

Chief Executive's Office

Chief Executive: N.M. Pringle

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

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

10th December, 2003

Dear Councillor,

**MEETING OF CABINET
THURSDAY, 18TH DECEMBER, 2003 AT 2.15 P.M.
COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD**

AGENDA (03/20)

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. PUBLIC SERVICE AGREEMENT UPDATE

To note the latest performance against the Public Service Agreement (PSA) targets and receive a brief introduction to the second round of PSAs to be negotiated with the Government. *(Pages 1 - 10)*

4. MID-YEAR ASSURANCE REPORT

To note the key internal control issues identified during the course of audit. *(Pages 11 - 14)*

5. REVIEW OF THE CONSTITUTION

To consider proposed amendments to the Constitution. *(Pages 15 - 20)*

6. THE IMPLICATIONS OF THE LOCAL GOVERNMENT ACT 2003

To note the effect on Herefordshire of the provisions within the Local Government Act 2003 which received Royal Assent on 18th September, 2003. *(Pages 21 - 26)*

7. CONNECTING WITH COMMUNITIES

To approve a Communications Strategy for the Council. *(Pages 27 - 54)*

8. EDGAR STREET GRID MASTERPLAN

To endorse the masterplan for the Edgar Street Grid site in Hereford for inclusion in the Unitary Development Plan. *(Pages 55 - 62)*

9. CAR PARKING STRATEGY AND CHARGES

Consultation meetings are due to be held in Kington and Leominster this week and it will then be necessary to decide whether or not to present a report to Cabinet on 18th December and/or to arrange a special meeting of Cabinet in January. This is the first date following consultation on which a Cabinet decision could be taken. If the report has to be considered as a matter of urgency on 18th December, it will be prepared to follow despatch of this agenda.

10. FOSTERING SERVICE STATEMENT OF PURPOSE

To consider and approve the Herefordshire Council Fostering Service Statement of Purpose which is required under the Fostering Services Regulations 2002. *(Pages 63 - 72)*

11. STRATEGIC MONITORING COMMITTEE

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

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 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 Local Government Act 1972 as indicated below.

12. COUNCIL'S RESIDENTIAL CARE HOMES PROPOSED TRANSFER TO SHAW HOMES LIMITED

To endorse the draft Heads of Terms agreed to date which will form the basis of the partnership arrangement with SHAW Homes for the management and development of all the Council's residential care homes for older people; and to authorise officers to conclude the negotiations within the parameters outlined in the report. *(Pages 73 - 80)*

This item discloses

- (a) the amount of any expenditure proposed to be incurred by the authority under any particular contract for the acquisition of property or the supply of goods or services; and**
- (b) any terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services.**

Yours sincerely,



**N.M. PRINGLE
CHIEF EXECUTIVE**

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

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.

PUBLIC SERVICE AGREEMENT UPDATE

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

18TH DECEMBER 2003

Wards Affected

None.

Purpose

To note the latest performance against the Public Service Agreement (PSA) targets and receive a brief introduction to the second round of PSAs to be negotiated with the Government.

Key Decision

This is not a Key Decision.

Recommendation

THAT the contents of the report be noted.

Reasons

Members need to be regularly updated on the performance against the PSA targets in order to agree any decisions needing to be taken in service areas where performance is lower than expected.

Considerations

1. This report is split into two parts, the first updating Cabinet on performance against the current PSA and the second outlining the Government's approach to the second round of PSA due to be negotiated next year.

Part 1: Performance Update

2. Cabinet last received a performance update against the individual PSA targets in October. Annex A contains the latest update and there are few significant changes to the last report. Progress has been made on liaising with Government on clarifying baseline information on the Care of the Elderly and Crime targets and also with the problems encountered with the Housing target. It is fairly clear however that Ministers are very reluctant to change agreements and an extremely good argument needs to be constructed to achieve this.
3. One noteworthy change is the greater possibility of achieving the Key Stage 2 exam targets for high achievers target given the outcomes this Summer.

Further information on the subject of this report is available from
Andrew Tanner, Assistant County Treasurer on 0162

4. Officers responsible for delivering the PSAs have been reminded that the difference between 'success and failure' in reaching the 60% threshold for Performance Reward Grant (PRG) is substantial in financial terms. No PRG is payable if 60% of the stretched target is not reached. Where performance is on this borderline the additional investment in time or other resources is therefore very important.

Part 2: PSA - 2nd Generation

5. Local Government Minister Nick Raynsford, recently introduced the second round of PSAs known as the 2nd Generation. The key differences to the current round are;
 - A greater focus on local issues rather than the current requirement to incorporate a number of prescribed national objectives and ideally these will have a cohesive theme.
 - Better partnership arrangements with the government which will include an increased commitment to securing freedom and flexibilities.
6. The greater focus on local issues is perhaps most relevant to Herefordshire and this will require a shared view of targeted improvements for the community as a whole. An important principle to be addressed is that the priorities for improvement have to be based on hard or substantial evidence. The links to these priorities have to be convincing and robust. The Government will consult with both the Council's relationship manager for the Audit Commission and the regional concerns in this respect. It will also use the Comprehensive Performance Assessment outcomes to influence its agreement to our future proposals.
7. In regard to freedoms and flexibilities there is a term popular in Government and LGA circles called 'disciplined pluralism'. This is an increasing movement towards allowing Councils to experiment with service delivery within certain checks and balances and is central to the work of the Innovation Forum. This of course is fundamental to the idea of 'stretching' performance and the ideal PSA target will always be the one which secures performance gains through doing things differently and not necessarily through significant increased resource input.
8. The structure and reward mechanism of the PSA 2nd Generation will largely be the same. There may however be opportunity to negotiate variations to the established structure. Herefordshire, as a rural authority and one of only 4 'good' Councils in the West Midlands region could be well placed to take advantage of pathfinder status and this opportunity will be pursued.
9. After the pilot authorities Herefordshire was in the first tranche of local authorities agreeing a PSA and it is anticipated that the Council will begin negotiating the new one from next Easter onwards. The priorities for improvement will be agreed with the Government well in advance of the actual stretched target performance. All but three English upper tier authorities signed a PSA so the Government has a huge workload to complete the second round agreements hence the early start date. The new PSA for Herefordshire will roll on from the current one and commence on 1st April 2005.

Alternative Options

Not applicable.

Risk Management

Failure to reach the stretched targets will result in the loss of potentially significant Performance Reward Grant for the Council

Consultees

There are no consultees.

Background Papers

PSA Report to Cabinet on 9th October 2003.

Annex A

LPSA Target	Indicator	Latest Performance Data at November 2003	Target for 2004/2005
Enabling older people to live as independently as possible in the community - by providing community services	Intensive home care as a proportion of intensive home and residential care (PSS PAF indicator B11)	16 ☹️	20 per 1,000 of the population over 65
	Intensive home care (PSS PAF indicator C28)	6 😊	6.5 per 1,000 of the population over 65
	Older People helped to live at home (PSS PAF indicator C32)	73 ☹️	120 per 1,000 of the population over 65
	Avoidable harm for older people (PSS PAF indicator C33)	8.4 😊	22 per 1,000 of the population over 65
<p>Comments:</p> <p><i>B11 – Intensive Homecare as a percentage of intensive homecare and residential care.</i> Current trends suggest that we will be close to the target performance although performance has been well short of targets over the last two years.</p> <p><i>C28 – Intensive Homecare.</i> At Qtr 1 we have met Qtr 4 target for 2003/04 and are therefore clearly on track to reach the PSA target for 2004/05.</p> <p><i>C32 – Older people helped to live at home.</i> Serious concern about downward trend in performance but we also need to clarify definitions on not only calculation but also baseline. The SSI understand our position but will require ratification by civil servants before the baseline is amended. This indicator is directly resource intensive, ie: performance improvement can only be achieved by allocating more home help etc. Discussions are currently taking place with the SSI (in full) with a view to agreeing a baseline position.</p> <p><i>C33 – Avoidable harm for older people (falls and hypothermia).</i> The baseline figure needs to be confirmed as using over 65's for the population base, if this is right then current performance is well within the target range. It needs to be stated that this indicator in particular is sensitive to severe winters.</p>			

Improving fire safety by reducing fire and fire related deaths in dwellings	BVPI 142iii	14.97 (equating to 448 fires) 😊	15 per 10,000 dwellings
	BVPI 143 i & BVPI 143 ii combined	4.33 (equating to 29 injuries and 2 fatalities) 😊	6.95 per 100,000 population
<p>Comments:</p> <p>We are currently within the target, based on performance in 2002-3, and the approach for the remainder of the LPSA period is to hold that position. This indicator more than any other is sensitive to single incidents.</p> <p>Information up to the 2nd quarter this year shows the half year performance as 6.12 fires per 10,000 dwellings and 2.35 deaths and fatal injuries per 100,000 population. Both these half year indicators show performance to be on track although the PSA target is only measured on the number of fires/casualties in 2004/05.</p>			

Improving road safety	The number of killed and seriously injured casualties per annum – STATS 19	150 (as at 31/12/02) 😊	197 killed and seriously injured casualties per annum
	Coarse visual inspection % of non-principal roads with any threshold condition value exceeded (BVPI 97 (a & b)) as defined in DTLR publication 'Best Value Road Condition Survey for Local Highway Authorities'	To be confirmed 😊	10% of non-principal roads with any threshold condition value exceeded

LPSA Target	Indicator	Latest Performance Data at November 2003	Target for 2004/2005
<p>Comments:</p> <p>We are currently well within the target based on the information for 2002. The indicator is highly sensitive to serious accidents involving multiple KSIs and in this respect an element of future performance is out of our control despite our speed control and traffic calming policies.</p> <p>There have been a number of difficulties with the Road Condition target due to the changes in methodology of measurement. We have taken a decision therefore to use the old methodology which the LPSA targets were based on. We are still waiting for the results of surveys carried out recently however management are confident that the condition targets will be met in 2004/05.</p>			

Reducing crime	BCU (Basic Command Unit) – vehicle crimes per 1,000 population	7.89 ☺	8.75 vehicle crimes per 1,000 population
	BCU – domestic burglaries per 1,000 households	12.91 ☹	7.4 domestic burglaries per 1,000 households
	Youth Justice Board indicator - Percentage of young people (10-17) who offended in the last quarter of the year, who were re-offending; figures as recorded by the Youth Justice Board	42% ☺	8 percentage point reduction on the 2001 baseline of re-offending by the target group. Baseline of 50.6% agreed for Herefordshire.

Comments:

Vehicle Crime and Burglary

The baseline for the burglary and vehicle crime targets is 2000/01. There are clear trends following this year showing:

- A steady and continuous downward trend in vehicle crimes and a
- A steady upwards trend in burglaries.

Whereas the vehicle crime performance is now below the LPSA target and reducing further, it is highly unlikely that the burglary target will be met and this is due to a number of reasons:

- It is now very difficult to break into modern cars, leading to an increase in the theft of car keys from homes (counted as a burglary, not vehicle crime).
- Following the introduction of the National Crime Recording Standards in April 2001 attempted burglaries are now recorded as burglaries (as opposed to criminal damage). These inflate the figures quite significantly. The WMPA are confirming with the Home Office over whether we can revise the baseline and target although we are not confident the baseline will be agreed to be changed by Ministers..

The fact that there is a transfer of crime recording from vehicle theft to burglaries in relation to cars stolen from houses could form an argument for a revised composite target. This information is being formulated accordingly.

Youth Offending



The figures for the end of 2002 suggest that the target is on course. Because we are only dealing with a cohort of around 130 10 to 17 year olds however the target is sensitive to minor changes. An additional 3 boys re-offending next year for example would take away all of the required stretch and we would lose £90,000 in Reward Grant. This emphasizes the importance to aim as low as possible in achieving the target and look at ways of continually minimizing the risk of not achieving.



