasons

The IEG Statement will secure additional resources from the Office of the Deputy Prime Minister (ODPM) for e-government in 2004/5.

### Considerations

1. This is the third year that the Council has been required to submit an IEG Statement to central government to set out how it will achieve improvements in customer focused services underpinned by information technology. The ODPM has provided a prescriptive pro forma which cannot be changed, which is why the format is as presented. To date £200k per annum has been allocated as a result of submitting the IEG Statements and it is assumed that the same will be awarded next year.
2. Electronic service delivery (ESD) is seen as the basis for improving access to information for staff and citizens, thereby enhancing the efficiency and effectiveness of service delivery. The Council has committed as part of its Local Public Service Agreement (LPSA) to deliver 100% of services electronically one year early by March 2004. The Audit Commission required that we benchmark our services to provide a basis against which we can monitor progress towards this target. The outcome of this exercise is reported in this IEG Statement. This has revealed that the Council provides 656 services that can be delivered electronically. This excludes the Herefordshire Jarvis service which the auditors require us to include. An updated version will be tabled to include this service.
3. The earlier IEG Statements identified 277 services, which were based on the services delivered through the INFO shops. This target will be met by the implementation of a customer relationship management (CRM) application by

December 2003. The CRM application will improve information sharing between front and back office services helping front office staff to meet the customer service standards approved in September 2003. This CRM application will also be used by INFO centres.

4. The additional services will be delivered electronically through the new Herefordshire Council web site, being developed as part of the Herefordshire Hub. The Herefordshire Hub, due to be launched in November 2003, is unique in that it is the first for a local strategic partnership and will fully meet national accessibility standards from the outset.

## **Risk Management**

A performance management system has been put into place to monitor progress towards delivering the ESD target by March 2004. There is close collaboration with the auditors to ensure the development and reporting process is robust. Should the target not be met, this could reduce the additional funding dependent upon meeting the LPSA.

## **Consultees**

The IEG Statement has been produced as a consequence of a Council and partnership wide collaboration to collate and validate the information provided within the report.

## **Background Papers**

None identified



HEREFORDSHIRE  
COUNCIL

**IMPLEMENTING ELECTRONIC  
GOVERNMENT RETURN 2003  
(IEG3)**



## FOREWORD

I welcome the opportunity to report on progress in developing customer-focused services in the foreword to this third "Implementing Electronic Government Statement" for Herefordshire Council.

What a difference 12 months make! ICT (Information and Communication Technology) is being harnessed like never before to create easier, and in some cases round-the-clock, access to a vast range of services. A Service Improvement Project has been set up as part of the Council's e-Modernisation initiative – involving the application of ICT to deliver services electronically. The aim is to simplify and improve service delivery to residents, voluntary organisations and businesses. We are doing this by improving access to services face-to-face, by phone and electronically through:

- INFO shops
  - Ross-on-Wye – opened in September 1999
  - Leominster – opened in May 2001
  - Bromyard – planned opening in January 2004
- INFO centre
  - Work has begun on improving telephone access to services by identifying staff who can work in a new telephone access point about to be established
  - Lead officers have been trained in streamlining services and have already identified potential improvements within the benefits service
- INFO on the web
  - We're developing a new website for Herefordshire Council that will allow people to access services online round the clock

ICT underpins the successful transformation of services. This is demonstrated by the following:

- We reached our interim target of 43% of services delivered electronically by March 2003
- A customer relationship management system is currently being rolled out to front office staff and will be live by December 2003
- An e-government portal is being developed as part of the Herefordshire Hub, a partnership-wide electronic gateway to services and information

A benchmarking exercise has been carried out to determine the total number of services provided by the Council that can be delivered electronically. This will be used as the baseline for our LPSA target to deliver 100% electronic services one year early by March 2004. A performance management system has been put into place to track progress and we will be watching with anticipation as we get closer to March.

If the progress made during the last 12 months is anything to go by, you'd better hold on to your hats as the final countdown to the full delivery of services electronically by March 2004 begins.

June French  
e-Government Champion  
September 2003

## EXECUTIVE SUMMARY

This Implementing Electronic Government Statement 2003 (IEG3) is required by the Office of the Deputy Prime Minister (ODPM) to report on progress towards delivering electronic government. The format of the report is prescribed by the ODPM and is the third report to be made. The report has been collated from contributions by many officers from the Council and the wider Herefordshire Partnership and represents a collaborate effort. It covers six sections.

### *Section 1 Priority Services*

This section sets out the progress being made in support of the seven shared priority areas for local government and provides nine case studies to illustrate the benefits of e-government locally.

### *Section 2 Self Assessment of Local e-Organisation*

This section summarises the plans and progress of the Council according to the six parts of the national model of the local e-organisation. The model provides a checklist of work areas against the building blocks of local e-government - interactions, access channels, trust & connections, enablers, e-business and organisational development. Progress is identified in terms of a colour-coded system, black (no progress), through red, amber and green (where projects have been achieved with plans for extended rollout). The ODPM only require a comment to support those work areas where the Council expects to make no progress (i.e. black) by 2005/6. Herefordshire Council will have no black areas in 2005/6 and therefore comments in this section are minimal.

One outstanding area of progress comes under 'Trust and Connections' in relation to the achievement of national standards for web accessibility. The Herefordshire Hub, of which the Herefordshire Council web site will be one of a number of 'portals', will fully meet these standards when launched later this year. Accreditation will be sought from the Royal National Institute for the Blind and the site usability experts will assess the Hub. The ODPM was expecting Councils to fail to achieve this standard this year.

### *Section 3 BVPI 157*

BVPI 157 measures the percentage of Council services delivered electronically. As part of the Local Public Service Agreement, the Council has committed to deliver 100% of Council services electronically one year early than required nationally, by March 2004. In preparation for the first IEG Statement an estimate of services identified 277 that could be delivered electronically. This was based on the number of services provided by the INFO shops. This summer, a benchmarking exercise has been undertaken that revealed the Council provides 679 services, and this will be the baseline for March 2007. The original 277 will be delivered through the customer relationship management system being rolled out to the INFO shops. The remainder will be met through the new Herefordshire Council website being launched in November as part of the Herefordshire Hub.

### *Section 4 Access Channel Take up*

This section provides statistics on the known and potential public take up of the main access channels via websites, telephone, face-to-face, other electronic media (e.g. BACS payments or text messaging), and non-electronic means (e.g. cash office or post). The range of take up measures include the use of the main Council website ([www.herefordshire.gov.uk](http://www.herefordshire.gov.uk)), number of payment transactions, number of street light failures and abandoned vehicles reports.

### *Section 5 Delivery of Key Technical Building Blocks and Priority Services*

This section refers to the extent to which the Council has made use of products from the e-government pathfinder projects and national projects. The Council has been asked to score the extent to which these have been useful and relate to local progress in developing each building block.

### *Section 6 Resources*

This section identifies the actual and forecast funding available to support electronic government from a variety of sources. This shows a total of more than £16 million capital and revenue being made available over the period 2001/02 to 2005/6. This includes up to £6m European and Rural Regeneration Zone funding, still to be approved.

## 1. Priority Services

e-Government will make a major contribution towards improving services and outcomes for citizens. Overleaf ten case studies are presented showing the progress being made through e-government initiatives. The seven, shared priorities for local government are ambitions within our community strategy, the Herefordshire Plan 2000-2010. Information and communications technology (ICT) is a golden thread that underpins the Plan and the basis for the Herefordshire Partnership ICT Strategy, being delivered through the Herefordshire Council's e-Modernisation initiative. Progress so far is summarised below:

➤ *Raising standards across our schools*

ICT is seen a key enabler in the provision of quality education. The National Grid for Learning (NGFL) is in place for all secondary and many primary schools and all will have broadband services by the end of 2004. A web service provides electronic access to documentation and interactive whiteboards, successfully introduced through the Education Action Zone, are being rolled out to all primary schools.

➤ *Improving quality of life*

The Local Futures Group research has made the case for multi channel access to ensure inclusive access to services. The Herefordshire hub will be in place by December and be fully compliant with national accessibility standards supporting multi channel access. New ICT posts are being created in the Council and ICT training is being offered to the wider community and businesses. The People's Network for libraries is in great demand especially by seasonal agricultural workers, many from overseas keeping in touch with family and friends. The needs of young people have been prioritised - a Youth Media Worker appointed, a youth portal being developed, an Internet café provided at the Leominster Youth Centre and, PCs made available to all cared for children for homework, research and leisure use. Revenues and benefits services are being reengineered into front and back office services supported by a customer relationship management system reducing the time to process claims.

➤ *Promoting healthier communities*

ICT is supporting healthier communities by putting into place a common, open platform that will support shared delivery of health and social care services including the development of an electronic social care record within a partnership systems environment and the replacement of the social services CLIX system. Specific services areas including single assessment for older people, supporting people and identification, referral and tracking. There is close working between e-Modernisation and the Herefordshire Health Informatics Service facilitating a joint approach to applications development.

➤ *Creating safer and stronger communities*

ICT is assisting in creating safer and stronger communities through the provision a central CCTV control centre linked to a retail radio scheme and club watch. Overt and covert police CCTV vehicles are also now in use. A portal on community safety is also planned as part of the Herefordshire Hub. The drugs action team have implemented a training and awareness raising package for professionals.

➤ *Transforming our local environment*

The Council is the first shire to achieve ISO 14001 accreditation in good environmental management across all directorates, including ICT Services who recommend resource efficient equipment. The development of a flexible working environment, remote ICT support, and INFO shops and contact centre are reducing the need to travel for work and to access services. Further, the Council has plans to meet the European Directive on electronic waste disposal and supports a recycling scheme for paper, PCs and IT consumables with a local community business employing vulnerable people.

➤ *Meeting local transport needs more effectively*

Wireless working is being used to improve services. Highways inspectors have access to laptop computers in their cars, many linked to a Global Positioning System (GPS) system. The new Public Transport website came online this year and a corporate Geographical Information System (GIS) strategy developed that will support further improvements.

➤ *Promoting the economic vitality of localities*

The HIT Programme has developed an intervention strategy for broadband services and submitted an Objective 2 bid to supplement regeneration funding to develop broadband services for businesses and the wider community. One of the HIT projects supports a business network broker, Chris Bargman, located with Business Link, who is working with businesses to develop their ICT capacity, progress being measured as businesses move up the e-adoption ladder.