Improving the life chances for children in care by increasing the adoption rate	Adoptions of looked after children (PSS PAF indicator C23)	6.4% (equating to 11 of 172 children) ☹	21 looked after children adopted during the year
---	--	--	--

Comment:

There is a particular complicating factor here which are the fixed numbers used in the PSA target as the number of children available for adoption has gone down. This together with a revised definition means that we are likely to struggle to meet the target. PSS have gone back to the DSS to discuss these matters. The pump priming grant is being used to give pre and post adoptive support to potential adoptive parents.

Improving the life chances for children in care by improving their educational	Employment, education and training for care leavers (PSS PAF indicator A4)	76% ☺	72% of care leavers in education, training and employment at 19
--	--	----------	---

LPSA Target	Indicator	Latest Performance Data at November 2003	Target for 2004/2005
attainment	The percentage of those children leaving care aged 16 or over who obtained at least 5 GCSE's at Grade A*-C (data source form OC1)	11.9% (2 of 17 children) Summer 2002 	5 looked after children obtaining 5+ GCSEs at grades A* to C
	Children looked after absent from school (PSS PAF Indicator C24)	6% (9 pupils) absent for 25 + days in Spring Term 03) 	11 looked after children absent from school
<p>Comments:</p> <p>The performance achieved in 2002-3, together with the measures in place to manage and improve that performance should ensure that the target s are achieved. Summer 2003 results are currently being analysed.</p> <p>The report dates for care leavers is May 2004 and updates will be available in December 2003. Projections for GCSE are currently 1/22 (4.5%) although the cohort can change at any time.</p>			

Increasing participation in democracy & local decision making	% of Electoral Register voting at district elections in the three postal ballot wards	Achieved 	Ward 1 (Belmont) – 38.6% of Electoral Register voting at district elections in 2003 Ward 2 (Holmer) – 34.5% of Electoral Register voting at district elections in 2003 Ward 3 (Ross) – 44.3% of Electoral Register voting at district elections in 2003
	% of young people (aged between 13 and 19 years) surveyed answering positively to the following question: <i>Do you feel that the Council does enough to give young people the opportunity to influence important decisions?</i> -strongly agree - agree - neither agree nor disagree - disagree - strongly disagree	Not monitored	The percentage stating "strongly agree or agree" has been agreed as 13.8%
	% of Citizen Panel respondents answering positively to the following question. <i>Do you feel that the Council does enough to give local people the opportunity to influence important decisions?</i>	24% 	20 percentage points

Comments:

The first sub-target, electoral turnout, has been achieved although the figures will not be available for formal reporting until the BVPI figures are calculated.

So far as the third sub-target is concerned, a Herefordshire Voice survey in 2002-3 indicated that the target had been exceeded..

LPSA Target	Indicator	Latest Performance Data at November 2003	Target for 2004/2005
Improving resettlement support services to homeless households	The number of homeless households needing repeat housing	6.23% ☹	1% of homeless households needing repeat housing
<p>Comments:</p> <p>There are some significant issues around this target and again we will very shortly be in dialogue with the ODPM. The LPSA definition of repeat housing differs from the ODPM and formal representation also needs to be made regarding the legitimacy of the conditions attached to the target. These in particular include no families to be in B&B accommodation in 2004/05 and a 95% satisfaction rating for service provided. The Head of Strategic Housing is well aware of problems here and is addressing potential solutions through an officer working group soon to be set up. The ODPM position is that there maybe scope to change some of the conditional satisfaction ratings due to naivety at the outset however where the target is not ambiguous it is very unlikely it can be changed.</p>			
Improving the attainment levels of pupils in Herefordshire	% of pupils attaining 5 or more A*-C grades at GCSE	58.6% (provisional for 2003) ☹	62% of pupils attaining 5 or more A*-C grades at GCSE (summer 2004)
<p>Comments:</p> <p>This target is very challenging although performance continues to improve at 2% per year. Achieving the target is a priority being addressed by the Education Directorate.</p>			

Increasing the proportion of higher ability pupils obtaining 5 or more A*-B grades at GCSE and level 5 and above in English, Maths and Science at the end of Key Stage 2	% of pupils attaining 5 or more A*-B grades at GCSE	25% ☺	31% of pupils attaining 5 or more A*-B grades at GCSE (summer 2004)
	The percentage of pupils attaining level 5 or above in English, Maths and Science at the end of Key Stage 2	16.9% ☺	18% of pupils attaining level 5 or above in all three subjects at the end of Key Stage 2 (summer 2004)
<p>Comments:</p> <p>Both targets are achievable but meeting the Key Stage 2 target seems to be a greater possibility (than previously reported) based on 2003 outcomes.</p>			

Improving the care and development of young children	Percentage of settings on 1-2 year outcome	No progress as Ofsted did not inspect any setting in this category prior to March 31 st 2003 ☹	2% of settings on 1-2 year outcome (at 31 March 2004)
	Percentage of settings on 1-2 year outcome for 3 consecutive years	Ofsted did not inspect any setting in this category prior to March 31 st 2003 ☹	No settings on 1-2 year outcome for 3 consecutive years (at 31 March 2004)
	Percentage of settings accredited on Quality Assurance Scheme	24 settings (estimated 8%) have joined the Quality Assurance Programme ☹	45% of settings accredited on Quality Assurance Scheme (at 31 March 2004)

LPSA Target	Indicator	Latest Performance Data at November 2003	Target for 2004/2005
<p>Comments:</p> <p>The current indications are that the first two sub-targets will be met, provided Ofsted carry out inspections of the groups in question in 2003/4, and no unexpected outcomes result. One setting has been removed from this category since March 2003. For the second sub target 3 of the relevant 8 settings have closed thereby making the target more attainable.</p> <p>The 3rd sub-target is much more challenging as Herefordshire started from a very low base. Although good progress has been made in generating interest in an accreditation scheme, achieving the target will depend on other settings expressing interest in the scheme, and the majority of the 191 registered childminders in the County being persuaded to join a childminders network or join the accreditation scheme. A further 12 settings have asked for information.</p>			

Improving cost effectiveness	Current draft has been sent to the ODPM for agreement following changes made in School absence and Highways condition targets. It is hoped that the final agreement will suggest that we will comfortably achieve the overall stretch of over 2%. 😊		
Achieving 100% delivery of electronic government	BVPI 157	42% 😊	100% of council services capable of electronic delivery delivered electronically at 31 st March 2004.
	Customer proximity to Contact Points	😊	10 mins less drive time for any Herefordshire resident to their nearest community access point by 31/3/05.
	E Government within key Partnership initiatives	😊	An additional 40% of Council Services relating to Single Assessment, Supporting people and Community Legal Services delivered in partnership with county agencies and available via the Herefordshire Partnership Portal at 31 st March 2005.
<p>Comments:</p> <p>We are still confident on reaching the overall e government target by March next year. The main risk involves recruitment and retention in key project management positions. It has been agreed with the auditors that those services which have been externalised, such as HALO, will not be included in the IEG Statement but the former Commercial Services now delivered in Partnership will be.</p> <p>External Audit has assured us that community access points outside the county boundaries will count in the proximity indicator in order to satisfy the VfM aspects of this indicator.</p> <p>Meetings are being arranged to clarify the Single Assessment and Supporting People e govt targets, the outcomes of these meetings will then be agreed with auditors. There are no problems envisaged with delivering the target for Community Legal Services.</p>			

MID-YEAR ASSURANCE REPORT

PROGRAMME AREA RESPONSIBILITY: AUDIT AND PERFORMANCE MANAGEMENT

CABINET

18TH DECEMBER, 2003

Wards Affected

County-wide.

Purpose

The purpose of the Mid-Year Assurance Report is to highlight the key internal control issues identified during the course of audit.

In addition to the above, the report will update Members on the actions or the current position on key issues identified during 2002/03 that required attention.

Key Decision

This is not a key decision.

Recommendation

That the report be noted.

Reasons

Compliance with good practice as set out in the CIPFA Code of Practice for Internal Audit in Local Government in the United Kingdom.

Considerations

1. Key issues identified requiring attention

The Annual Assurance Report for the year ending 31 March 2003 was considered by Cabinet in September. Six key issues were identified and the current position can be summarised as follows:

- **Improvement in IT security arrangements to comply with BS 7799**

A follow-up audit has been completed in this area and it is pleasing to report that improvements have been made. The number of objectives partially implemented has increased from 23 to 63, with a reduction in the number of objectives with no or limited controls from 93 to 43. Indications are that at the next Gap analysis review further improvements will ensue.

Further information on the subject of this report is available from Tony Ford
on 01432 260425

- **Improved data collection procedures for performance indicators**

Audit Services has been working with Directorates and Departments to help them improve their data collection procedures. In addition, officers are currently putting together an action plan, which will build on the work done by Directorates and Departments. Detailed audit review work on 2003/4 performance indicators starts in the latter half of the year.

The Cashiers improve documentation in relation to the Cash and Deposit Book

Following the issues raised last year, new procedures have been put in place and all bank accounts reconciliations are up to date. Audit reviews will take place in quarter 4.

- **Risk Management to be developed and embedded across the Council**

Since the Annual Assurance report there has been limited progress. Risk management has been linked to the performance management framework and training for Directorate and Department Leads is being arranged. An audit review will take place in quarter 3.

- **The publication of up to date Accounting Guidelines**

First drafts of Accounting Guidelines have been produced. The next stage will involve a review of these drafts with a view to their publication by 31 March 2004.

- **Regular reconciliation of local management systems to Cedar**

Reconciliation with regard to housing repair is no longer an issue for the Council with the transfer of the housing stock to Herefordshire Housing. The follow-up review with regard to Highways expenditure has been completed and given a satisfactory audit opinion.

2. Issues identified in the current period

These were as follows:

- An audit review of payroll system access controls identified that there was a need for a more formal procedure for the setting up of new users and a full review of authority access, in addition to a detailed review of menu access. A new payroll system, which should overcome these problems, is being pilot tested and will be operational by April 2004.
- Although good progress is being made with regards to BS7799, the Code of Practice for Information Security Management, there is still some way to go. Bearing in mind the Council's e-government commitments, compliance should be given priority.
- Progress on the completion of GEM audits has improved with the increase in trained Environmental Auditors. However, the closing down of audits and the follow-up of non-conformances needs to improve. This has been raised at the last Environmental Auditors training session. Improvements should now be seen.

3. National Fraud Initiative (NFI)

The current position on the 25 cases being investigated by the Benefit Fraud team is:

- One successful prosecution.
- Two further cases being referred to Legal Services for prosecution.
- One case being reviewed by the Department of Works and Pensions.

With regard to the nine being reviewed by Audit Services, eight related to other authorities/organisations from which the employee transferred and have been eliminated from our enquiries. Information from the matched authority is still outstanding for the one case to be concluded.

4. Future Audit work

At the current time there are two vacancies within the service. In addition, an Audit Manager has been seconded to job evaluation duties with effect from the end of October. To help manage these shortages, the County Treasurer has brought in temporary resources to reduce the impact on the Audit Plan.

Risk Management

The approach to preparing the Annual and Strategic Plan is fundamentally based upon a risk assessment methodology utilising 'Traffic Lights' signposting, with Red being high risk, Amber being medium risk and Green being low risk. Within each risk area consideration is also given to residual risk for specific functions or establishments based upon their last Audit opinion and current knowledge.

A key part of the risk methodology is that fundamental systems are always red no matter what their previous audit opinion is, as these are systems whose failure could cause major disruption or loss of financial control to the Council. In addition, bank account systems are always red because of their level of independence from the Council's control systems.

Consultees

Chief Executive's Management Team.

Background Papers

None identified.

REVIEW OF THE CONSTITUTION

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

18TH DECEMBER, 2003

Wards Affected

County-wide

Purpose

To consider proposed amendments to the Constitution.