## Case Studies

### Success of On-Line Libraries

There is continued strong demand for the free internet access offered in all the county's libraries and Info in Herefordshire Shops/Points. To respond to the demand, seven new terminals were recently installed in a refurbished room in Hereford Library, bringing the total number of ICT access points available countywide to almost 80. Demand is particularly strong during the summer months with high numbers of visitors and seasonal agricultural workers in the county. The library on-line catalogue has been upgraded, providing a resource discovery tool enabling searches of the local catalogue, other database resources and the internet from

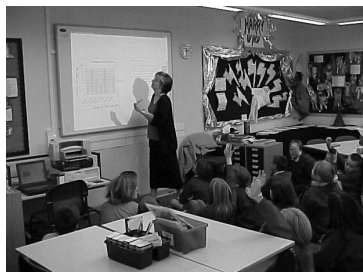


a single window. Library members can look at their account details and renew books. Reservations on-line will shortly be available and community delivery and pickup points will be established.

**Lesley Davies**

### Interactive Whiteboards for Schools

In July 2000, four interactive whiteboards were placed in two large primary schools and two secondary schools within the Herefordshire EAZ. Regular training and support was provided, and feedback was so positive that more boards were bought in December 2000. The following September saw the part-time secondment of an ICT Adviser to develop their use, and this role became full-time a year later.



The impact of the whiteboards has been such that schools have funded additional boards, and pupil to board ratio in Zone primary schools is now 53:1. Also, the Zone, in partnership with the Herefordshire Education Directorate, is a centre of excellence for training on Promethean Interactive Whiteboards, and the digital resources produced locally are available nationally through the website.

**Michele Horsburgh**

### Internet Café for Youth Service

After a successful partnership between The Herefordshire Council Youth Service, Leominster Town Council, The Herefordshire Partnership and IT services the Leominster Youth IT suite was opened for young people in May 2003. Offering IT resources and free internet access for local young people the project has been well received by the local community.

The facility operates as both an active diversionary project and offers learning opportunities in an informal environment. Young people aged 13-19 can take part in accredited learning programmes including Youth Achievement and ASDAN awards, and incorporate their ongoing learning through the national Duke of Edinburgh Award scheme. The project also provides on-line facilities through a lunchtime session and homework club offering many young people a safe and structured time in which to carry out their studies.

Many "youth driven" projects are now in development including a video conferencing session with similar projects in mainland Europe, an interactive website for local young people and a monitored message/chat board discussing local issues in a secure environment. Currently operating six on-line PCs, the project hopes to expand and offer 10-12 systems for use by Spring 2004.

**Tom Humphries**

### Voluntary Sector ICT Development

The HIT Voluntary & Community Sector project has provided ICT support to around 70 organisations since it began in July 2002. More than 75 people have benefited from training workshops focusing on ICT issues for the sector and 30 people have joined an online ICT support network. One of the groups that has benefited from the HIT project support and put this to good use is Age Concern Leominster & District.



Age Concern have attended workshops on Buying ICT, Technical Support, Data

Protection and Information Security, and Leading the Way to ICT Success. Their IT Officer is an active member of the online ICT support network. Earlier in the year information went out on the network about AOL community grants and Age Concern put in a successful application. They have now been awarded a grant of £2,000 to support reminiscence work with older people using the internet and supporting webcam technology.

HIT has also done one-to-one work with Age Concern on ICT appraisal, strategy and funding. Their hard work has since been rewarded with a grant from the Community Fund for £175,000 to support networking, internet access, training and technical support for their offices in Leominster.

### Good Practice in Data Sharing

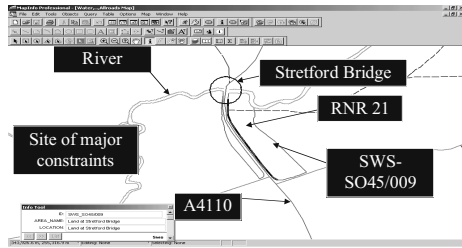
On 16 June 2003, Herefordshire's Data Sharing Protocol was ratified, entitled "Security & Confidentiality in Herefordshire Council - General Protocol for Inter-Directorate Data Sharing". The Information Security team submitted it to the Lord Chancellor's Department, which was seeking examples of such documents. They replied saying that they would use it when compiling national guidance. The purpose of the document is to formalise the exchange of data within the Council according to the Data Protection Act. It is part of the implementation of the Public Services Trust Charter.

**Annelisa Foster**

**Sian Basker**

## On-Line Environmental Impact Assessments

In response to an ISO 14001 external audit, the GEM team identified the need for engineers to undertake site-specific environmental assessments of works in partnership with any contractors involved in the works. The purpose was to provide a means for all engineers and surveyors, in combination with their contractors, to identify the location of environmentally important constraints and to establish, in advance of the works being undertaken, the potential impacts the works may have on the local environment and to take steps to avoid foreseeable problems.



GIS data files were drawn from a variety of sources throughout the Council and assembled into a common mapping workspace, which was uploaded onto all servers accessed by the engineering and transportation groups throughout the county.

The data for all environmental constraints was merged with data for roads and waterways, and even included the location and maintenance instructions for management of seasonal cutting of roadside nature reserves.

The details of the environmental constraints data, file locations, examples and training information were uploaded onto the intranet in a dedicated GEM folder where they are maintained by the GEM group. The applications of site-specific environmental assessments using consolidated GIS mapping data went live on 1 July 2003.

**Richard Wood**

## PCs for Cared-For Children

Herefordshire Council's IT Services Division, working closely with Children's Services, secured the sponsored acquisition of ten internet-ready PCs. The PCs were to be supplied to carers' homes beginning with those caring for young people in year 10.

The project was initially started in 2001 when a number of printers and PCs were donated fully refurbished by Tulip, Viglen and XMA, along with two days of an engineer's time to build and install them at no cost to the Council. Since then, £19,000 has been made available for both 2002 and 2003. This has enabled all looked-after children to receive a new PC and printer where a need was identified.

The scheme has been highly successful and has taken full account of the particular needs of younger children, those with disabilities and from ethnic minorities, those who are placed with relatives, placed out of the county, and care leavers. Several looked-after children have already been supplied with specialist hardware and software to meet their individual needs, funded via local charities accessed by the Education Liaison Support Service prior to the additional funding coming on stream.

**Chris Jones**

## Public Transport Goes On-Line

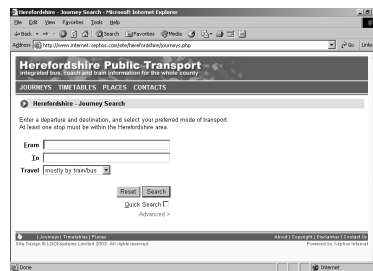
A new Public Transport website came on-line in February 2003 as part of the Council's commitment to improving public transport information.

It came about as a result of numerous requests over a number of years, and formed part of the Local Transport Plan.

The site was developed and is currently maintained by Xephos, a company which operates national timetable information. Xephos originally set up a database with Department of Transport funding which is now available to Local Authorities.

The site, which has links to bus routes, timetables, school bus information, and latest news, has had numerous positive comments since its launch. It can be found at [www.herefordshire-buses.tbctimes.com](http://www.herefordshire-buses.tbctimes.com).

**Richard Ball**



## Smart Cards Open Up Facilities

All access to the People's Network at Colwall Library is now via smart card. The only customer/staff interaction required is when members obtain the card in the first place and to occasionally charge the card with printing credits if required. The Hereford College of Technology and LearnDirect are using the facilities to run courses and informal learning when the library is closed. This means that the computers are being used for far more than the current ten hours a week that the



library is open, assisting in the sustainability of the equipment and leaving the computers free for library users when the library is open. The College have also appointed an ICT Co-ordinator for ten hours a week, who organises the training and supports learners. An army of volunteers has also been organised to provide basic support to computer users when the library is open. The smart cards log on users

according to age category, applying internet filtering appropriate to age.

The ICT facilities have proved so successful that further computers will be installed, including one as a result of a local award obtained by the Millennium Room Trustees.

**Lesley Davies**

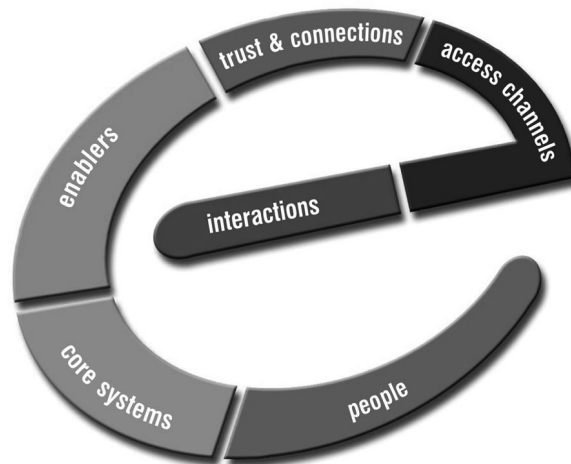
## Evolving Council Services

The eModernisation Access to Services Programme is committed to improving the quality of services to the public and delivering on our LPSA targets for IEG. Within the programme, the Service Improvement Project undertook a three month piece of work to explore how to realign front and back office services and reengineer business processes. Customer Service leads were appointed from each Directorate and were trained and supported by the v-Biz Consultancy Limited, who specialise in business transformation. They produced a business case showing how a contact centre could evolve starting with the current switchboard, benefits and environmental health services. They also reengineered the benefits process and demonstrated significant potential benefits. This work is currently being validated with a view to implementation over the next few months. The Chief Executive's Management Team is currently exploring options for sustaining this work.

**Judith Bates**



## 2. Self-Assessment of Local e-Organisation



The National Strategy – Model of the local e-organisation

This section summarises the plans and progress of the Council according to the six parts of the national model of the local e-organisation, presented above. The model provides a checklist of work areas against the building blocks of local e-government - interactions, access channels, trust & connections, enablers, e-business and organisational development.

Progress is identified in terms of a colour-coded system, black (no progress), through red, amber and green (where projects have been achieved with plans for extended rollout). The ODPM only require a comment to support those work areas where the Council expects to make no progress (i.e. black) by 2005/6. Herefordshire Council does not plan to have any of the areas remaining black by 2005/6 indicating that progress is planned to some extent all in areas by this time. Comments are therefore minimal, in accordance with national guidance.

One outstanding area of progress will be the Herefordshire Council website being launched in November as part of the Herefordshire Hub, the electronic gateway to information and services developed by the Herefordshire In Touch (HIT) Programme for the Herefordshire Partnership. The Herefordshire Hub was developed using the nationally developed web tools for e-government<sup>1</sup>. It is unique in that it is the first to be developed for a local strategic partnership and will fully meet national accessibility standards from the outset. Accreditation will be sought from the Royal National Institute for the Blind and the site usability experts will assess the Hub. It was anticipated nationally that Councils would fail to achieve this standard this year.

The HIT Programme is also responsible for developing a broadband network infrastructure for the county and has put into place an intervention strategy that has the support of Advantage West Midlands and Government Office West Midlands. The Council is committed to the work of the SMART Region coordinated by the West Midlands Local Government Association and supports the regional approach being adopted by this initiative. Further, the Council is committed to support in principle the Regional Aggregation Body (RAB) for the procurement of Council network services. Subject to value for money considerations, the Council is willing to migrate its current network services to those offered by the RAB. Further, a Herefordshire Partnership Broadband Stakeholder Group has been established to explore benefits of partnership collaboration in this area.

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<sup>1</sup> Known as APLAWS, accessible and personalised local authority websites

<p><b>Traffic Light Status: availability against 31 December 2005 target date for local e-government</b></p>	<p>Status at 31/03/02</p>	<p>Status at 31/03/03</p>	<p>Anticipated Status at 31/03/04</p>	<p>Anticipated Status at 31/03/05</p>	<p>Anticipated Status at 31/03/06</p>	<p><b>Comment</b></p> <p>e.g. "black" status may include elements on the proforma that are not planned, or awaiting the outcome of ODPM National Project work or partnership activity, or areas on the proforma that are not applicable to particular types of authority. Limited areas of "black" are perfectly acceptable on this proforma as a reflection of local circumstances and prioritisation of e-government work and investment.</p> <p>e.g. "red" status should be applied to all elements on the proforma where work is at the research stage, being piloted before wider rollout across the authority/partnership, or planned but not yet approved for funding.</p> <p>e.g. "amber" status should be applied to all elements on the proforma where work has been approved for funding and is actively being implemented.</p> <p>e.g. "green" status should be applied to all elements on the proforma where projects have been actioned and implemented or particular standards achieved with plans for extended rollout on an enterprise-wide basis, i.e. across the authority/partnership.</p>
<p><b>Local e-organisation:</b></p> <p><b>Black = Not part of current local e-government strategy or not applicable</b></p> <p><b>Red = Preparation &amp; planning – to include projects that are being planned or being piloted</b></p> <p><b>Amber = Implementation stage – roll out of approved projects</b></p> <p><b>Green = Fully implemented – projects completed &amp; implemented</b></p> <p><b>e.g. for progress against a particular element you might enter:</b></p>	<p><b>2001/02</b></p> <p>Red</p>	<p><b>2002/03</b></p> <p>Red</p>	<p><b>2003/04</b></p> <p>Amber</p>	<p><b>2004/05</b></p> <p>Amber</p>	<p><b>2005/06</b></p> <p>Green</p>	<p><b>Interactions</b></p> <p><b>Note:</b> The Best Value Performance Indicator (BVPI) 157 provides a measure of the number of types of Interactions (or contact) between the citizen and the council that are enabled for electronic delivery as a percentage of those that are available.</p>

<ul style="list-style-type: none"> <li>Progress towards 2005 target for the 100% e-enablement of local services</li> </ul>	Red	Amber	Green	Green	Green	Green	
<p><b>Access Channels</b></p> <p><b>Note:</b> Access channels are the various routes through which people might contact, or be contacted by, local service providers to undertake electronically enabled interactions.</p> <ul style="list-style-type: none"> <li>Publication of approved strategy for development of access channels</li> <li>Local service websites (tailored to achievement of transactional status<sup>2</sup> for corporate “.gov.uk” website)</li> <li>Specialist portals for local authority services in two-tier areas</li> <li>Contact centres (e-enabled &amp; dealing with at least 80% of incoming telephone calls to the local authority)</li> <li>Establishment of fully e-enabled one stop shops for face-to-face customer contact</li> <li>Use of mobile technology for home visits / supported access services</li> <li>Establishment of Interactive Digital TV service</li> <li>E-democracy – participation in the electoral modernisation pilots for electronic voting or electronic counting</li> <li>E-mail &amp; Internet access provided for all Members</li> </ul>	Red	Red	Amber	Green	Green	Green	<p>Not applicable, unitary authority</p> <p>Brackets indicate number of INFO shops up and running</p>
	Amber	Amber	Green	Green	Green	Green	
	Red	Red	Amber	Green	Green	Green	
	Red	Red	Red	Amber	Green	Green	
	Green (2)	Green (2)	Green (3)	Green (4)	Green (5)		
	Black	Red	Red	Amber	Green	Green	
	Black	Red	Red	Amber	Amber	Amber	
	Black	Black	Black	Red	Red	Amber	
	Amber*	Green	Green	Green	Green	Green	

<sup>2</sup> [www.socitm.gov.uk](http://www.socitm.gov.uk), as defined in SOCITM (2003) *Better Connected 2003: a snapshot of all local authority websites*. Society of Information Technology Management, Northampton, p23.

<ul style="list-style-type: none"> <li>Engagement with intermediaries re delivery of e-government services (e.g. Citizens Advice Bureaux)</li> </ul>	Green	Green	Green	Green	Green	<p>e-enabled service provided via INFO shops – age concern, CAB, Leominster Credit Union. Portals developed for partners including here4yourcommunity and here4advice/links</p>
<p><b>Trust &amp; connections</b></p> <p><b>Note:</b> For the public sector to share information easily and securely, it is essential to operate within a framework of technical and legislative standards.</p> <ul style="list-style-type: none"> <li>Use of Government Gateway (e.g. for secure authenticated transactions) (see <a href="http://www.govtalk.gov.uk/gateway_patherlink">http://www.govtalk.gov.uk/gateway_patherlink</a>)</li> <li>Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see <a href="http://www.edificompliance.org">www.edificompliance.org</a> &amp; <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a>)</li> <li>Adoption of Guidelines for UK Government Websites (see <a href="http://www.e-envoy.gov.uk/oe/oe.nsf/sections/webguidelines-handbook-top/\$file/handbookindex.htm">www.e-envoy.gov.uk/oe/oe.nsf/sections/webguidelines-handbook-top/\$file/handbookindex.htm</a>)</li> <li>Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI/">http://www.w3.org/WAI/</a>)</li> <li>Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see <a href="http://www.lcd.gov.uk/foi/foidpunit.htm">http://www.lcd.gov.uk/foi/foidpunit.htm</a> &amp; <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a>)</li> <li>Establishment of corporate information</li> </ul>	<p>Black</p> <p>Red</p> <p>Red</p> <p>Red</p> <p>Red</p>	<p>Black</p> <p>Amber</p> <p>Amber</p> <p>Red</p> <p>Red</p>	<p>Black</p> <p>Amber</p> <p>Green</p> <p>Green</p> <p>Red</p>	<p>Black</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Amber</p>	<p>Amber</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>	

<p>management policy (e.g. covering management of information assets, evidence for accountability, security, assurance; disaster &amp; contingency planning)</p> <ul style="list-style-type: none"> <li>Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see <a href="http://www.lcd.gov.uk/consult/datasहारin/g/datasहार.html">http://www.lcd.gov.uk/consult/datasहारin/g/datasहार.html</a> &amp; <a href="http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf">http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf</a>)</li> <li>Establishment of partnerships for the joint (aggregated) procurement of broadband services</li> <li>Compliance with BS 7799 on information security management</li> </ul>	<p><b>Black</b></p>	<p><b>Black</b></p>	<p><b>Black</b></p>	<p><b>Red</b></p>	<p><b>Amber</b></p>	<p>LSP Partnership in place since May 2000</p>
<p><b>Enablers</b></p> <p><b>Note:</b> Enablers refers to the computer systems, or 'middle-ware', used to support access channel policy and provide the link to core business and information systems. You should only "green" traffic light the items below where enterprise-wide systems or policies have been implemented.</p> <ul style="list-style-type: none"> <li>Use of smart cards to support service development &amp; delivery</li> <li>Corporate use of Customer Relationship Management (CRM) software</li> <li>Corporate use of Geographic Information Systems (GIS) (e.g. for map-based data</li> </ul>	<p><b>Red</b></p>	<p><b>Amber</b></p>	<p><b>Green</b></p>	<p><b>Green</b></p>	<p><b>Green</b></p>	

<ul style="list-style-type: none"> <li>presentation)</li> <li>Corporate ICT support and documented policy for home working (teleworking) by staff</li> <li>Use of telemetric systems for remote monitoring &amp; signalling, e.g. helping older people remain in their homes</li> <li>Establishment of corporate Intranet</li> <li>Corporate use of Document Image Processing &amp; Workflow systems</li> <li>Application of Knowledge Management (KM) systems &amp; techniques for service improvement</li> <li>Establishment of corporate policy on electronic records management</li> </ul>	<p><b>Black</b></p>	<p><b>Red</b></p>	<p><b>Amber</b></p>	<p><b>Green</b></p>	<p><b>Green</b></p>	
<p><b>Core Systems</b></p> <p><b>Note:</b> Successful e-government comes from integrating corporate office support and processes with e-enabled services. Core systems refer to the core business processes of the e-enabled organisation.</p> <ul style="list-style-type: none"> <li>Use of systems to enable e-procurement</li> <li>Upgrade of financial information systems to support e-government</li> <li>Upgrade of office systems to support e-government, e.g. web-enabling legacy systems</li> <li>Upgrade of Human Resources &amp; payroll systems to support e-government</li> <li>Upgrade of asset management systems to support e-government</li> <li>Link to National Land &amp; Property Gazetteer (NLPG) (<a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a>)</li> <li>Automated interface with National Land</li> </ul>	<p><b>Black</b></p>	<p><b>Red</b></p>	<p><b>Amber</b></p>	<p><b>Green</b></p>	<p><b>Green</b></p>	

<ul style="list-style-type: none"> <li>Information Service (NLIS) hub (<a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a>)</li> <li>Upgrade of income collection systems to support e-government</li> </ul>	Red	Amber	Green	Green	Green	
<p><b>People</b></p> <p><b>Note:</b> This part of the e-organisation model refers to the internal organisation and management practices of the council that are required to help deliver the people changes necessary for e-government.</p> <ul style="list-style-type: none"> <li>Circulation of National Strategy <b>checklist</b> to Chief Executive and all Councillors (see <a href="http://www.local.gov.uk/nationalstrategy">www.local.gov.uk/nationalstrategy</a>)</li> <li>Establishment of formally constituted partnership working to help deliver e-government: <ul style="list-style-type: none"> <li>Local Strategic Partnership (LSP)</li> <li>Partnership working with other local authorities</li> <li>Public Private Partnership (PPP)</li> </ul> </li> <li>Incorporation of e-government into Community Strategy</li> <li>Appointment of member &amp; officer e-champions</li> <li>Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)</li> <li>Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures</li> <li>Use of customer consultation/research to inform development of corporate e-</li> </ul>	Red	Red	Red	Amber	Green	<p>Not applicable, unitary authority</p> <p>Options will be explored for outsourcing or working in partnership with the private sector, e.g. to deliver a contact centre where this is in the best interest of the county</p>