Key Decision

This is not a Key Decision.

Recommendation

THAT Council be recommended to amend

- (a) Part 4 of the Constitution by deleting Standing Order 4.3.7 which deals with the appointment of Chairmen of Local Area Forums;
- (b) Part 10 of the Constitution by deleting Standing Order 10.1.5 which sets out provision for formal membership of Local Area Forums, and amend Standing Order 10.1.6 which deals with the appointment of Chairmen;
- (c) Appendix 20 of the Constitution by substituting Appendix A of this Report to set out the ward composition and Councillor membership of Local Area Forums;
- (d) Appendix 15 (Councillors' Allowances Scheme) of the Constitution to delete Band 5, Chairman of Local Area Forums, £517 from the Scheme approved by the Council on 25 July 2003;
- (e) Part 5 of the Constitution by adding "Regulatory Committee" to Standing Order 5.1.1 Appointment of Sub-Committees and Working Groups;
- (f) Standing Order 9.3.2.1 (Terms of Reference of the Regulatory Committee) of the Constitution by adding:

"To undertake responsibility for the Council's functions in relation to licensing of all liquor licensing, gaming permits, public entertainment licences and cinema licences under the Licensing Act 2003 as amended from time to time."

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

- (g) **Standing Order 9.3 (Regulatory Committee) of the Constitution by adding:**

“9.3.3 REGULATORY SUB-COMMITTEE

9.3.3.1 The Regulatory Sub-Committee will be responsible for determining individual applications for liquor licensing, gaming permits, public entertainment licences and cinema licences within Herefordshire.”

- (h) **Standing Order 12.7.3 (County Secretary and Solicitor) of the Constitution by adding:**

“12.7.3.6 The County Secretary and Solicitor will maintain a Scheme of Delegation to officers for regulatory matters and is authorised to revise that Scheme from time to time.”

and

- (i) **the County Secretary and Solicitor be authorised to make any further consequential revisions to the Constitution as necessary.**

Reasons

To reflect recent changes in policy and legislation.

Considerations

1. There are two aspects of the Constitution currently requiring revision: provisions relating to the Local Area Forums and provisions relating to the Regulatory Committee.

Local Area Forums

2. Following a review of Local Area Forums Cabinet agreed on 23rd October, 2003 a range of proposals as a framework for further development, subject to further consultation on the details of the proposals being undertaken with various interested parties. This included discontinuing the notion of Local Area Forum membership as it creates an atmosphere of two tier meetings which does not help foster an inclusive approach.
3. It also proposed that Chairmen of the Local Area Forums should be appointed by the political Group Leaders and that the special responsibility allowance for those chairmen should be discontinued. It also agreed that budgetary provision for Local Area Forums be identified as part of the budget strategy for 2004/05 onwards.
4. In order to progress these matters and to allow the new Forums to begin to meet the Constitution will need to be adjusted as set out in the Recommendations to this Report.

Regulatory Committee

5. The Licensing Act 2003 provides that from April 2004 that local authorities will have responsibility for the licensing of all liquor licensing, gaming permits, public entertainment licences and cinema licences within the geographical area

administered by the authority.

6. The Regulatory Committee has noted that it will be necessary for a Licensing Sub-Committee to be formed to carry out this role. The Constitution does not currently provide the Regulatory Committee with the authority to establish a Sub Committee. It is therefore requested that the County Secretary and Solicitor be authorised to amend the Constitution accordingly.
7. The Committee is also asked to note that as reported to Council on 7th November, 2003 the delegated powers of the Director of Environment have been made more specific in relation to registering motor salvage operators. There are a number of other refinements which need to be made in respect of delegations to officers for regulatory matters and it is proposed to devise a scheme modelled on the scheme of delegation to officers for planning matters. It is requested that the County Secretary and Solicitor be authorised to prepare such a scheme and amend the Constitution accordingly.
8. The proposed changes were considered and recommended to Cabinet and Council for approval by the Strategic Monitoring Committee at its meeting on 8th December, 2003.

Alternative Options

There are no alternative options.

Risk Management

To reflect current Council policy and to ensure compliance with legislative framework so as to avoid legal challenge in regulatory matters and to keep the Constitution up to date.

Consultees

Strategic Monitoring Committee

Background Papers

- The Constitution
- Report to Cabinet 23 October 2003
- Licensing Act 2003

MEMBERSHIP OF LOCAL AREA FORUMS

Central (Dinmore)

Backbury
Burghill, Holmer and Lyde
Credenhill
Hagley
Hampton Court
Sutton Walls
Wormsley Ridge

Pemberton, Cllr Mrs J
Robertson, Cllr Mrs S
Matthews, Cllr B
Wilson, Cllr M
Grumbley, Cllr K
Guthrie, Cllr J
Mayson, Cllr C

East (Bromyard and Ledbury)

Bringsty
Bromyard

Frome
Hope End

Ledbury

Hunt, Cllr T
Dauncey, Cllr P
Hunt, Cllr B
Manning, Cllr R
Mills, Cllr R
Stockton, Cllr R
Ashton, Cllr B
Harling, Cllr P
Rule, Cllr D

Golden Valley

Golden Valley North
Golden Valley South
Stoney Street
Vallets

Davies, Cllr NJJ
Williams, Cllr JB
Taylor, Cllr D
Turpin, Cllr P

Hereford (City and South Wye)

Aylestone	Wilcox, Cllr B
Belmont	Williams, Cllr A
	Edwards, Cllr P
	Newman, Cllr J
	Powell, Cllr Ms G
Central	Fleet, Cllr D
St Martins and Hinton	Attfield, Cllrs Mrs U
	Chappell, Cllrs C
	Preece, Cllr B
St Nicholas	Bew, Cllr Mrs M
	Vacancy
Three Elms	Andrews, Cllr Mrs P
	Daniels, Cllr Mrs S
	Toon, Cllr Ms A
Tupsley	Hyde, Cllr G
	Lloyd-Hayes, Cllr Mrs M
	Walling, Cllr B

North (Kington and Leominster)

Bircher	Bowen, Cllr S
Castle	Hope, Cllr J
Golden Cross (<i>formerly North Herefordshire</i>) with Weobley (<i>formerly Dinmore</i>)	Goodwin, Cllr J
Kington Town	James, Cllr TM
Leominster North	French, Cllr Mrs J
	Jones, Cllr Brig P
Leominster South	Burke, Cllr RBA
	Thomas, Cllr JP
Mortimer	Barnett, Cllr Mrs LO
Pembridge, Lyonshall with Titley	Phillips, Cllr R
Upton	Stone, Cllr J

Ross-on-Wye (Southern)

Hollington	Thomas, Cllr S
Kerne Bridge	Lincoln, Cllr Mrs R
Llangarron	Hyde, Cllr Mrs J
Penyard	Bramer, Cllr H
Pontrilas	Davies, Cllr G
Old Gore	Edwards, Cllr J
Ross-on-Wye East	Davies, Cllr Mrs J
	Gray, Cllr Mrs A
Ross-on-Wye West	Cunningham, Cllr M
	Lucas, Cllr G

THE IMPLICATIONS OF THE LOCAL GOVERNMENT ACT 2003

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

18TH DECEMBER, 2003

Wards Affected

County-Wide

Purpose

To note the effect on Herefordshire of the provisions within the Local Government Act 2003 which received Royal Assent on 18th September, 2003. It is being brought into force on a phased basis.

Key Decision

This is not a Key Decision.

Recommendations

- THAT (a) the report be noted**
- (b) the Council's policies be reviewed to take account of these changes in legislation**

Reasons

To ensure that the Council's policies and practices are reviewed to ensure that the Council does not breach this legislation.

Considerations

1. The Local Government Act 2003 is primarily concerned with financial issues but it also gives local authorities new powers to charge for discretionary services, trade and raise additional income for defined capital improvements through a business-levy.
2. The majority of its provisions have been in force since 18th November, 2003 and its provisions apply to the Council and the Combined Fire Authority. The Cabinet has already considered many of the financial aspects of the Act but they are reported here for completeness.

PART I: Finance

3. This part brought into force on 18th November a number of provisions for the purpose of enabling the new capital finance system to operate in respect of the financial year 2004-5. It scraps the existing system of borrowing controls based on 'credit approvals' and allows local authorities to borrow and take out leases provided

Further information on the subject of this report is available from
Lucy Davies, Trainee Solicitor on (01432) 260516

they can afford these commitments without extra government support.

4. It provides for regulations to come into force no later than 1 April 2004, when the remaining provisions in Part I come into force.
5. Local authority decisions on what they can afford to borrow will be guided by a prudential code being produced by the Chartered Institute of Public Finance and Accountancy (CIPFA).
6. Current rules which require local authorities to set aside a proportion of their capital receipts from right-to-buy sales are replaced by a new regime that pools such capital receipts, including those from debt-free authorities, for re-distribution where there is the greatest need. (Section 11)
7. Authorities, which are debt-free when pooling comes into effect on 1 April 2004 will be eligible for transitional assistance. This will be a repayment of up to 75% in the first year of the receipts pooled. This transitional funding will be ring-fenced for housing and must therefore be used for capital expenditure on the authority's housing functions. In the second year, the proportion falls to 50% and in the third year to 25%. Transitional arrangements will cease from 2007-08.

PART II: Financial Management Section 25-29

8. This ensures that local authorities take into account an annual report from its chief financial officer on the robustness of its proposed budget and the adequacy of its financial reserves.
9. The government may impose a minimum level of reserves on any local authority, which is making inadequate provision.
10. The Council must now monitor its budget during each year and consider what action to take if deterioration is identified. Rapid remedial action can be facilitated if the Council faces serious financial difficulties and its chief finance officer has made a formal report to that effect.

PART III: Grants etc

11. This introduces a more flexible central government grant regime allowing Government departments to pay grants without imposing restrictions on the way local authorities achieve their outcomes.
12. This allows new grants to be made to English parish and Town Councils which are already subject to Best Value duties in relation to applications for beacon status and as a reward for achieving that status.
13. This part also allows the Secretary of State to make payment to the Public Works Loan Commissioners to extinguish or reduce English authorities' debts, and section 39 allows the Secretary of State to make payments to English authorities to extinguish or reduce their non-PWLC debts.

PART IV: Business Improvement Districts

14. This introduces a scheme to allow local authorities and local businesses to work together to fund local capital improvements.

15. Such schemes will involve a partnership between councils and businesses to provide such additional services or improvements funded by a levy raised through an addition to the business rate.
16. The introduction of such schemes will be dependent on a positive vote by those businesses, which will be liable to pay the levy.

PART V: Non-Domestic Rates

17. This introduces a small business rate relief scheme to benefit businesses that occupy a single property with an annual rateable value of less than £8,000.
18. Those facing substantial increases as a result of the five-yearly revaluation of business property will have those increases phased and given advance notice of the effects of revaluation, thus allowing businesses to plan ahead with greater certainty.
19. Local authority business group incentives will allow councils to retain some of the additional business rate revenues they collect, to the extent that this is permitted by regulations.
20. Schedule 5 to the Local Government Finance Act 1998 exempts agricultural land and buildings from national non-domestic rates. This part amends this, to reflect modern farming practices so that where farmers work on other agricultural land the exemption will apply. This will commence on 1 April 2004 allowing time to prepare for any administration associated with extending the exemption.

PART VI: Council Tax

21. This will allow local authorities to reduce council tax discounts on second homes and long term empty property and introduce their own locally defined discount.
22. This part also creates a statutory cycle for council tax revaluation and makes minor changes to council tax enforcement and to the number of valuation bands.
23. This amends sections 6(4) and 9(2) of the Local Government Finance Act 1992 to remove students from joint and several liability. This is where they are a spouse or living with someone as husband and wife, or where they have an equal legal interest in the dwelling, for financial years beginning on or after 1 April 2004.
24. With the aim of improving local accountability by making it clear to local council tax payers what the costs are for providing fire and rescue services, Combined fire authorities (CFAs) are made major precepting authorities from the financial year 2004-05.
25. This part inserts a new paragraph 18A into Schedule 2 to the Local Government Finance Act 1992 to allow billing authorities to use information obtained for the purpose of carrying out its council tax functions in order to help in identifying vacant dwellings or taking steps to bring vacant dwellings back into use. The extent of personal information which may be shared is limited to an individual's name or an address or telephone number for communicating with them.

PART VII: Housing Finance

26. This removes rent rebates from Housing Revenue Accounts (HRAs) making the HRA a pure landlord account.

27. It also removes perceived obstacles to rent restructuring and puts housing strategies and HRA business plans on a statutory basis.
28. English local authorities deemed to be performing well under their comprehensive performance assessments will not be required to submit their strategies.

PART VIII: Miscellaneous and General

29. All best value authorities are given a general power to charge for discretionary services, but only on a break-even basis.
30. Councils categorised as 'excellent', 'good' and 'fair' under their CPA assessments will be given additional powers to trade commercially and with a view to profit but only through a company structure.
31. New provisions will ensure that when local authority services are contracted out, existing staff are transferred automatically to their new employer and on employment terms no less favourable. This will include continued membership of the Local Government Pension Scheme or a broadly comparable scheme.
32. This part will also enable the government to move the date of local government elections to make them coincide with European parliamentary elections. A rolling system of electoral registration will also be introduced extending the rights of electors to a postal vote.

Section 112 and 113: Standards Board for England: delegation and Standards committees and monitoring officers: delegation

33. Section 112 allows the Standards Board for England to delegate its functions to a committee or sub-committee established by the Board, individual member of the Board, or an officer or servant of the Board.
34. Section 113 amends the Local Government Act 2000 so as to enable standards committees of local authorities to appoint sub-committees for the discharge of any of their functions.
35. This will enable standards committees to establish sub-committees of a suitable size to hear allegations of breaches of the code of conduct.
36. The section also amends the Local Government Act 2000 so as to enable a monitoring officer to whom an allegation of a breach of the code of conduct has been referred by an ethical standards officer to nominate another person to investigate the allegation.

Section 115: Overview and scrutiny committees: voting rights of co-opted members

37. This enables local authorities to grant voting rights to co-opted members of an overview and scrutiny committee, if it wishes. Local authorities may grant such voting rights, but will not be required to do so.

Section 116: Local Polls

38. This confers express statutory powers on local authorities to hold advisory polls to help them provide good community leadership and engage with their local communities.

Section 119

39. This will allow local authorities to retain fixed penalties from litter and dog fouling offences and to utilise those receipts in combating such anti-social behaviour.

Section 120

40. This amends the Local Government (Miscellaneous Provisions) Act 1982 to allow local authorities to require cosmetic body piercing and micropigmentation businesses to register and observe byelaws on hygiene and cleanliness.

Section 122

41. This repeals the controversial section 28 of the Local Government Act 1988 which prohibited local authorities from intentionally promoting homosexuality or publishing material with the intention to do so or promoting teaching of the acceptability of the homosexuality.

Risk Management

To ensure that the Council's policies and practices take account of these changes so as to avoid any risk of legal challenge.

Consultees

None.

Background Papers

None identified.

CONNECTING WITH COMMUNITIES

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

18TH DECEMBER, 2003

Wards Affected

County-wide

Purpose

To approve a Communications Strategy for the Council.

Key Decision

This is not a key decision.

Recommendation

THAT:

- (a) the Communication Strategy be agreed;**
- and**
- (b) Herefordshire Matters be re-launched in early 2004.**

Reasons

Herefordshire Council has been participating in the Connecting with Communities project since early 2002.

Two of the key recommendations arising from this work is the production of a Communication Strategy and the introduction of a "Council" newspaper.

Considerations

1. Herefordshire Council has been involved in the "Connecting with Communities" initiative since January 2002. This initiative, supported by Department of Transport Local Government and the Regions (DTLR), Local Government Association (LGA), Improvement and Development Agency (IDeA), Audit Commission and MORI, looked at best communications practice among eight local authorities and explored the ways this best practice could be shared among six authorities which faced particular communication challenges. An on-line communication toolkit was produced.
2. As part of the project Mori conducted 500 face-to-face interviews in the county and this was supplemented by case study material prepared by Professor Stuart Martin of UCW, Cardiff, and consultancy from a communications expert Carol Grant of Grant Riches.

3. It concluded that Herefordshire Council had a good story to tell, but wasn't telling it well enough. One of the key recommendations was that the authority needed to establish a regular newspaper or magazine for its residents. Other recommendations included the establishment of a Council-wide Communications Network and the development of the Council's key messages.
4. Like many other authorities, Herefordshire Council is faced with promoting the work of the whole organisation against a national trend that indicates that disillusionment with local authorities is increasing. This is against a pattern where individual services – e.g. Libraries and Education - are highly rated.
5. Having surveyed other authorities approach to communications, we are now considering carrying out a communications audit across the authority.

Key recommendations were:

a) Development of key messages

These were worked up by the consultant with Members drawn from across the Council. They are:

Putting people first
 Providing for our communities
 Promoting the county
 Protecting our future
 Preserving our heritage
 Quality life in a quality county

The intention is that they are used as strap lines individually or collectively on Council publications.

b) Formation of an authority-wide Communications Network

This brings together representatives from each division/directorate with the central PR team to work on corporate communication projects – e.g. the Communications Strategy, newspaper, County Guide etc

c) Development of Communications Strategy

This has been worked on by the authority-wide Communications Network supported by Carol Grant drawing on best practice from other authorities. It has been widely consulted on and is attached at Appendix 1.

d) Herefordshire Matters

A summary of the survey questions following the pilot editions can be found at Appendix 2. Key responses can be found at Appendix 3.

6. In June 2002 two focus groups were arranged to determine what people would want from a regular Council publication. These groups were drawn from members of Herefordshire Voice, the 1,000-strong citizens panel. The panel is representative of the population of the county and is used to gauge feedback on a wide variety of issues. It is currently managed independently on behalf of Herefordshire Council and other partners by Birmingham-based BMG.

7. The focus groups were shown a wide variety of publications from other Councils – including full colour, variable format, glossy/matt etc. Key messages which came from the two groups includes statements such as: “We don’t want spin,” and “we don’t want photos of Councillors shaking hands”.
8. On the basis of the feedback from these two groups (one of whose membership ranged from 18 to 44, the other from 44 years of age and upwards) two pilot editions were published – the first in September and the second in December 2002.
9. Early feedback was good with the vast majority of comments favourable about the style and layout of the magazine, its content and the cost of production and distribution. Obviously there were some critics, but these were heavily outweighed by positive comment.
10. The two editions were evaluated by a further two focus groups in February 2003 (same age groupings) and a questionnaire sent to all members of Herefordshire Voice. Comments included “The information is fantastic,” “There’s lots and lots of information in it,” and “I think it would be very good if this was the only Council publication”. A summary of the findings is attached at Appendix 3.
11. In June of 2003 Cabinet considered the re-introduction of the newspaper to allow exploration of interest in contributing to the cost of the magazine from other parties.
12. Options have been explored in relation to allowing for exploration of interest in contributing to the cost of the magazine from other parties. Whilst there is interest in exploiting particular events/services areas together e.g. last year the PCT joined in circulating common Christmas closing times, this needs to be balanced with the Council’s need to increase understanding of its roles and services. Pursuing the partnership route to publication might offer some economies of scale in the longer term but the general view is with the various inspection regimes to which both the Council and its partners are subject is not sufficiently sophisticated to make this approach attractive at this stage.
13. Herefordshire Jarvis has indicated a preparedness to contribute a one-off sum which could be built up over time.
14. Advertising is another option to consider, although care should be taken not to appear like a general advertising publication.
15. It is recommended that any advertising should be limited to a maximum of 10 per cent of the magazine (equivalent to 1.5 pages in the usual 16-page planned editions). This could raise a further £1,000 to £1,500 per edition, depending on whether the advertising is from internal or external sources.

16. The production and distribution cost for each of the first two editions of Herefordshire Matters was £21,510. A breakdown of these costs is laid out as follows:

ACTIVITY	QUANTITY	COST
• Printing	(76,000)	£ 5,075.15
• Postage	(76,185)	£11,869.62
• Polybag/maillort	(76,185)	£ 4,565.39
<u>Total cost:</u>		<u>£21,510.16</u>

17. The printing contract was determined by competitive tendering. The major cost, as demonstrated by the figures above, is the distribution element of the total cost.
18. Evidence from other councils indicate that direct mailing to every household is the most effective means of distribution – to launch the publication in September last year the Council decided to adopt this approach with Herefordshire Matters
19. There are two ways to distribute the magazine – using direct mail (as in the case of the first two editions), or using a free local newspaper to deliver around 50,000 with the further 26,000 being distributed using direct mail in order to reach all parts of the county.
20. The distribution costs associated with these two measures is laid out below:
1. OPTION 1: Direct mail to each household = **£16,435**
 2. OPTION 2: Use local newspaper to deliver around 50,000 with a further 26,000 distributed via direct mail. This would reduce distribution costs by over 50%.
21. These costs are ballpark figures – careful analysis would have to be made using distribution data from a local newspaper to establish precisely which areas it covers and which areas are suitable for coverage via direct mail.
22. It may be true that some homes within the county may not receive a copy for several reasons - inevitably, despite all efforts, there is no guarantee of 100% coverage using this dual distribution due to many factors, including:
- Paper boys/girls failing to deliver newspapers and associated literature
 - Houses/streets falling between the distribution of the local newspaper and the direct mail
23. It may be that, if a particular postcode area is covered, some homes outside Herefordshire may receive a copy.
24. The pros and cons of direct mail/distribution with a local newspaper should be noted:

	PROS	CONS
Direct mail	People generally take more notice of mail which arrives through the post addressed to the occupier of the house	Higher cost than combined distribution method
	Direct mail will result in a higher profile of the magazine	
	Guaranteed distribution	
	Simpler process to administer distribution	
Combined distribution in local newspaper and direct mail infill	More cost effective than direct mail alternative	There is a general loathing of junk mail – this could mean residents having a negative opinion of the magazine (and the authority) even before they read it
		Lower profile of Herefordshire Matters
		Those who don't receive it via direct mail could consider they're getting second class treatment

25. An effective way of re-launching Herefordshire Matters would be via a direct mail for the first edition, followed by subsequent distribution via a local newspaper supported by direct mail. This would help to re-establish the magazine as much of the initial momentum has been lost as the last edition came out in December 2002.
26. Subsequent editions could be distributed using option 2. This could be explained in the first edition. Indeed, this could be used as a "selling point". The budget provision is sufficient to allow this approach in the remainder of 2003/04.
27. Should Cabinet approve the establishment of Herefordshire Matters the next edition could be produced in early spring 2004.
28. A possible timetable
 - Four editions a year could be:
 - February
 - June
 - September
 - December

- Three editions a year:
 - February
 - June
 - October

Risk Management

Not continuing with Herefordshire Matters will compromise efforts to improve public awareness and perception of the Council. This could, in turn, have a negative impact on the Council's next CPA in 2005/6.

Satisfaction levels with the Council and its services were measured three years ago. The figure then stood at 59%. This is currently being measured again, both through the Best Value Satisfaction Survey and a repeat of the face-to-face Mori interviews - the Council's target is 70% but based on national trends this is unlikely to be achieved.

There is a well-established link between satisfaction and information provision. To cancel the production of Herefordshire Matters would only hinder the authority's aspiration to raise satisfaction levels – though it is acknowledged by the ODPM that in the current climate nationally even a break-even figure would be considered a satisfactory achievement.