<p>government strategy</p> <ul style="list-style-type: none"> <li>Establishment of policy for addressing social inclusion within corporate e-government strategy</li> <li>Establishment of internal targets &amp; measures for e-services, including: <ul style="list-style-type: none"> <li>- Customer take up</li> <li>- Customer satisfaction</li> <li>- Value for money / cost effectiveness</li> </ul> </li> <li>Use of project management methodologies (e.g. PRINCE2)</li> <li>Establishment of e-skills training programme for staff (e.g. European Computer Driving Licence)</li> <li>Use of networked technologies to support e-learning</li> </ul>	<p><b>Green</b></p>	<p><b>Green</b></p>	<p><b>Green</b></p>	<p><b>Green</b></p>	<p><b>Green</b></p>	
	<p><b>Red</b></p>	<p><b>Amber</b></p>	<p><b>Green</b></p>	<p><b>Green</b></p>	<p><b>Green</b></p>	
	<p><b>Red</b></p>	<p><b>Amber</b></p>	<p><b>Green</b></p>	<p><b>Green</b></p>	<p><b>Green</b></p>	
	<p><b>Red</b></p>	<p><b>Amber</b></p>	<p><b>Green</b></p>	<p><b>Green</b></p>	<p><b>Green</b></p>	
	<p><b>Red</b></p>	<p><b>Red</b></p>	<p><b>Red</b></p>	<p><b>Amber</b></p>	<p><b>Green</b></p>	
	<p><b>Black</b></p>	<p><b>Red</b></p>	<p><b>Red</b></p>	<p><b>Amber</b></p>	<p><b>Green</b></p>	



### 3. BVPI 157

BVPI 157 measures the percentage of Council services delivered electronically. As part of its Local Public Service Agreement, the Council committed to deliver 100% of Council services electronically one year early than required nationally, by March 2004. In preparation for the first IEG Statement, 2001, an estimate of Council services identified 277 that could be delivered electronically. This was based on the number of services provided by the INFO shops and these will be delivered electronically through a customer relationship management system (Northgate Front Office) currently being rolled out to the INFO shops. The percentages shown in the table are the percentage of transactions delivered electronically within each interaction type. For example, for 2002/3 there were 96 transactions delivered electronically for providing information, amounting to 81.4% of the 118 total numbers of services identified for this transaction type.

This summer, a benchmarking exercise was undertaken that revealed the Council provides 679 services, and this will be the baseline for March 2004. Each service might include one or more interaction types as listed in the table below, totalling 1005 interactions, which are the statistics shown in the table below.

BVPI 157 Interaction Type	Actual				Forecast		
	2001/2	2002/3	2003/4	2004/5	2005/6		
<b>Providing information:</b>							
• Total types of interaction e-enabled	8	96	465	465	465	465	
• % e-enabled	10%	81.4%	100%	100%	100%	100%	
<b>Collecting revenue:</b>							
• total types of interaction e-enabled	1	0	10	10	10	10	
• % e-enabled	6%	0%	100%	100%	100%	100%	
<b>Providing benefits &amp; grants:</b>							
• total types of interaction e-enabled	0	0	23	23	23	23	
• % e-enabled	0%	0%	100%	100%	100%	100%	
<b>Consultation:</b>							
• total types of interaction e-enabled	0	3	70	70	70	70	
• % e-enabled	0%	37.5%	100%	100%	100%	100%	
<b>Regulation (such as issuing licences):</b>							
• total types of interaction e-enabled	0	8	56	56	56	56	
• % e-enabled	0%	29.6%	100%	100%	100%	100%	
<b>Applications for services:</b>							
• total types of interaction e-enabled	3	11	270	270	270	270	
• % e-enabled	3%	15.1%	100%	100%	100%	100%	
<b>Booking venues, resources &amp; courses:</b>							
• total types of interaction e-enabled	0	1	35	35	35	35	
• % e-enabled	0%	50%	100%	100%	100%	100%	
<b>Paying for goods &amp; services:</b>							
• total types of interaction e-enabled	0	0	39	39	39	39	
• % e-enabled	0%	0%	100%	100%	100%	100%	
<b>Providing access to community, professional or business networks:</b>							
• total types of interaction e-enabled	1	0	29	29	29	29	
• % e-enabled	14%	0%	100%	100%	100%	100%	
<b>Procurement:</b>							
• total types of interaction e-enabled	1	0	8	8	8	8	
• % e-enabled	8%	0%	100%	100%	100%	100%	
<b>TOTAL TYPES OF INTERACTION E-ENABLED</b>	<b>14</b>	<b>119</b>	<b>1005</b>	<b>1005</b>	<b>1005</b>	<b>1005</b>	
<b>% E-ENABLED</b>	<b>5%</b>	<b>43%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	

#### 4. Access Channel Take-Up

This section provides statistics on the known and potential public take up of the main access channels via websites, telephone, face-to-face, other electronic media (e.g. BACS payments or text messaging), and non-electronic means (e.g. cash office or post). The range of take up measures include the use of the main Council website ([www.herefordshire.gov.uk](http://www.herefordshire.gov.uk)), number of payment transactions, number of street light failures and abandoned vehicles reports. It is the first time that the Council has been asked to produce these statistics and the ODPM has stated that it expects Councils to put into place improvements in the corporate management capability required to monitor and collect such statistics.

	Actual ('000s)		Forecast ('000s)			Comment
	01/2	02/3	03/4	04/5	05/6	
<b>Enablement &amp; Main E-Access Channel Take-Up</b>						
<b>Local Service Websites</b>						
<ul style="list-style-type: none"> <li>Page impressions (annual)</li> <li>Unique users, i.e. separate individuals visiting website (annual)</li> <li>Number of e-enabled payment transactions accepted via website</li> <li>Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via website</li> </ul>	791 31 0.2 0	1,172 47 1.2 0	1,738 71 1.7 0.01	2,259 92 2.0 0.05	2,711 111 2.2 0.08	These are only in respect of Council Tax at present
<b>Telephone</b>						
<p>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres):</p> <ul style="list-style-type: none"> <li>Number of e-enabled payment transactions accepted by telephone</li> <li>Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via telephone</li> </ul>	0 1.73	0 1.88	4.5 2.03	4.8 2.15	5.0 2.28	
<b>Face To Face</b>						
<p>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops &amp; home visits):</p> <ul style="list-style-type: none"> <li>Number of e-enabled payment transactions accepted via personal contact</li> <li>Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via personal contact</li> </ul>	0 0.007	1.4 0.011	4.0 0.011	4.3 0.012	4.5 0.013	These are debit and credit card payments made at a cash office, face-to-face Reported via INFO shops or other council staff
<b>Other Electronic Media</b>						
<p>(e.g. BACS, text messaging):</p> <ul style="list-style-type: none"> <li>Number of e-enabled payment transactions accepted via BACS or other electronic form</li> <li>Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via other electronic media</li> </ul>	409.9 0.48	453.6 0.56	465.3 0.63	446.1 0.73	450.1 0.82	These are payments in respect of Council Tax and Business Rates by direct debit and standing order including payments made at post offices, leisure and housing (02/3 & 03/04 only), and other Council services. Assumed uptake via fax in first instance but migrating to email
<b>Non Electronic</b>						
<p>(e.g. cash office, post)</p> <ul style="list-style-type: none"> <li>Number of payments accepted by cheque or other non-electronic form</li> <li>Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via non-electronic form</li> </ul>	500.8 1.98	504.6 2.21	507.5 2.27	391 2.20	390 2.16	Reduction due to loss of rent payments Most reports for street light failures come via the Night Patrolter, with the occasional letter

## 5. Delivery of Key Technical Building Blocks & Priority Services

This table indicates the usefulness of national outputs from ODDPM Pathfinder Projects, National Projects and/or partnership working with other local authorities and/or use of other means to developing local solutions. A sliding scale from 1-5 (i.e. from 1=not useful, to 5=essential) has been used.

National Project Technical Building Blocks & Priority Service Areas	Use of outputs from ODDPM Pathfinder Project (please score between 1-5)	Use of outputs from ODDPM National Project (please score between 1-5)	Partnership working with other local authorities (please score between 1-5)	Other Means (please score between 1-5)	Comment (please comment briefly on your plans for developing each named technical building block or priority service area)
Websites	5	4	5	-	Herefordshire Hub due to be launched in November 2003
Smart cards	3	3	-	-	Plan to use smart cards for electronic identification of individuals
Interactive Digital TV	1	1	-	-	This is a low priority although plans are in place to progress.
Mobile Technology (i.e. for home/site visits)		3	-	-	Planned for single assessment and development of electronic solutions for field workers
Telemetry (i.e. remote, real time & signalling)		4	-	-	Will be considered for future development of improved home telemonitoring for security and emergency alerts and telecare for the elderly and vulnerable
Customer Relationship Management (CRM)	-	3	-	-	Have procured a CRM application and use ESD toolkit to validate work underway.
Knowledge Management	2	4	4	-	Have appointed Knowledge Manager, establishing a knowledge management service, developing knowledge management strategy and relevant policies and procedures
Workflow	4	4	4	-	Will be considered to support development of plans for electronic record and document management
e-Procurement	1	1	-	-	Will be used as plans for e-democracy are developed
Schools admissions		2	-	-	Have expressed an interest to be a national pilot to support online schools admissions
Local Planning Services	1	1	-	-	In early stages of developing strategy
Electronic exchange of property information with Valuation Office Agency (VOA) for Council Tax & Business Rates		3	-	-	Currently being explored in relation to the development of our systems to link to the national land related information systems
Working with business		1	3	-	This is becoming more important as we progress from working in partnership with local institutions to working on a sub regional basis
Crime reduction / youth offending		1	5	-	Youth offending service is run by Worcestershire on our behalf
Claiming benefits		1	-	-	National project not yet up and running but could prove useful
Local e-Government Standards & Accreditation	4	4	4	-	We are basing all our development work on national standards
Fire Services					Not applicable
Trading standards		4	-	-	National project used to as part of the development of local trading standards website launched in 2002
Multi Agency Information Sharing	4	3	4	4	Required for development of partnership services like single assessment for older people. Demonstrator sites for Identification, referral and tracking especially useful.
e-Democracy		1	-	-	Will be used as plans for e-democracy are developed

## 6. Resources

The table below sets out the current and forecast expenditure on implementing electronic government up to 2005/6.

Resources	Actual (£'000s)			Forecast (£'000s)			Comment
	01/2	02/3	03/4	04/5	05/6		
<ul style="list-style-type: none"> <li>£200,000 IEG money in 2002/3 and 2003/4</li> </ul>		200	200			IEG monies have contributed towards the cost of the CRM application and the Herefordshire Hub	
<ul style="list-style-type: none"> <li>financial contributions from EU funding</li> </ul>	0	0	267	3262	1188	Two applications for ERDF Objective 2 funding have recently been submitted	
<ul style="list-style-type: none"> <li>financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB)</li> </ul>	124	328	865	2026	1550	Subject to successful RRZ application. Also includes £3.7m SRB6 monies	
<ul style="list-style-type: none"> <li>financial contribution from public-private partnerships</li> </ul>	0	0	0	0	0		
<ul style="list-style-type: none"> <li>financial contribution to or from partnership projects undertaken with other organisations, including ongoing project work using ODPIM Local e-Government Partnership Programme funding and work with other government departments or agencies that have an element of service e-enabling</li> </ul>	0 67 0 0	23 20 72 150	177 67 169 0	0 49 101 0	0 28 0 0	IEG Partnership monies HIT Partnership contributions Lord Chancellor's Department LPSA pump priming grant	
<ul style="list-style-type: none"> <li>resources being applied from internal revenue and capital budgets to improve the quality of services through e-enabling</li> </ul>	34	807	1867	1381	1409	Includes £1m LPSA unsecured credit approval	
<ul style="list-style-type: none"> <li>other resources (e.g. training) (please specify)</li> </ul>	0	43	0	0	0	New Opportunity fund – smart card pilot	
<b>Sub total</b>	225	1643	3612	6819	4175		
<ul style="list-style-type: none"> <li>less current and projected savings produced from e-government investment</li> </ul>			22	22	22		
<b>TOTAL</b>	225	1643	3590	6797	4153		

## VOLUNTARY SECTOR GRANTS

### PROGRAMME AREA RESPONSIBILITY: COMMUNITY AND SOCIAL DEVELOPMENT

CABINET

23RD OCTOBER, 2003

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#### Wards Affected

County-wide

#### Purpose

To determine allocations of grants to a number of strategic voluntary sector organisations.

#### Key Decision

This is not a key decision.

#### Recommendations

**That** additional allocation of the following sums be made:

<b>Citizens Advice Bureau</b>	<b>£4,000</b>
<b>ECHO</b>	<b>£2,500</b>
<b>Herefordshire Voluntary Action</b>	<b>£2,500</b>
<b>Community Voluntary Action Ledbury</b>	<b>£1,000</b>

#### Reason

To allocate additional funding to strategic organisations.

#### Considerations

1. The Voluntary Sector Grants Panel is responsible for advising the Cabinet Member for Social and Community Development on the allocation of grants to Voluntary Sector Organisations in Herefordshire.
2. At the current time a major review of the policy on Voluntary Sector grants both in terms of direct funding and in kind support has been started. It includes representation from the Voluntary Sector Grants Panel. The funding of the Voluntary Sector groups in Herefordshire falls into two categories: The first are "one off" grants, currently made on the basis of twice yearly bidding rounds one prior to the start of each new financial year and one in May. The process was delayed this year and the Voluntary Sector Grants Panel met on the 9th September, 2003 to advise on the second round of grants.
3. In addition the panel was asked to consider an approach to be adopted in relation to strategic organisations which had been invited to make additional bids for unallocated funds. This second category of strategic organisations provide much of

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Further information on the subject of this report is available from  
Jane Jones, Director of Policy and Community on (01432) 260037

the general infrastructure for the Voluntary Sector in Herefordshire and as reported at the time of the last budget panel and through subsequent meetings of the Voluntary Sector Grants Panel a significant number are experiencing resource difficulties. These were discussed by the Voluntary Sector Grants Panel at its meeting in March and again on 9th September, 2003. The Voluntary Sector, like the Council relies heavily on sums of external funding. These are often time limited and there is no immediate source of renewal.

4. By using some un-allocated reserves the sum of £10,000 was made available for which strategic organisations could bid. Requests were received from the following organisations: ECHO, Citizens Advice Bureaux (CAB), Herefordshire Voluntary Action, Ross International Festival, Community Voluntary Action Ledbury
5. Normally the Panel would have advised the Cabinet Member who would then have taken the decision on the final allocations. However in this instance the Cabinet Member is also Chairman of Herefordshire Voluntary Action, one of the applicant bodies. In these circumstances the recommendation is made for Cabinet to determine the final allocation because of the potential conflict of interest.
6. The Members of the Voluntary Sector Grants Panel advised that their first priority was to support the CAB. The Council is already working with the CAB to determine appropriate service delivery mechanisms for the CAB alongside the Council. Secondly the Panel wanted to support ECHO in recognition of the work it does across the county which is of an exciting and innovative nature. Another concern was to support Herefordshire Voluntary Action and Community Voluntary Action Ledbury as they seek to maintain the Voluntary Sector infrastructure across the county. It was felt that that the review of funding for the Ross-on-Wye International Festival should be incorporated as part of a broader budget considerations.

## **Alternative Options**

Not to approve the allocation of additional funding to the strategic organisations.

## **Risk Management**

No major issues identified.

## **Consultees**

Voluntary Sector Grants Panel.

## **Background Papers**

None identified.

# BUILDING SCHOOLS FOR THE FUTURE

## PROGRAMME AREA RESPONSIBILITY: EDUCATION

CABINET

23RD OCTOBER, 2003

### Wards Affected

County-wide

### Purpose

To approve the bid to the DfES for inclusion in the first phase of the Government's initiative, '*Building Schools for the Future*'.

### Key Decision

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

### Recommendation

**THAT submission of the bid be approved.**

### Reasons

Under the national initiative, all LEAs are expected to make bids for new building/refurbishment of all their secondary schools. Bids for an early phase of the national programme need to be made by the end of October 2003, on which decisions will be announced in December so that work could begin in 2005/06.

### Considerations

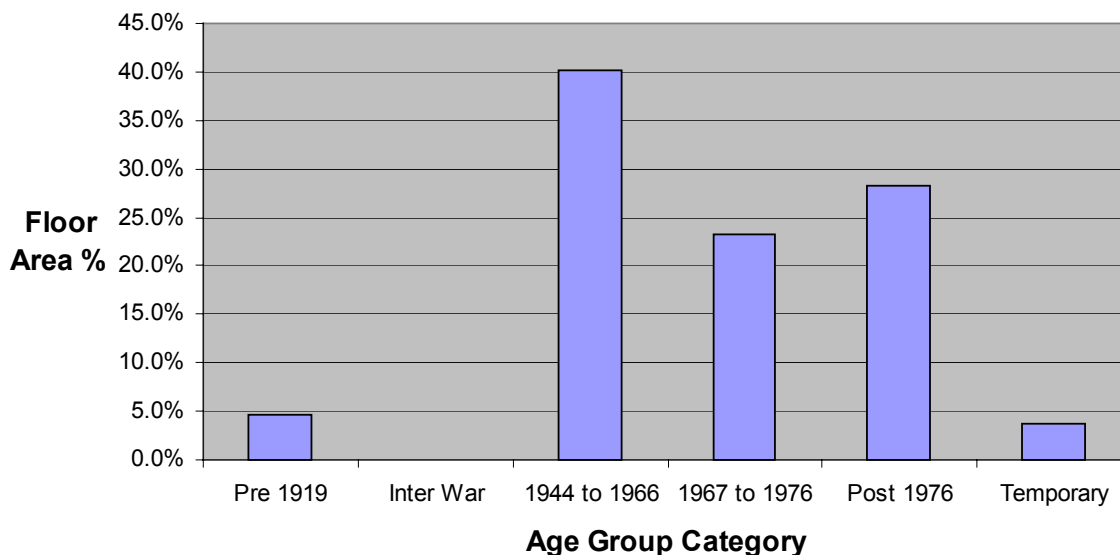
1. The DfES have invited all LEAs to submit bids by the end of October or expressions of interest by December 2003 in response to the initiative, *Building Schools for the Future*, which aims to replace or refurbish all secondary schools in the country by 2020. The DfES are seeking 'packages' of work with a minimum value of £50 million and a maximum value of £150 million.
2. In response, it is proposed that Herefordshire should include all 14 of its high schools in the bid. The bid would acknowledge that Whitecross High School will require no further expenditure beyond the PFI scheme, and that the strategy for the two aided high schools (St Mary's RC, Lugwardine and Bishop of Hereford CE) may be implemented through national arrangements for Aided Schools.
3. The DfES have indicated that they are seeking to support one rural pilot in the first phase of the programme, bids for which have to be made by the end of October. Priority will otherwise have to be accorded to authorities serving areas with high levels of deprivation and in which schools have low levels of performance.

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Further information on the subject of this report is available from  
George Salmon, Head of Policy and Resources on 01432 260802

4. The last newly built high school in Herefordshire was completed in 1962. Despite some investment in the intervening years there are significant parts of each of the County's high schools that are in poor condition and poorly equipped to meet the needs of the 21st Century. It is estimated that the outstanding maintenance required within a five-year period amounts to at least £7 million.

### Buildings By Age % Group Summary



5. It is proposed in the bid that implementation be undertaken through a Local Education Partnership involving the private sector. The Herefordshire bid would include imaginative opportunities to contribute to and benefit from other initiatives, including exploring the potential of sharing with colleges and other partners development of the Herefordshire Colleges campus, a general widening of provision for community use of school premises through the Extended Schools programme, and for greater inclusion of pupils with special needs and disabilities.
6. The initiative will provide the accommodation for high school students until at least 2050. The DfES have appointed consultants to produce exemplar designs. Although it is not expected that these 4 designs will be replicated across the country, it is expected that the principles on which they are based will be. All new high schools should:
  - *be safe and secure yet stimulating and inspirational.* In recently completed high schools schemes in other parts of the country, the feeling of excitement and stimulation have often been achieved through provision of high volume entrance and circulation spaces. Indeed, a Birmingham School has gone one stage further, and provides background baroque music on the basis that this stimulates mental activity.
  - *meet the needs of the evolving curriculum.* The DfES have stated that schools should have 20% more floor area than at present. Initiatives such as the 14-19 strategy suggest that there should be a greater variety of size and type of spaces. The Herefordshire bid has been costed on the basis of improved space standards.
  - *exploit the benefits of technology.* ICT is changing the way schools work internally. It also allows schools to work in partnership and will increase the possibilities of colleges and schools, and employees and schools working together. The ICT Broadband link to high schools has and will continue for some time to have far greater capacity than links through landlines.