Consultees

Consultation was carried out via two focus groups consisting of members from Herefordshire Voice

These took place in February 2003 and were conducted on behalf of Herefordshire Council by BMG, which runs Herefordshire Voice.

The first group consisted of 16 to 44-year-olds and the second of 45-year-olds and upwards

The general questionnaire went to all members of Herefordshire Voice

Background Papers

None identified



HEREFORDSHIRE
COUNCIL

Draft Communications Strategy 2003 - 2004

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

Quality life in a quality county

Contents

C ontext	3
K ey M essages	3
C ommunications P inciples	4
A udiences	4
C ommunications O bjectives	4
S pecific C ommunications C hallenges	5
C ommunication T ools	5
R esources	5
P ublic R elations	6-7
M edia R elations	8
I nternal C ommunications	9-10
C orporate I dentify	11
E -communication	12
C onsultation	13
W ho's R esponsible	13-14
C ommunications A ccountability	14
W here t he C ommunications S trategy f its	15
A ppendix 1 – Proposed roll out of Ps and Qs	16
A ppendix 2 – Communications activities to review	17

Context

Herefordshire Council is an evolving organisation facing many challenges. It consists of various directorates / departments working together to provide a diverse range of services.

Good communications are crucial to the health and success of an organisation such as this - this strategy outlines a framework for efficient communication.

We have a positive story to tell. We deliver some high quality services and do this with relatively low government funding and with one of the lowest council tax rates in the region.

However, we do have communication challenges both internally and externally. A residents' survey carried out in 2001 highlighted some of our external issues.

Although there is a high recognition rate of our logo - around 70% of respondents correctly identified the logo - only 18% of respondents thought they knew either a fair amount or a great deal about the Council. Overall net satisfaction with the Council runs at +32%, which is below the current average for Unitary Authorities.

Internally, communications also need to improve. Figures from the 2002 Staff Opinion Survey stated only 39% of the respondents to the questionnaire thought that communications work well within the council.

The main purpose of this strategy is to lay out clearly the key messages the Council has to communicate, who it has to communicate them to, the tools it will use to accomplish this and how we will measure our success.

This strategy is relevant at all levels within the authority and should be owned by staff and Members alike. It is a working document and will be updated on an annual basis.

Key Messages

The Council's priorities are found in our contribution to the overarching Herefordshire Plan, our community plan – a ten-year vision for the County which underpins the Council's strategic aims and objectives.

From the outset the Council has tried to ensure that the links between service areas and their contribution to the Herefordshire Plan Ambitions were clearly set out in service business plans.

However, to clarify how the Council is working toward the ten ambitions of the Herefordshire Plan these simple messages (which will run through all internal and external communications) have been developed:

- **P**utting people first
- **P**roviding for our communities
- **P**romoting the county
- **P**rotecting our future
- **P**reserving our heritage
- **Q**uality Life in a Quality County

Communications Principles

At all times we will strive to communicate in an honest, consistent, straight-forward, interesting and timely way, we will actively encourage and embrace two-way communication.

Audiences

External

- Residents
- The media
- Partners
- Businesses
- Voluntary sector
- Visitors
- National opinion formers e.g. MPs, think tanks, Audit Commission, LGA, IDeA

Internal

- Staff
- Unions
- Members – executive, scrutiny and backbenchers

These groups are not exclusive and we recognise that there will be sub-sets

Communications Objectives

External

- To make the link between Herefordshire Council and individual services in the eyes of our residents
- To ensure people feel informed about the Council, its services, activities and performance
- To show people we listen and take account of their views
- To ensure people know how to influence decisions the Council makes
- To ensure that people can access Council information by means convenient to them

Internal

- To make the link between Herefordshire Plan, Herefordshire Council and individual services in the eyes of staff and members
- To engage staff and members to own our communications messages and become ambassadors for the Council

- To ensure staff feel informed about the Council, its services, activities and performance
- To inform and support staff to maintain and improve their commitment and motivation
- To share information and learning across the Council
- To listen and respond to the views of staff and members
- To celebrate the successes of individuals, teams and the Council

Specific Communications Challenges

As this is a live document it is sensible to outline current issues that are likely to have a substantial impact on communications. Significant current issues include:

External

Council Tax increase

Social Care budget pressures

Kerbside collection / Waste

A national trend of declining customer satisfaction levels with local government

Internal

Job evaluation and Single Status

E-modernisation programme

Outsourcing of services

Accommodation

Performance Management

Change of administration

Communication Tools

The main tools that will be used to deliver our Communications Strategy are:

Public Relations

Media Relations

Internal Communications

Corporate Identity

E-communication

Consultation

The key role of each function has been set out along with targets against which we will measure our success. These targets will be assessed with data gathered from the residents' survey, the staff opinion survey, snapshot surveys and Herefordshire Voice.

Resources

The resources available to implement the Communications Strategy are:

Public Relations Team

Communications Network

(Knowledge Management Team)

All staff and Members

Public Relations

Key role

To promote Herefordshire Council, keep our customers and partners informed about our services and key initiatives and acknowledge our successes

Action Plan 2003/4

What	Why	Who	When
Roll out Ps and Qs internally and externally	Gain understanding and ownership of Council's key messages	Public Relations Team / Communications Network	January - ongoing
Produce guidelines on use of Ps and Qs	Provide guidelines on how and when to use Ps and Qs ensuring consistent look and feel	Public Relations Team	January - February 2004
Produce Corporate Events/Initiatives Calendar	Allows for more planned and pro active communications activity	Communications Officer / Communications Network	Dependent on launch of e-gateway
Re establish Herefordshire Matters	Provides residents with information in an easy to read format	Public Relations Officer / Communications Network	?
Produce County guide	To promote Herefordshire	Public Relations Team / Communications Network	March 2004
Produce A-Z of Council Services	Provide residents with information on services Council offers and useful contact numbers	Public Relations Team / Communications Network	2003
Ensure key messages are included within interview packs	Ensure potential new staff are introduced to the key messages	Public Relations Team / Personnel	December - January 2003/4
Develop catalogue of partner and user group newsletters	Provide us with additional, cost effective channels of communication	Communications Officer / Communications Network	January 2004 - ongoing

Analyse success of texting vote results	If successful and cost effective use to inform residents on areas of interest	Public Relations Officer	December 2003
Event Management	Present positive image of the Council / County	Corporate Communications and Event Officer	Ongoing
Produce Events Planner	To provide staff with useful hints and contact no.'s for running an event	Public Relations Team and Communications Network	December 2003

How we will measure our success

	Baseline	Target 2003/4
% of residents satisfied with the Council	53%	53%
% of residents who feel well informed	28%	32%
% of residents who don't feel the Council is too remote and impersonal	30%	30%
% of residents who feel they know a fair amount/great deal about the Council	18%	22%

Media Relations

Key Role

To make best use of the media in communicating with our audiences (e.g. local residents, opinion formers, partners etc), protect the Council's reputation and pro-actively promote our services

Action Plan 2003/4

What	Why	Who	When
Inductions for new journalists and PR unit visits to local media	Increase understanding of respective roles and needs	Public Relations Officer	Commenced 2002 - ongoing
Press briefings on contentious / important issues	Improve access for journalists and take a more pro active approach	Public Relations Team	Ongoing
Regular briefings with CEX management team	Identify upcoming important / contentious issues	Public Relations Team	Commenced October 2003 – ongoing
Implement software for media management	Improve management of media enquiry system	Public Relations Officer	January – March 2004
Improve media evaluation – analyse coverage by Directorate	Allow areas to be identified that need more pro active positive coverage	Public Relations Team	January – March 2004
Newspaper cuttings available on intranet	Keep staff better informed and provide additional research resource	Admin and Project Support Assistant / Public Relations Officer	Commenced August 2003
Review media relations via journalist survey	To assess service levels and ideas for improvement	Public Relations Officer	July 2003

How we will measure our success

	Baseline	Target 2003/4
% of news releases / statements used by the media	96.75%	90%

% of positive and neutral coverage from national and local media	88%	90%
% of media enquiries answered within the first deadline	98%	90%
% of media satisfied with PRs level/quality of service	N.A.	75%

Internal Communications

Key Role

To encourage open three-way flow of communications (upwards, downwards and laterally) to ensure that staff and members feel informed, motivated and valued. Also, to encourage and create opportunities for sharing learning across the organisation.

Action Plan 2003/4

What	Why	Who	When
Roll out Ps and Qs	To gain understanding and ownership of the key messages	Public Relations Team / Communications Network	January 2004 - ongoing
Produce guidelines on use of Ps and Qs	Have guidelines available on how and when to use the Ps and Qs to ensure consistent look and feel	Public Relations Team / Communications Network	January - February 2004
Produce Corporate Events / Initiatives Calendar	Allow for more planned and proactive communications activity	Communications Officer / Communications Network	Dependent on launch of e-gateway
Launch intranet bulletin board	Provide opportunity to raise issues and share learning	Communications Officer / IT	October 2003
Re-issue team brief guidelines	Ensure staff are making full use of feed-up opportunity	CEX Management Team / Public Relations Team	2003
Ensure key messages are included within interview pack literature	Ensure potential new staff are introduced to the key messages	Public Relations Team / Personnel	December – January 2003/4 - ongoing
Ensure key messages are included at staff inductions	Introduce new staff to key messages	Public Relations Team / Personnel	January - March 2004
Continue with Core News, including new Q & A page	Keep staff and members informed and provide opportunity to have questions answered	Corporate Communications and Events Officer / Corporate Graphic Designer / Staff / CEX management team	Quarterly

Continue with Core News Specials	Keep staff and members informed on specific initiatives	Corporate Communications and Events Officer / Corporate Graphic Designer / Staff / CEX management team	As required
Review Core News	Ensure it's a publication staff want to read	Corporate Communications and Events Officer	Review June 2003 implement Jan
Review communication with Members	Ensure Members are clearly briefed.	Public Relations Officer / Communications Officer / Members Support	January 2004
Assess need for media training for key Members	To ensure they know how to handle the media	Public Relations Team / Members Support	Commenced June 2003 - ongoing
CEXs roadshow	Increase visibility of senior management and engage with staff on important issues	CEX Management Team / Public Relations Team	Bi annual as required
Communications workshops for managers	Ensure managers understand their role in communications and are aware of corporate brand	Public Relations Team / Personnel	Date to be arranged
Develop Managers' Guide to provide guidelines for communications responsibilities and back up workshops	Provide managers with practical back up for delivering communications objectives	Public Relations Team / Personnel	Date to be arranged
Communications staff to job shadow across the organisation	To gain a clearer understanding of communication needs and increase accessibility of PR team	Public Relations Team	Commence February 2004

How we will measure our success

Baseline

Target 2003/4

% of staff who agree that morale within their Directorate / Department is generally good	46%	50%
% of staff who agree that Herefordshire Council keeps them informed about its plans and performance	60%	64%
% of staff who know how their work contributes to Herefordshire Council's priorities	66%	70%
% of staff who agree that communications within Herefordshire Council work well	39%	50%
% of staff who agree that they are listened to by their workplace management	N.A.	55%
% of staff who agree that they are invited to be involved in decisions within Herefordshire Council	27%	31%
% of staff who agree that they are encouraged to share learning after a training event	N.A.	55%

Corporate Identity

Key Role

To ensure we have a consistent style and brand. Also to ensure we strike the right balance between the promotion of individual services, Herefordshire Council and our work within Herefordshire Partnership whilst maintaining and reinforcing the strong brand of Herefordshire Council.