- *meet the needs of pupils outside the curriculum, the needs of parents and the needs of the community.* This will be reflected in the facilities provided and through design to make possible greater public use of areas of the school whilst maintaining the security of pupils.
- *be fully inclusive.* All schools in Herefordshire High Schools will be fully accessible for students with disabilities (currently 20% of teaching space is not on the ground floor). It is proposed to relocate Westfield Special School and Barrs Court to allow further integrated working with neighbouring high schools and colleges.

7. The needs and proposals for each of the Herefordshire secondary schools are summarised in Table 1.

### **Alternative Option**

The alternative to the submission of a bid by the end of October is an expression of interest to be made in December. The former is a more positive move and would allow the possibility of inclusion in the first phase of the Government programme. If, however an expression of interest is submitted in December, the DfES would allocate a place in the national programme at any time in the period between 2006 and 2020. Such delay carries the risk of planning blight on the secondary school sector until such time as a programme for Herefordshire is approved.

### **Risk Management**

A number of risks have been identified nationally around this major initiative. They include –

1. **Raised expectations** The DfES are likely to support schemes from only 15 LEAs initially, and only 1 will be a rural pilot. At present there are doubts as to whether or not such an ambitious programme would be achieved nationally even by 2020, though local schools would be delighted if progress could be made in 2005/06.
2. **Costs** DfES have so far provided an outline of the implementation of the programme and of the level of local funding required to support it. The DfES have indicated that the detail would be clarified in discussions between January and April 2004 for those authorities given approval in December 2003.
3. **Scale of the programme** There is concern over the ability of the construction industry to deliver the size of the programme nationally. The DfES are discussing these issues with the industry at national level.
4. **Effects on high schools** The level of work could affect the operation of each high school during a two-year period. The programme has set aside a budget to cater for transition costs associated with implementation, and it is recognised that a high quality service must be maintained throughout the period.
5. **Innovative approaches not fully tested.** The bid is for a 'pilot' using 'exemplar designs' produced by DfES consultants, and will attempt to introduce innovation in facilities and management. There will be issues to address that have not been encountered before.

Although these risks exist and will need to be taken into account, they do not undermine the case for making an early bid for inclusion in the first phase of the programme. That course of action provides the best opportunity to achieve substantial improvement in the quality of buildings available to Herefordshire students.

## **Consultees**

All high schools have been consulted as well as other key bodies such as the Diocesan Education Authorities, the Learning and Skills Council, Connexions service, Herefordshire Colleges and Rural Regeneration Zone. Within the Council, there has been widespread discussion with officers from Education, Property, Finance, Planning and Policy and Community.

## **Background Papers**

Letter from the DfES, July 2003.

Table 1

## SUMMARY OF DRAFT PROPOSALS BY SCHOOL

Name of School	Current Deficiencies	Proposals within the Bid	Area of new build needed	Area of major refurbishment needed	Area of minor refurbishment needed	Total Area
Aylestone High School Number on roll: 1243 Floor Area: 8109m <sup>2</sup>	9 temporary classrooms. Poor quality specialist space. Undersized rooms. Use of attic in Broadlands Avenue. No sports hall. Access by pupils with disabilities very poor.	Major new build to provide new science and technology facilities. Major refurbishment of original block. No temporary classrooms. Provision of sports hall.	4421m <sup>2</sup>	5177m <sup>2</sup>	1591m <sup>2</sup>	11189m <sup>2</sup>
Bishop of Hereford's Bluecoat School Number on roll: 1184 Floor Area: 9464m <sup>2</sup>	Poor quality single storey accommodation. Poor quality specialist space. Undersized rooms. Restrictive circulation. Inadequate administrative areas. Major constraints on access by pupils with disabilities.	Replacement of single storey teaching accommodation and administrative block. Refurbishment of three storey block. New P. E. facilities	7575m <sup>2</sup>	3671m <sup>2</sup>	673m <sup>2</sup>	11919m <sup>2</sup>
Fairfield High School Number on roll: 322 Floor Area: 2393 m <sup>2</sup>	Undersized general classrooms. Condemned HORSAs building. Temporary Science Accommodation. No dedicated indoor PE space. Access by pupils with disabilities very limited.	Replacement with permanent build of HORSAs and all temporary teaching spaces. Major refurbishment of original building.	2648m <sup>2</sup>	850m <sup>2</sup>	660m <sup>2</sup>	4158m <sup>2</sup>
Haywood High School Number on roll: 895 Floor Area: 6388m <sup>2</sup>	Long term structural problems and poor quality buildings from 1960s. Access by pupils disabilities restricted.	Retention of 1990s building and former Marlbrook School. Demolition of remainder and large scale replacement in new build.	8759m <sup>2</sup>	0m <sup>2</sup>	1195m <sup>2</sup>	9954m <sup>2</sup>
John Kyrle High School Number on roll: 902 Floor Area: 9703m <sup>2</sup>	Small classrooms in original block, with poor circulation. Poor quality buildings in single storey. Sports hall requiring major expenditure.	Major refurbishment of original block. Demolition and replacement of single storey accommodation. New sports hall.	2270m <sup>2</sup>	6185m <sup>2</sup>	2053m <sup>2</sup>	10508m <sup>2</sup>
John Masefield High School Number on roll: 851 (+111 post 16) Floor Area: 6775m <sup>2</sup>	9 temporary classrooms. Poor single storey and three storey accommodation. Very poor access for pupils with disabilities.	Retention of sports hall, and sixth form block. Replacement of all temporary accommodation and poor quality 1970s single storey development.	7867m <sup>2</sup>	0m <sup>2</sup>	2583m <sup>2</sup>	10450m <sup>2</sup>
Kingstone High School Number on roll: 659 Floor Area: 5174m <sup>2</sup>	Temporary classrooms. Undersized design technology spaces. Poor quality science laboratories. No access to first floor for pupils with disabilities.	Demolition and replacement of original school building and rationalisation of detached blocks	6347m <sup>2</sup>	0m <sup>2</sup>	780m <sup>2</sup>	7127m <sup>2</sup>
Lady Hawkins High School Number on roll: 364 (+49 post 16) Floor Area: 4739m <sup>2</sup>	Poor quality three storey block with some undersized spaces and poor circulation. Inadequate sixth form accommodation. Elements of specialist space poor. Access by pupils with disability very limited.	Demolition and replacement of main block with extension. Retention of sports hall.	4330m <sup>2</sup>	0m <sup>2</sup>	1274m <sup>2</sup>	5604m <sup>2</sup>
Minster College Number on roll: 688 Floor Area: 9027m <sup>2</sup>	Poor quality teaching spaces in poor quality buildings. Limited access for those with disability.	Demolition and replacement of all spaces other than sports hall and design technology block. Provision of new access from South Street.	7190m <sup>2</sup>	0m <sup>2</sup>	3546m <sup>2</sup>	10736m <sup>2</sup>
Queen Elizabeth High School Number on roll: 402 Floor Area: 4749m <sup>2</sup>	Long term structural problems with main building. Generally poor quality specialist spaces.	Large scale demolition and replacement in new building.	0m <sup>2</sup>	0m <sup>2</sup>	0m <sup>2</sup>	4939m <sup>2</sup>

Table 1

Name of School	Current Deficiencies	Proposals within the Bid	Area of new build	Area of major refurbishment	Area of minor refurbishment	Total Area
St Mary's RC High School Number on roll: 652 Floor Area: 5259m <sup>2</sup>	Variable quality of teaching spaces reflecting recent improvement projects. New sports hall to be built.	Demolition and replacement in part and major refurbishment of existing building with extension where necessary.	4480m <sup>2</sup>	2608m <sup>2</sup>	0m <sup>2</sup>	7088m <sup>2</sup>
Weobley High School Number on roll: 471 Floor Area: 3400m <sup>2</sup>	Both the three storey main building and single storey extension are generally poor in terms of quality of building, suitability of teaching spaces and circulation and access for pupils with or without disabilities.	Total new build.	5330m <sup>2</sup>	0m <sup>2</sup>	0m <sup>2</sup>	5330m <sup>2</sup>
Whitecross High School Number on roll: 870 Floor Area: 8286m <sup>2</sup>	Original 1956 building has structural defects as well as providing poor teaching environment.	To be replaced with new school on new site in separate PFI scheme. The PFI scheme will provide a model for development of other schools, even if different procurement methods are used.	8845m <sup>2</sup>	0m <sup>2</sup>	0m <sup>2</sup>	8845m <sup>2</sup>
Wigmore High School Number on roll: 489 Floor Area: 4809m <sup>2</sup>	Poor quality accommodation in three storey block with inadequate circulation. Substandard specialist spaces. Access by pupils with disabilities limited despite recent investment.	Retention of sports hall and recent two storey development. Demolition and redevelopment of much of remaining school.	2812m <sup>2</sup>	1128m <sup>2</sup>	1390m <sup>2</sup>	5330m <sup>2</sup>

# A JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY FOR HEREFORDSHIRE AND WORCESTERSHIRE – PRE- CONSULTATION DRAFT

## PROGRAMME AREA RESPONSIBILITY: ENVIRONMENT

CABINET

23RD OCTOBER, 2003

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### Wards Affected

County-wide

### Purpose

To approve the Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire which has been drafted by the Joint Members' Waste Forum for Herefordshire and the County and Districts of Worcestershire.

### Key Decision

This is not a key decision.

### Recommendations

**THAT the Pre-Consultation Draft of the Joint Municipal Waste Management Strategy be endorsed.**

### Reasons

In May 2000 the Government published "Waste Strategy 2000" which set out a vision for sustainable waste management, and the steps by which it can be achieved. Waste Strategy 2000 underlines the importance of having a fully integrated waste management system based on active partnerships between local authorities. The framework for these partnerships is the development of a Municipal Waste Management Strategy.

### Considerations

1. In March 2001 the Government published "Guidance on Municipal Waste Management Strategies". This document set outline guidelines as to what the strategy should deliver. Also contained within this document, the Government set statutory performance standards for each Waste Collection Authority and each Waste Disposal Authority. These performance standards have been set at levels to ensure that each authority contributes proportionately to the achievement of national targets set within Waste Strategy 2000.
2. Whilst production of a Waste Management Strategy is not yet mandatory, Herefordshire Council and Worcestershire County Council saw the benefits and importance of developing closer working relationships with the Waste Collection Authorities in Worcestershire and also raising waste awareness and education

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

issues.