Action Plan 2003/4

What	Why	Who	When
Produce guidelines on use of Ps and Qs	Have guidelines available on how and when to use the Ps and Qs to ensure consistent look and feel	Public Relations Team / Communications Network	April 2004
Encourage innovative use of corporate style guidelines	Retain successful apple logo but get fresher more representative look for all communications	Corporate Graphic Designer / Public Relations Officer	December 2003 - ongoing
Communications workshops for managers	Ensure managers understand their role in communications and are aware of corporate brand	Public Relations Team / Personnel	Date to be arranged
Develop Managers' Guide	Provide managers with practical back up for delivering communications objectives	Public Relations Team / Personnel	Date to be arranged

How we will measure our success

	Baseline	Target 2003/4
% of residents who recognise the Council's logo	70%	75%
% of Council publications complying with corporate style guidelines	N.A.	70%
% of signage complying with corporate style guidelines	N.A.	80%

E-communication

Key Role

Endeavour to seek out and exploit the advantages presented by electronic communication both internally and externally.

Action Plan 2003/4

What	Why	Who	When
Launch intranet bulletin board on various subject matters	Provide another communications channel	Communications Officer / IT	October 2003
Website version of County Guide	Promote Herefordshire to visitors and residents	Public Relation Officer / IT	March 2004
E-gateway and enhancement of online services	Improve electronic access to information and Council services	Knowledge Manager	2004
Improve A-Z page on website	Improve availability of relevant information to customer and make access easier	IT / Communications Network	2004
Develop corporate web guidance	To provide guidance over branding, style and approach	Knowledge Manager	2004

How we will measure our success

	Baseline	Target 2003/4
% of residents who are aware that Herefordshire Council has a website	35%	40%
% of residents aware of the website who agree that the website is informative	55%	60%

Consultation

Key Role

To ensure that Herefordshire residents are enabled to express their views and aspirations and shape the development of the Council's policies and services that affect them.

The action plan for consultation is outlined in the 'Community Involvement Strategy'.

How we will measure our success

	Baseline	Target 2004
% of Herefordshire Voice respondents who feel that the Council does enough to give local people the opportunity to influence important decisions	9%	20%
	Baseline	Target 2005
% of Herefordshire Voice respondents who feel that they can influence decisions that affect their area	32%	35%

Who's Responsible?

The day to day management of the Communications Strategy sits with the Public Relations Team. Other key groups who hold responsibility are:

Chief Executive's Management Team

Members of the Chief Executive's Management Team will be responsible for driving the Communications Strategy. They will actively apply its principles to all aspects of their work.

They will communicate their decisions and the thinking behind them. They will be open, honest and timely in all communications

They will ensure that they and their immediate staff meet the communications requirements outlined in the 'management competencies'

They will be responsible for timely identification of important/contentious issues to the Public Relations Team

Key Managers (i.e. members of Managers' Forum)

All key managers will take responsibility for ensuring successful implementation of the Communications Strategy within their area.

They will also:

Ensure that all members of staff are aware of the Communications Strategy and the key messages

Ensure that all members of staff feel that they can raise any issues of concern and freely express their views and opinions

Provide regular feedback to their senior manager, continuing the upward flow of information they've instigated with their staff

Ensure that they meet the communications requirements outlined in the 'management competencies'

Ensure that all staff are aware of who their Communications Network representative is and their role

Senior Managers commitment to communications will be assessed via 360° appraisals. The aim is to complete all managers appraisals by December 2003.

Members of the Communications Network

Each Directorate/Department has a representative on the Communications Network. Each member has the following responsibilities:

To assist with the implementation of all aspects of the Communications Strategy within their Directorate/Department

To actively participation in the Communications Network

To actively contribution to the preparation of a yearly schedule outlining key events and issues that require public relations support

To liaise with Directorate/Department personnel to provide Public Relations Team with regular content for Herefordshire Matters (if it continues) and Core News

To liaise with Directorate/Department personnel to ensure that all communications adhere to the corporate style guidelines and communicate the key messages

However, to ensure full and successful implementation of the Communications Strategy overall responsibility lies with every member of staff and elected representative.

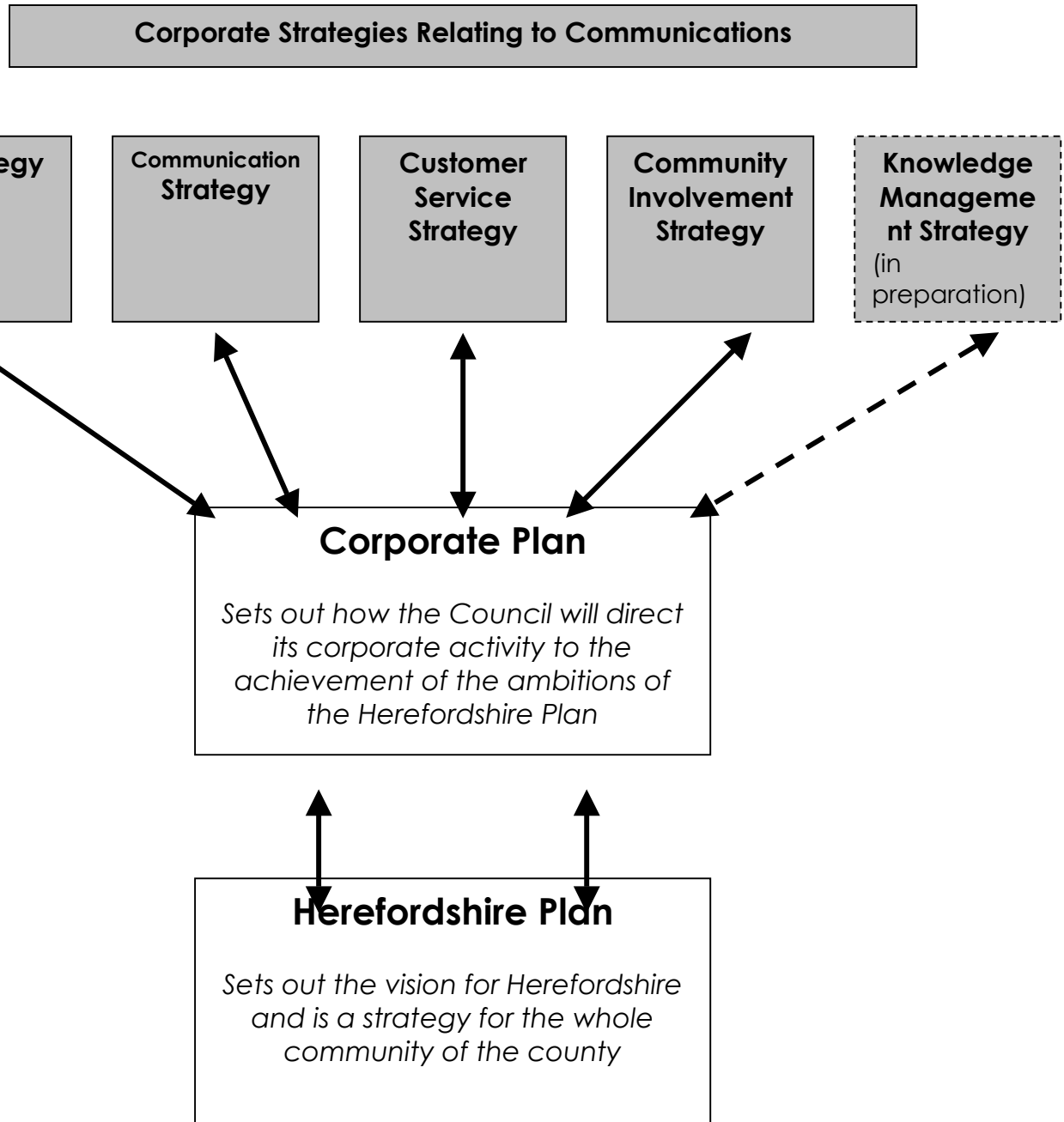
Communications Accountability – the buck stops here...

To ensure that progress on communications is monitored an annual performance progress report will be produced. The communications progress report will outline our progress against targets and any corrective actions that are to be taken for areas of concern.

The report will follow the regular performance management procedure, initially being presented to Chief Executive's Management Team, then onto Cabinet, passed to the Strategic Monitoring Committee and then will be reported to Council in the Cabinet Report. This report will be presented at financial year end.

Produced: May 2003

A Plethora of Plans...Where does the Communications Strategy fit?



Appendix 1

Proposed roll out of Ps and Qs

Internal

- Core News Special, explaining why they've been created, how they're to be used and that they should be included on all external and internal communications. Also use this opportunity to launch the Communications Strategy and highlight the crucial role people play in the marketing of the Council
- Highlight Ps and Qs in Team Brief
- Incorporate them along the bottom of the intranet home page
- Ensure they run within all internal communications – along the bottom of memo's, team brief, within Core News and Core News Specials and all other internal newsletters, include them on all e-mails
- Ensure they're included at staff inductions and within interview packs
- Internal poster campaign, raising awareness and increasing visibility of the key messages – roll these posters out to all reception areas and key Council buildings i.e. libraries and Info shops

External

- Draw greater attention to them on the website, current presence very low key
- Change press release template to include them along the bottom
- Whilst reviewing powerpoint presentation template ensure key messages are incorporated
- Incorporate them in all external documents, publications and promotions e.g. letters, agendas, all strategies and plans, all external newsletters, adverts and public notices, information leaflets, all display and exhibition material, tagged on all e-mails

Initial Guide to using the Ps and Qs

- The Ps and Qs don't all have to be used together, you can select one or a few which are most relevant to your service
- If you do use all the Ps and Qs 'Putting people first' must **always** be first

Appendix 2

Communications activities to review

What ?	Why?
Creating a staff consultation group	Be able to consult with a representative group of staff on key issues that it may otherwise be difficult to engage staff with e.g. performance management
Carry out internal communications audit / survey	To establish what's going on at present, what's working and what staff would like to see
Branding of Info	Excellent service, funded by but not associated with the Council
Welcome pack for new residents	Introduces people to the Council, shows a friendly, accessible face
Creating corporate exhibition display material that can be loaned out to all Directorates / Departments	Presents consistent message and image
Review helpdesk e-mail system	To target information more effectively and aid staff in selecting their information
Look at new and innovative approaches to internal and external communications. Run this alongside communications audit and staff focus groups	Ensure that staff communications are kept fresh, identifying new and creative methods to ensure we engage as many staff as possible in an interesting manner
Blogs – mini websites on narrow subjects, frequently updated with links and commentary	Provides information on topical subjects to our customers

EXAMPLE OF QUESTIONS ASKED

Herefordshire Voice questionnaire:

- How interesting did you find Herefordshire Matters?
- Was it easy to read?
- Was the information useful?
- Did you like the style/layout of the magazine?
- Does Herefordshire Matters represent value for money?

Focus groups:

- How long did you spend reading Herefordshire Matters?
- Is Herefordshire Matters' content interesting?
- What was your preferred frequency for the magazine?
- Is it a pleasant read?
- Is it well written?
- Do you think the publication should be available on line?
- It costs 28p per household to print and deliver Herefordshire Matters. Do you think this represents good value for money?

SUMMARY OF KEY POINTS FROM SURVEYS

Herefordshire Voice questionnaire:

- 80% of respondents rate the magazine in positive terms (fairly or very good)
- 82% found the magazine interesting
- 72% found the information useful
- More than 75% think the 28p cost per copy for printing and distribution represents good value for money
- 88% think the magazine should continue
- 9% felt the magazine should be discontinued
- 68% said they feel better informed about the Council having read the magazine

Focus groups:

- In general, residents feel that 28p per copy is a reasonable sum
- Most participants agree that the magazine represented good value for money
- Herefordshire Matters is seen as superior to other Council or other public sector direct mail communication
- The two groups agreed strongly that Herefordshire Matters' content is interesting and well written
- The magazine's design is seen as "lively and colourful" with photography especially liked
- One group liked the seasonal approach – the other group suggested six editions a year with fewer pages in each edition
- The reason for postal delivery (i.e. that every household receives a copy) was acceptable to the groups

EDGAR STREET GRID MASTERPLAN

PROGRAMME AREA RESPONSIBILITY: ECONOMIC DEVELOPMENT, MARKETS AND PROPERTY; AND ENVIRONMENT

CABINET

18TH DECEMBER, 2003

Wards Affected

County-wide

Purpose

To seek Members endorsement of the masterplan for the Edgar Street Grid site in Hereford, for inclusion in the Unitary Development Plan.