3. The Government expects County and District Councils to work together to produce a Municipal Waste Management Strategy.
4. Against this backdrop, a Joint Members' Waste Forum was established to develop a Joint Municipal Waste Management Strategy. The Forum consists of an elected member from each constituent Waste Collection Authority within Worcestershire, three elected members from Herefordshire Council (who as a Unitary Authority are both collection and disposal authority) and three elected members from Worcestershire County Council.
5. This is supported by an Officer Working Group consisting of one representative from each local authority, who also generally support the elected members at the Joint Waste Forum.
6. The Joint Members Waste Forum and Officer Group have been developing the Pre-Consultation Draft Strategy. The Environment Agency has also been consulted during its development. This draft will need to be circulated to and endorsed by the District Councils and Herefordshire Council and any comments made by these organisations will be fed into the document, which is programmed to be completed in January 2004, prior to production of the Public Consultation document. Following this a public consultation process will occur during Spring 2004 and comments made will be fed back to the Joint Members Waste Forum for consideration prior to the preparation of the final Strategy document. Once completed, the Strategy will need the approval of all the constituent partners prior to the document being published.
7. Attached are the Key Principles, Key Policies and Targets contained within the document. A copy of the full document will be on deposit in the Members Room for reference and referral.
8. In summary, the document contains the following chapters:
  - Chapter 1 Background - covers what the document is, who has prepared it, the period covered by the Strategy Consultation.
  - Chapter 2 Why We Need To Change - covers Waste Strategy 2000, Statutory Performance Standards, E.U. Landfill Directive and Waste Minimisation.
  - Chapter 3 Where We Are Now - covers waste growth; current recycling rates and waste collection arrangements; Integrated Waste Management Contract and facilities; kerbside recycling schemes; awareness raising and publicity; partnership working; DEFRA bids; grants and short term diversion from landfill.
  - Chapter 4 Other Issues - covers zero waste, transport, regional self sufficiency, leading by example and packaging.
  - Chapter 5 The Way Forward - covers Best Practicable Environmental Option (BPEO); waste minimisation - The Waste Challenge, recycling and composting - the need for additional facilities; the future role of Household Waste Sites including proposals to deal with the remaining unrefurbished Household Waste Sites; the future of waste collection; options looking at recovery, treatment and technology processes; landfill; awareness raising and

- publicity and partnership working.
- Chapter 6 Looks at Affordability.
- Chapter 7 Looks at Economic Opportunities.
- Chapter 8 Specific Waste Streams - covers abandoned vehicles, fridges and freezers, fly tipped waste and other headings.
- Chapter 9 Monitoring and evaluation - covers how we expect to monitor and check progress of the Strategy.

A series of Appendices include statistical and other supplementary information.

## **Risk Management**

There would be risks associated with Herefordshire Council not participating in this strategy. Herefordshire Council could find, through not participating in the Strategy, that its waste arisings increase at higher levels than Worcestershire. If this were to occur then the payment formula for the Integrated Waste Management Contract would change and Herefordshire Council's contributions would increase.

## **Financial Implications**

Bids are to be made to DEFRA for funding to support the initiatives in the Draft Strategy.

## **Consultees**

Worcestershire County Council. The District Councils of Worcestershire.

## **Background Papers**

A Joint Municipal Waste Management Strategy for Herefordshire And Worcestershire – Pre-consultation Draft.





# Appendix 1

## KEY PRINCIPLES

**These key principles have been agreed by the Joint Members Waste Forum for Herefordshire and Worcestershire**

### **Principle One – Commitment to the Waste Hierarchy of which Waste Minimisation is the top**

The key principle upon which the Strategy is built is that of waste minimisation, the top of the waste hierarchy. Through making opportunities available and through awareness raising, everyone has a critical role to play in ensuring that the amount of waste is reduced before it enters the waste stream.

Local Authorities within Herefordshire and Worcestershire will continue to promote waste minimisation through a variety of campaigns and initiatives such as the 'Waste Challenge' (see chapter 5, paragraph 5.2 for further details).

### **Principle Two – Affordability, Mix of Method and External Funding**

Options for dealing with waste must be affordable. The Local Authorities will seek to use a mix of collection and waste processing techniques as they become available to ensure that the targets can be achieved, balancing cost against environmental impact. We will also seek to obtain external funding wherever possible in order to implement the Strategy, carrying out research to support the applications where necessary and ensuring that they are economically sustainable.

### **Principle Three – Partnership**

The Local Authorities cannot carry out the Strategy alone. Partnerships with commerce and industry, Parish Councils, the voluntary and community sectors and the public will continue to be developed. As part of the development of this Strategy, best value and service improvement, we will continue to consult with local people and other partners about the way in which waste is managed in Herefordshire and Worcestershire.

### **Principle Four – Promote Sustainable Waste Management**

Through the Strategy the Local Authorities will encourage the efficient use of resources, cut down on the amount of waste we produce, and where waste is generated, deal with it in a way which reduces its impact on the environment. Waste will be treated by adopting the Best Practicable Environmental Option (BPEO) and by using the Proximity Principle – i.e. waste will be managed as close to where it is produced as is practicable.

### **Principle Five – Active Management in a Changing World**

The Local Authorities will ensure that they keep up-to-date and ahead in implementing the best possible management systems that are needed to deliver this Strategy, using a flexible and integrated approach to the waste treatment methods used.

### **Principle Six – Review**

The Strategy will be subject to a minimum of a three yearly review to determine progress and update it in the light of new legislation, new technology or other significant developments. Regular communication with partners and the public will take place to ensure that all stakeholders are aware of progress and changes made.

## **KEY POLICIES**

**These key policies have been agreed by the Joint Members Waste Forum for Herefordshire and Worcestershire**

### **POLICY 1**

Local Authorities in Herefordshire and Worcestershire will adopt the Waste Hierarchy (shown in 2.0.3) i.e. reduce, reuse, retain, recycle and compost, recovery, landfill with energy recovery and finally safe disposal to landfill.

### **POLICY 2**

Beginning in 2003/4, the Authorities will implement a co-ordinated waste reduction/minimisation initiative – “Waste Challenge” – across the counties. By March 2006 the Authorities will aim to have reduced the amount of waste collected and disposed of, back to 2001/2 levels.

### **POLICY 3**

The Local Authorities will ensure that waste management in Herefordshire and Worcestershire offers Best Value to local people.

### **POLICY 4**

Waste management methods will support the Best Practicable Environmental Option (BPEO) which is based on a minimum 33% recycling and a maximum of 22% landfilling, with any balance required being managed through a form of thermal treatment. Emerging technologies which support the BPEO will be considered to enable a flexible approach to the waste treatment methods which will be adopted.

### **POLICY 5**

The Local Authorities will adopt a comprehensive and cohesive approach to publicity, promotion, awareness raising and enforcement.

### **POLICY 6**

The Local Authorities will aim to achieve the Statutory Performance Standards for recycling and composting for 2005/6 and the national standard of 33% recycling and composting by 2015 as a minimum, and aim to exceed them if affordable.

### **POLICY 7**

In addition to national targets set out in Waste Strategy 2000, the Local Authorities are committed to aim to achieve the local targets contained in this Strategy.

### **POLICY 8**

The Waste Disposal Authorities, in conjunction with their partners, will examine the role of Household Waste sites to make sure that they provide a quality service and enable maximum recycling/re-use wherever possible.

### **POLICY 9**

The Waste Collection Authorities will continue to provide and enhance Bring Recycling Sites where considered beneficial to supplement kerbside collection schemes. The effect of household recycling collections on Bring Recycling Sites will be monitored to ensure that together they continue to provide a cost effective and practical way of recycling.

**POLICY 10**

The Local Authorities will continue to develop and implement the most sustainable ways of facilitating the retention of green and kitchen waste within the household and only collecting and treating green and kitchen waste where household processing is impractical.

**POLICY 11**

The Local Authorities will continue to work together to ensure that this Strategy is implemented.

**POLICY 12**

The Local Authorities will consider the merits of a common approach across the counties in areas of waste policy that could potentially encourage waste reduction/waste minimisation.

**POLICY 13**

Wherever possible, partnerships with the voluntary and community sector will be developed to ensure that waste is re-used and recycled, such as re-use of old furniture and household appliances.

**POLICY 14**

Opportunities for more sustainable waste management will be sought in new developments wherever possible as part of the planning process – such as provision of home composters and recycling centres. Where necessary representations to Government will be made through the appropriate channels to seek amendments to legislation to support this and the other aims of this Strategy.

**POLICY 15**

Individual policies will be prepared for all Specific Waste Streams such as abandoned vehicles.

**POLICY 16**

Planning Policy Guidance Notes 10 and 11 (PPG10 and PPG11) set out guidance by which each region must prepare a Regional Waste Management Strategy (RWMS) to inform Regional Planning Guidance (RPG). The West Midlands Regional Strategy has been produced and this Joint Municipal Waste Strategy must be compliant with the Regional Waste Strategy and RPG.

**POLICY 17**

The Local Authorities will seek to adopt and implement a Green Procurement and Waste Management Policy within four years of the date this Strategy is published.

**POLICY 18**

The Local Authorities will aim to have a consistent approach in developing and monitoring performance through Best Value and local performance indicators.

## PROPOSED TARGETS

### Target 1

Government Targets for recycling and composting of domestic waste by the end of 2003/4, 2005/6 and 2010/11 and 2015/16 to be achieved (as per paragraph 2.1.2).

### Target 2

To reduce the Kg/head collected/disposed to 2001/02 levels by March 2006.

### Target 3

By 31 March 2005 Local Authorities will provide a household or kerbside recycling collection to % of their properties as shown in the table below

Bromsgrove DC	100%
Malvern Hills DC	100%
Redditch BC	92%
Worcester City	96%
Wychavon DC	94%
Wyre Forest DC	84%
Herefordshire Council	50%

### Target 4

The Local Authorities within Herefordshire and Worcestershire will continue to promote and encourage participation in the household collection of recyclables to achieve 75% active participation by 2006 .

### Target 5

A minimum of 50% of all waste deposited at Household Waste Sites will be recycled/composted by 2005/6 and 55% by 2010/11.

### Target 6

By 2015 or earlier if practicable, a minimum of 33% of waste to be recycled and/or composted with a maximum of 22% to be landfilled as per the Best Practicable Environmental Option for Herefordshire and Worcestershire.

## REPORT OF THE STRATEGIC MONITORING COMMITTEE

### Meeting Held on 13th October, 2003

#### Membership:

Councillors: T.M. James (Chairman), Councillor Mrs. P.A. Andrews (Vice-Chairman) W.L.S. Bowen, A.C.R. Chappell, J.H.R. Goodwin, Mrs M.D. Lloyd-Hayes, D.C. Short MBE, J.Stone, J.P. Thomas, W.J.S. Thomas.