Key Decision

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

Recommendation

- THAT (a) the masterplan for the Edgar Street Grid site be endorsed;**
- (b) appropriate elements be included in the Revised Deposit Draft of the of the Herefordshire Unitary Development Plan; and**
- (c) a further report be prepared for Cabinet assessing the options for a delivery vehicle to implement the proposals.**

Reasons

The masterplan proposed is recommended as a result of feedback from the Consultation exercise, technical and design issues and in particular in order to generate sufficient capital to implement the proposals. It is envisaged that these proposals will make a significant contribution towards the regeneration of the City.

Considerations

1. This report follows on from a previous report to Cabinet on 17th July, 2003. At that meeting Cabinet agreed the preferred masterplan option for Edgar Street Grid as a basis for further consultation. Appendix 1 explains the background to the masterplanning work, the appointment of consultants, the brief for their work, and the process to date leading to the recent consultation exercise. It also summarises the proposals in the preferred masterplan option.
2. A series of masterplanning reports have now been prepared by the consortium of consultants led by DTZ Peda. A full set of these documents is available in the Members' Room. The public exhibition used for consultation will also be put on display at Brockington prior to the meeting of Cabinet.

Further information on the subject of this report is available from
Geoff Hughes, Head of Community and Economic Development on 01432 260695

Consultation process

3. Consultation letters have been sent to all Parish Councils, Town Councils and the City Council, all 187 land owners, all Ambition Groups of the Herefordshire Partnership, key local stakeholders such as the Hereford United Supporters' Club and Courtyard and anyone who had commented on the proposals during the first round of consultation. In addition press releases featuring the proposals were issued to the local media and as a result a large feature was published in the Hereford Times. A public exhibition has also toured the County spending a week in Hereford City and a day in each of the Market Towns. This exhibition was promoted both by letter and through public notices published both in the Hereford Times and the Hereford Journal. A number of presentations to key groups have also been undertaken including Hereford Civic Trust, Herefordshire Partnership Ambition Groups and Bromyard Town Council. In advance of the consultation period a number of other groups have received presentations including Hereford Police Consultative Committee, Hereford City Council, Herefordshire Society of Architects, Hereford Conservative Area Advisory Committee, the Herefordshire Partnership Business, Economic Development and Tourism Ambition Group, Herefordshire Cultural Consortium etc.
4. Approximately 450 consultation letters were sent out. To date some 20 written representations have been received. At the time of writing this report however the final deadline for comments has not yet been reached, it is anticipated that a significant number of further representations will be received. A verbal update on responses received will be given at the Cabinet meeting. Some 350 people have visited the exhibition and a further 120 people have attended presentations during the consultation period.

Themes emerging from consultation

5. The following key themes have emerged from the consultation process.
 - The overriding response from the public has been that Hereford requires investment and development to help it maintain its role as a major employment and service centre.
 - There is a great deal of concern from the general public that the proposals should address the need to provide additional car parking capacity to serve both the proposed developments and the existing city centre.
 - One of the issues raised time and time again by individuals and partner organisations has been a concern that Hereford already suffers significant traffic congestion and the Council should be certain that these proposals will not make the current situation any worse. The consultation process has demonstrated significant support for wider proposals to resolve traffic congestion in the City including park and ride and a new outer relief road.
 - A number of individuals and organisations have raised concerns about the masterplan's approach to a public transport interchange. A number of comments have been received suggesting that a new bus station should be provided in close proximity to the existing railway station.
 - Concern has been expressed about the practicality/desirability of moving the Football Ground within the site. There have been a number of comments suggesting the Football Ground should be relocated to an edge of City site, whilst many people including the Football Club have suggested that the ground should not be moved at

all and should be redeveloped from its current location to enable the club to continue to operate from Edgar Street during the construction period.

- There has been general support for the development of a new Library on the site proposed for the Civic quarter on Blueschool Street. There have however been some comments suggesting that the Library should be more closely linked to the City Centre.
 - There have been a significant number of comments from existing land owners and businesses operating on the Edgar Street Grid. These comments largely relate to concerns about future investment decisions and the potential for the Council to assist businesses in finding suitable alternative locations to operate from. Businesses are also keen to have some certainty regarding the timescales for proposed development.
 - The consultation process has demonstrated overwhelming public support for the proposals to establish a new canal basin and associated development.
 - There have been a small number of direct comments relating to the proposed supermarket on the Livestock Market site. The majority of those consulted are comfortable with the proposals provided that they incorporate appropriate design and car parking. There have however been a limited number of comments questioning the necessity for a new supermarket.
6. The majority of the comments made during the consultation process can be taken into account in finalising the proposals through the Unitary Development Plan process. For instance the issue of car parking can be assisted through a number of complementary measures including pedestrian/cycle access and park and ride facilities. However the issue of the capacity of the northern link road junction at Commercial Road needs to be considered if the Council is to have confidence that the masterplan is deliverable. In this respect the consultants have provided the following assessment.

Analysis of Capacity of Northern Link Road

7. In respect of the proposed northern link road, predicted traffic flows have been derived from the model used for the Hereford multi-modal study, which is the only model currently available. This is a strategic level model which gives an indication of how traffic flows will be re-assigned from existing routes, including Newmarket Street/Blueschool Street, by introduction of the new link road. The flows are predicted for the year 2011. Traffic would normally be tested for the year of opening of a development. The masterplan will be phased over a number of years, but the model includes for a total level of development broadly similar to that included in the masterplan.
8. Traffic flows from this model were used to analyse the proposed new junctions. With Newmarket St./Blueschool St. closed to all but public transport and essential traffic, the model predicts that the new northern link road junction with Commercial Road effectively has no spare capacity and is operating at '100%'.
9. In order to ensure some spare capacity in the northern link road junction with Commercial Road, the consultants have proposed that it would be possible to allow some traffic to travel along Blueschool Street/Newmarket Street in an easterly and westerly direction. Inspection of the traffic model shows that this will give a reduction in traffic flow of up to 30% on the new link road, with a corresponding reduction in total flow through the new junction of 10%. This approach would still provide a 47%

reduction in traffic flows along Blueschool Street/Newmarket Street and allow these streets to be down graded to single carriageway only with appropriate treatments to ensure improved pedestrian movement and public transport facilities. This option should provides the capacity to ensure that the new road can be constructed without deterioration of traffic conditions within the City any worse than at present.

10. Future, detailed, modeling of the revised network will determine whether or not this reserve spare capacity is required or if the further downgrading of this section of the Inner Ring Road (Blueschool Street/Newmarket Street) can be achieved as originally suggested.
11. The new road proposals in the area (link road and extension of Canal Street) will have specific implications for private property. To be effectively safeguarded in the UDP, land required will need to be defined on a map base. The routes for the new roads as defined in the masterplan will require acquisition (by agreement or otherwise) of a number of industrial and commercial sites, including a petrol filling station, DIY retail, postal sorting office, timber and builders merchants, and units at the Station Approach Industrial Estate. Implications will arise in terms of land values, acquisition costs, and relocation requirements. The Edgar Street grid proposals will be subject to the statutory consultation stages (including public inquiry) forming part of the UDP process, providing the appropriate safeguarding for all those with an interest in land and property within the area, as well as the wider public.

Next Steps

12. In order to take forward the proposals in the masterplan, the proposals now need to be integrated with the next draft of the Herefordshire Unitary Development Plan. It is proposed therefore that the consultants' reports and consultation findings are referred into the Unitary Development Plan process for further consideration. Including the proposals within the planning process in this way will be essential for implementation, if compulsory purchase is to be considered. Notably, the proposals will require the safeguarding of land, for example for the new road infrastructure. Such schemes should only be included within the Plan if they have a realistic prospect of implementation within the Plan period (to 2011).
13. Whilst the proposals are being developed through this process the Council and Advantage West Midlands will need to give consideration to the establishment of a dedicated delivery vehicle to take the proposals forward. The consultants have proposed a number of options including the establishment of an Urban Regeneration Company (URC) or some form of joint venture company with the private sector. Further work is required to establish the most appropriate delivery vehicle.

Alternative Options

Alternative options were considered in the initial stages of the consultants work, as set out in Appendix 1. A further alternative would be to do nothing and allow the site to evolve without a preferred masterplan.

Risk Management

Risk Management issues will be dealt with as part of the implementation proposals developed by the Consortium of Consultants led by DTZ Peda.

Consultees

A wide ranging consultation exercise has been undertaken including press and radio coverage inviting comments from the general public, a touring public exhibition, written consultation material, direct one to one meetings with a series of land owners and leaseholders on the site and meetings with an Advisory Group consisting of other stakeholders and interested parties in the City. Briefing meetings for all Herefordshire Council Members took place on 5th June and 24th October 2003.

Background Papers

Report to Cabinet – 3rd December 2002 with brief attached
Report to Cabinet – 17th July 2003 with options attached

Appendix 1

1. During 2002, Herefordshire Council and Advantage West Midlands agreed to jointly commission a masterplanning exercise to inform the redevelopment of the Edgar Street Grid site in Hereford. Hereford is an important sub regional employment and service centre for a large rural hinterland. The majority of rural Herefordshire and parts of the City fall within Advantage West Midlands Rural Regeneration Zone and within the West Midlands Objective 2 area. Significant investment is required in order for the City to move forward and fulfil its potential as a sub regional employment and service centre which will help to address wider issues in the County's rural economy. The 43 hectare (100 acre) Edgar Street Grid site immediately to the north of the existing city centre offers a strategic opportunity to address these issues.
2. In maximising the contribution to wider economic development, a range of issues must be addressed including traffic congestion, poor strategic infrastructure, a lack of high quality leisure facilities and the need to strengthen the retail offer of the centre. In working towards this, the preparation of a deliverable masterplan will serve to integrate the site with the city centre, stimulate a new civic and cultural presence on site, enhance the tourism offer and facilitate city living through the establishment of a vibrant and high quality location.
3. In March 2003 DTZ Pidea were commissioned to lead a multidisciplinary consultancy team to prepare a strategic vision, masterplan and implementation strategy for the Edgar Street Grid, located immediately to the north of Hereford's historic city centre. The Council's Regeneration Board has overseen the consultants' work to date. The study area incorporates the area of land bounded by Edgar Street (the A49), Newmarket Street, Blue School Street, Commercial Road and the railway line. The site extends to approximately 43 hectares (100 acres) and incorporates a number of significant uses including the Livestock Market, Hereford United Football Club, railway station, various commercial uses and a number of buildings of architectural and historic importance such as the Blackfriars Friary.
4. In addition to these existing uses, the study brief took as its starting point the Council's proposals for the area in the draft UDP. Several uses requiring a city centre location were identified including a site for the Council Headquarters, Police Authority headquarters, a Primary Care Trust facility, potential learning village, multiplex cinema and a public transport interchange. These uses could provide opportunities for new development within the masterplan area.
5. The brief for the masterplanning exercise set out the following key objectives:
 - to create a main focus for regeneration within the context of an historic city centre;
 - to create a development that is accessible to sustainable transport modes, that contributes to development in the wider city centre, with an emphasis on the development and improvement of sustainable access links to the city centre and other adjacent areas;
 - to utilise key locations and physical attributes associated with the project area including opportunities offered by the Livestock Market site, the existing railway station and the former canal basins;
 - to set an aspirational, but achievable and robust masterplan for the project area within the context of sustainable developments reflecting the heritage of the city

and the use of the new and emerging economy of the 21st century;

➤ to focus on delivery and the mechanism for implementation.