#### IMPROVEMENT PLAN

1. The Committee has considered the first monitoring report on progress in respect of the Herefordshire Council Improvement Plan 2002-2005, put in place following the outcome of the Comprehensive Performance Assessment (CPA).
2. The Committee has noted that, as reported to Cabinet, the majority of actions have either been completed or are fully on track for completion by the target date.
3. The Committee sought and received explanations of action being taken to address significant issues that could affect the timing and performance of the Plan and other areas where issues had arisen but which were not expected to impact on the achievement of the overall Plan.

#### LOCAL PUBLIC SERVICE AGREEMENT

4. The Committee has also considered an analysis of the half term progress towards meeting the targets in the Council's Local Public Service Agreement (LPSA).
5. Overall performance is mixed and explanations for the reasons for that, some of which are beyond the Council's control, have been noted. It was also noted that many of the targets are based on performance purely in 2004/2005 and some targets are sensitive to single, major incidents.
6. The Committee was advised that the Cabinet had asked for advice on what targets were thought to be achievable so that consideration could be given to allocating resources to those areas to secure as much performance reward grant as possible. It has noted that regular monitoring reports are to be made.
7. It has also noted the considerations informing the next round of LPSAs.

#### HEREFORDSHIRE PLAN AND PARTNERSHIP PROGRESS REPORT

8. The Committee has received a report on progress in implementing the Herefordshire Plan. This is in accordance with the Committee's decision in September 2001 that, in order not to lose sight of the breadth of the Plan, the Committee should receive, at least on an annual basis, a report bringing together key activities/themes which are being progressed or emerging.
9. It was also requested at that time that individual Scrutiny Committees should receive six monthly reports setting out progress to date, work in hand and future timetables. Where Cabinet Members are responsible for more than one ambition Scrutiny Committees should examine composite reports.
10. Member support and involvement in delivering the Herefordshire Plan is an essential element of success and the Plan has been developed using a number of dedicated events with Herefordshire Council Members.

11. Members of the Executive are charged with receiving regular reports on the progress of the Herefordshire Plan generally and the contribution of the different parts of Herefordshire Council to the achievement of individual Ambitions. Wherever possible Executive Members should be integrated into the work of the Ambition Groups.
12. The Ambitions are as follows indicating the Cabinet Member within whose remit the ambition falls and the Scrutiny Committee responsible for scrutinising progress towards achieving the ambitions.

<b>Ambition</b>	<b>Cabinet Member</b>	<b>Scrutiny Committee</b>
Improve the health and well-being of Herefordshire People	Social Care and Strategic Housing	Health Social Care and Housing
Reduce crime and disorder and make Herefordshire safer	Leader	Strategic Committee Monitoring
Tackle poverty and isolation in Herefordshire	Leader	Strategic Committee Monitoring
Encourage communities to shape the future of Herefordshire	Community and Social Development	Social and Economic Development
Develop Herefordshire as an active, vibrant and enjoyable place to be	Community and Social Development	Social and Economic Development
Protect and improve Herefordshire's distinctive environment	Environment	Environment
Provide excellent education, training and learning opportunities in Herefordshire for all ages	Education Community and Social Development	Education Social and Economic Development
Meet Herefordshire's accommodation needs	Social Care and Strategic Housing	Social Care and Housing
Support business growth and create more and better paid work in Herefordshire	Economic Development, Markets and Property Rural Regeneration	Social and Economic Development
Develop an integrated transport system for Herefordshire	Highways and Transport	Environment

13. The Audit Commission's Corporate Assessment of the Council in December 2002 commented that "the Plan has provided the focus for partnership working and has contributed significantly to the Council being able to attract significant external funding to deliver projects tackling local priorities, such as rural access and pockets of deprivation in Hereford City. In this respect the Plan has enabled the Council to punch above its weight as a small low-funded authority." The Committee has noted that the performance in delivering the Plan will be important in the context of the next Comprehensive Performance Assessment.

#### **COMMUNITY SAFETY PROGRESS REPORT**

14. In accordance with the monitoring arrangements referred to above the Committee has received the annual report 2002/2003 and progress update from the Herefordshire Community Safety Partnership, responsible for delivering the ambition in the Herefordshire Plan of reducing crime and disorder and making Herefordshire safer.
15. The report stated that the targets were being met effectively apart from that for vehicle crime, a target which the Government has acknowledged to be problematic.
16. The Committee focused on the approach towards securing Anti-Social Behaviour Orders. It was suggested that few Orders had been obtained and that more work needed to be done to involve families in the process. The complexities involved and the implications for and sometimes conflict with other national and local policies were, however, acknowledged.
17. In advance of Government requirements the Community Safety Partnership has already merged with the Drug Action Team and the report referred to actions undertaken to combat drug related problems. Having expressed concern about the significance of drug misuse in Herefordshire the Committee has welcomed a proposal that a briefing be held on this subject for all Councillors.

#### **AUDIT SERVICES ASSURANCE REPORT 2002/2003**

18. The Committee has received a report on Audit Services activity during 2002/03 and the Council's overall level of internal control. The report also highlighted areas which had been identified as being of concern. It was, however, advised that these issues had now been addressed.
19. The Committee emphasised the need to ensure that recommendations made following audits were implemented and had been assured that a robust process is in place to establish that this was the case, although currently compliance may not be confirmed until the report for the subsequent year. This will be borne in mind as part of the continuous development of the audit process.

#### **EXTERNAL AUDIT AND INSPECTION PROGRAMME**

20. The Committee has been advised of the Audit Commission's approach to the revised external audit and inspection programme.
21. Whilst the focus of Best Value inspections has changed significantly since their first introduction, they have not, contrary to the impression in the local government press, been abandoned in their entirety. They remain an important focus of the Audit Commission's Programme although there are now other significant elements involved following the Comprehensive Performance Assessment.
22. The most significant of those is the Improvement Programme agreed following the Comprehensive Performance Assessment.

23. The Committee noted that the programme was draft and some inaccuracies and timings still needed to be revised with the Audit Commission. Once finalised the framework could be used to inform the priorities of the Scrutiny Committees.

#### **PERFORMANCE MONITORING – CORPORATE HEALTH**

24. In accordance with the performance management arrangements the Committee has received a report on performance for the first four months of 2003/2004.
25. Performance against the National Best Value indicators is analysed by the Audit Commission and used as part of the Council's overall Comprehensive Performance Assessment. The frequency of collection of data for these indicators and arrangements for their consideration by the Scrutiny Committees have been noted.

#### **REVENUE BUDGET MONITORING**

26. Details of spending as at 31st July 2003 for each Programme Area together with the projected outturn for 2003/2004 have been reported to the Committee. Areas of concern were discussed, noting that careful monitoring and appropriate action where necessary will be required to ensure the 1% limit on overspendings for the Council as a whole is not exceeded at the year end.
27. The Committee sought clarification of the effect on the Council's financial position of the Housing Stock Transfer and the resources available to the Council as a consequence. It has requested that a statement clearly setting out the position be sent to all Members.

#### **ISSUES CONSIDERED BY THE INDIVIDUAL SCRUTINY COMMITTEES**

28. The work of the Committees is analysed below as far as practicable under the following five roles for overview and scrutiny: holding the executive to account, best value reviews, policy development and review, external scrutiny, and Improvement (performance management and review). Issues considered by the Strategic Monitoring Committee not all of which are dealt with above because they arise from its role in fulfilling its remit to scrutinise individual programme areas, rather than being of Council-wide significance, are listed for completeness.

### **Summary By Programme Area**

#### **Education**

29. The Education Scrutiny Committee met on 23 September 2003 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Special Educational Needs Provision and Support Services – Stage 1



Policy Development and Review	School Workforce Remodelling Training and Support of Governors Home to School/College Transport – Discretionary Areas of Policy
External Scrutiny	
Improvement (Performance Management and Review)	Year 2003 provisional results for Herefordshire Schools Performance Indicators Sickness Absence Capital budget Revenue Budget
Other	

30. The Environment Scrutiny Committee met on 26 September 2003 and 21 October 2003 and considered the following issues:

Theme	Reports
Holding the Executive to Account	Call-in – car-parking charges
Best Value Reviews	Implementation of Improvement Plans Commercial Enforcement Progress Report
Policy Development and Review	
External Scrutiny	
Improvement (Performance Management and Review)	Sickness Absence Capital Budget Revenue Budget Performance Indicators
Other	-

31. The Health Scrutiny Committee met on 8th October, 2003 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	Not applicable
Policy Development and Review	Making Partnership Work for Patients, Carers and Service Users – a consultation Choice Responsiveness and Equity

External Scrutiny	Work of the Community Health Council
Improvement (Performance Management and Review)	
Other	Work Programme Training Programme

32. The Social Care and Housing Scrutiny Committee met on 29 September 2003 and considered the following issues:

Theme	Reports
Holding the Executive to Account	Cabinet Member presentation on policy issues
Best Value Reviews	Carer Support – Stage 3 Adoption and Fostering – Stage 1
Policy Development and Review	Audit of Services following the Victoria Climbié Inquiry Extra Care Housing Development Delayed Transfers of Care and Reimbursements
External Scrutiny	
Improvement (Performance Management and Review)	Performance Statistics Revenue Budget Herefordshire Plan Ambition Groups
Other	Work Programme

33. The Social and Economic Development Scrutiny Committee met on 4th September 2003 and 2nd October 2003 and considered the following issues:

Theme	Reports
Holding the Executive to Account	Presentations by Cabinet Members for Community and Social Development, Rural Regeneration and Smallholdings, and Economic Development Markets and Property
Best Value Reviews	Improvement Plan Monitoring
Policy Development and Review	Draft Strategic Framework for Libraries Access to Services in Kington and Surrounding Areas

	Policy on Festivals
External Scrutiny	
Improvement (Performance Management and Review)	Revenue Budget Adult learning Inspectorate's inspection of the Adult and Community Learning Service Performance Indicators Regeneration Funding Streams Herefordshire Plan Ambition Group Staffing Numbers
Other	Engagement of Expert Witnesses

34. The business conducted by the Strategic Monitoring Committee at its meeting on 13th October, 2003 is summarised below.

Holding the Executive to Account	
Best Value Reviews	Carer Support – Stage 3 Transport – Implementation Plan
Policy Development and Review	
External Scrutiny	
Improvement (Performance Management and Review)	Herefordshire Council Improvement Plan Local Public Service Agreement Herefordshire Plan and Partnership Progress Report Community Safety Progress Report information and Communications Technology Improvement Plan Audit Services Assurance Report External Audit and inspection Programme Performance Monitoring – Corporate Health Land Charges Revenue Budget Monitoring Capital Programme Monitoring
Other	

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

- Agenda Papers of the Meeting of the Strategic Monitoring Committee held on 13 October, 2003.



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