6. The timetable for the commissioning and completion of Consultants to undertake the Edgar Street Grid masterplanning work is summarised below:

Brief agreed by Cabinet 3 December 2002

Consultants appointed February 2003

Consultation with key stakeholders March – May 2003

Members Seminar presenting masterplan options 5 June 2003

Public consultation on masterplan options June/July 2003

Masterplan options to Cabinet to select preferred option 17 July 2003

Public Consultation on detailed masterplan November/December 2003

Report to Cabinet on masterplan proposals 18 December 2003

7. In preparing options for the future development of the area, the following key actions have been undertaken:

➤ a review of existing technical studies relevant to the site;

➤ detailed site analysis of technical issues by members of the consulting team (including the wider policy context, the economic context and opportunities of Hereford, engineering, archaeology, flooding, highways/transportation, the property market context/conditions, existing planning consents, development requirements and design considerations); It must be noted that at the time of writing the technical work on traffic modelling was not complete and so no capacity analyses of the proposed junctions has yet been carried out.

➤ an extensive consultation exercise (including meetings with officers, a range of interest groups, the establishment of an advisory forum and the presentation of emerging options to Members of Herefordshire Council as part of a workshop session).

8. The work undertaken to date has informed the establishment of a series of criteria that any masterplan option must satisfy and four masterplan options 1(a), 1(b), 2 and 3 were developed early on in the process.

Option 3 emerged as the preferred Option, the key features of Option 3 are:

□ the new A49/Commercial Road link joins the A49 in the vicinity of the Courtyard Arts Centre, raising the profile of this venue and allowing in the longer term for a reorientation of the football ground. Details of the junction with A49 will be subject to agreement with the Highways Agency. There are concerns about the capacity of existing junctions to deal with these new proposals. These concerns will need to be addressed in the next phase of the work.

□ a new civic focus away from the Market site (as proposed in the UDP) to the Blueschool Street area.

- the introduction of retail uses onto the Livestock Market site. This serves to help the overall economic viability of the scheme and ensures the Council is making best use of its assets. However retail uses need careful handling from a planning point of view. One of the main objectives of the study is to integrate with the existing city centre and it is important that what is effectively a separate focus for investment is not created which would compete rather than complement the main shopping areas to the south. In particular city centre shopping uses are not to be preferred on the Market site. This could weaken the retail emphasis in the existing centre which contributes to the vitality and viability of the historic core. It is essential that this is maintained. In terms of other retail uses, the capacity in the City to accommodate additional food retail is limited and a case would need to be made to or by the Council, acting as planning authority, that additional provision of this nature could be justified by other considerations. Bulky goods retailing could be another possibility, for which there is a need to identify additional land.
- Other uses such as a Hereford Learning Village, multiplex cinema and public transport provision/interchange are not explicitly provided for in the option as it stands. These need to be further considered as part of the development of the implementation plan.

Links to other strategies

The brief requires consultancy teams to integrate fully with other strategies and development policies. Foremost here is the Council's transport role. As part of the development of the implementation plan, detailed consideration is needed to the implications of the road proposal on which the option 3 rests and this should be set within the context of the Hereford Transport Review. Consultation with the Highways Agency will also be essential. Advantage West Midlands have also asked for clarification of how the proposals for the Edgar Street Grid link to the City of Living Craft proposals and the emerging ideas for a Hereford Learning Village. Finally, while the current UDP proposals have been taken as the starting point for the study, it is acknowledged that there may be a need to revise the relevant UDP policies following the conclusion of the work. This can be accommodated within the UDP process.

FOSTERING SERVICE STATEMENT OF PURPOSE

PROGRAMME AREA RESPONSIBILITY: SOCIAL CARE AND STRATEGIC HOUSING

CABINET

18TH DECEMBER, 2003

Wards Affected

County-wide

Purpose

To consider and approve the Herefordshire Council Fostering Service Statement of Purpose which is required under the Fostering Services Regulations 2002.

Key Decision

This is not a Key Decision

Recommendation

THAT the Herefordshire Council Fostering Service Statement of Purpose be approved.

Reasons

The Council is obliged to meet the requirements of Regulation and will be inspected against them by the National Care Standards Commission in March 2004.

Considerations

1. All services providing for the fostering of children, whether operated by private companies, voluntary organisations, or local authorities are required under the Fostering Services Regulations 2002 to produce a Statement of Purpose. This comprises a clear statement of the aims and objectives of the fostering service and of what facilities and services it provides.
2. Herefordshire Council provides a local fostering service for the benefit of children who are looked after by the local authority. We rely on the services of over 120 local families who offer a total of 240 placements to meet the varying needs of children. Where the registered provider of the service is a local authority, elected members are asked to formally approve the Statement of Purpose, which will be reviewed and updated annually.
3. The Statement of Purpose, along with all other aspects of the service specified by regulation, will be considered by the National Care Standards Commission when they inspect the Herefordshire Council Fostering Service in March 2004.

Further information on the subject of this report is available from
Jon Dudley, Children's Services Manager (Resources) on 01432 260327

Alternative Options

There are no alternative options

Risk Management

The Council is obliged to meet the requirements of Regulation. This also links to our commitment to service improvement.

Consultees

Relevant professional staff have been consulted.

Background Papers

Herefordshire Council Fostering Service Statement of Purpose.



Herefordshire Council Fostering Service **Statement of Purpose**

1. Introduction

This statement has been produced in accordance with the Fostering Services Regulations 2002 (3(1)) and is referred to as the "Statement of Purpose".

The National Minimum Standards and regulations form the basis of the framework under the Care Standards Act 2000 for the regulation of fostering services.

The statement outlines the aims and objectives of the Fostering Service and the services and facilities provided by the Fostering Service.

2. Aims and Objectives

Aims

- The Herefordshire Fostering Service aims to provide a comprehensive, high quality family placement service to children Looked After by Herefordshire Council and to deliver the service within national and local standards of management and good practice.
- It aims to provide good quality placement choice within a best value framework.
- The overarching aim is to achieve best possible outcomes for children and young people who are Looked After by Herefordshire Council.

Objectives

- To ensure that children are securely attached to carers capable of providing safe and effective care for the duration of their childhood.
- To ensure children are protected from emotional, physical and sexual abuse and neglect.
- To ensure children receive the education, health and social care they need to maximise their potential.
- To ensure that the services provided are flexible, responsive and supportive of carers.

3. Principles and Standards of Care

The Fostering Service seeks to ensure that its policies, procedures and practice comply with the following;

- Children Act 1989
- National Minimum Standards 2002 (Section 23(1) of the Care Standards Act 2000).
- Fostering Services Regulations 2002.
- U.K. National Standards for Foster Care (Fostering Network 1999).
- Code of Practice on the recruitment, training, management and support of foster carers (Fostering Network 1999).

The Fostering Service:

- Seeks to provide a choice of placement for all Looked After Children wherever possible.
- Seeks to provide or commission placements with foster carers for all Looked After children who require placements in a family setting.
- Respects the ethnic origin, cultural background, religion and language of children and foster carers.
- Seeks to work in partnership with all those involved in the care of Looked After children, including, children, their families, foster carers and Social Workers.
- Recognises that children with disabilities may have additional special needs for placement.
- Respects foster carers as partners in the provision of a professional service.
- Seeks to ensure that the Fostering Service and the Herefordshire Aftercare Team work in partnership to maximise life chances for young people leaving care.
- To seek the views and opinions of young people and carers when planning and reviewing services.
- Seeks to provide continuity through a placement service, which works in partnership with Herefordshire's Adoption Service.
- Seeks to recruit, train and assess carers to the highest standard in order to meet the needs of local children for local placements.

4. Organisational Structure

Location

The Children's Resource Team, which comprises Adoption and Fostering, is located at Moor House, Widemarsh Common, Hereford in premises shared with Herefordshire's Adult Mental Health Team.

Management Structure

The Fostering Service Agency Decision Maker is the Head of Social Care (Children). The Children's Service Manager (Resources) is responsible for the overall management of the Fostering, Adoption, Family Support and Aftercare service.

The Fostering Team Manager is the Registered Manager of the Herefordshire Fostering Service.

The Children's Resource Team, incorporating the Fostering and Adoption Services employs the following staff.

- **2 Full Time (F.T) Team Managers:**
 - 1 Fostering Team Manager.
 - 1 Adoption Team Manager.
- **7.5 'Full Time equivalent' (f.t.e.) Family Placement Social Workers.** (These equate to supervising social workers).
- **1 full time "Homefinder" Family Placement Social Worker.** (A Homefinder is responsible for finding permanent placements for children).
- **1 full time "Shared Care" Social Worker** (Based within the Children With Disabilities Team).
- **0.5 f.t.e Child Psychologist.**
- **0.5 f.t.e. Play Therapist.**
- **1 full time Panel and Team administrator.**
- **2.75 full time Administration staff.**
- **Qualified Agency Family Placement Social Workers** (variable hours) are employed from time to time to compensate for staff vacancies.

Family Placement Social Workers in the Children's Resource team carry both fostering and adoption caseloads depending on expertise and the requirements of the service. This allows us to offer a more flexible service in response to changing demands and to provide continuity of support for carers preparing children for adoption. Currently the proportion of worker time dedicated to the Fostering Service (including a full time duty service) is 6 Full Time workers.

The Managers and all Family Placement Social Workers are professionally qualified Social Workers with a diploma in social work or equivalent. Managers and Family Placement Social Workers have a range of experience in childcare settings and are experienced in the placement of children with foster carers and support to foster carers. The Fostering Manager, Children's Services Manager and Agency Decision Maker have relevant management qualifications.

5. Services and Facilities Provided

The Fostering Service provides a range of foster care to children and young people who are Looked After by Herefordshire Council. The service offers the following types of placements:

- **Emergency Contract Care;**
Contract foster family providing emergency and short-term support for children and young people of 10 years and over.
- **Short term foster Care;**
Carers offering short term and emergency placements for children pending long term arrangements for permanency or reunification.
- **Kinship Care;**
Care by friends or family members who are approved as foster carers.
- **Teenage Placement Scheme;**
Fee paid foster carers for teenagers.
- **Middle Years Scheme;**
Fee paid foster carers for children aged 7 to 12, at the time of placement, requiring permanency.
- **Long Term Foster Care;**
Foster care for children requiring permanency, who are under 7 at the time of placement.
- **Shared Care;**
Foster carers offering short break care for children with disabilities – up to 120 days per year.
- **Respite Care;**
Foster carers offering regular respite to children Looked After.
Foster carers offering respite to Children In Need.

Other Services Provided

- **Family finding**
This service is responsible for finding in house or externally purchased Fostering and Adoption placements for all referred children in Herefordshire.
- **The Fostering Panel**
Hereford operates it's own Fostering Panel for the approval, review, registration and deregistration of carers.
- **The Fostering Duty Service**

A Duty Family Placement Social Worker is available throughout office hours. Outside office hours, foster carers can access the Hereford and Worcester Emergency Duty Team.

- **Education**

All children looked after by Herefordshire Council are encouraged to access educational opportunities and develop to their maximum potential. The Education Liaison Support Service provides advice, guidance and additional curriculum support to all foster carers and children. All children in foster care have access to a home computer and relevant educational software. Foster carers have a special link to the Herefordshire Library Service and initiatives such as "Caring with Books".

- **Health**

The physical health needs of children are monitored by the Medical Advisor to the Fostering Service. Each child placed is registered with a General Practitioner.

- **Psychological, Psychiatric and Therapeutic Support**

A Psychologist provides advice to foster carers and social work staff on all aspects of behaviour, attachment and mental well-being. A "fast track" referral system to the Herefordshire Children and Adolescent Mental Health Service is available for children in the care of the Herefordshire Fostering Service.

A Play Therapist is available to children placed with foster carers, preparing both the child and the carer to facilitate the child's move on to permanency foster care or adoption.

6. Number of foster carers and children placed.

The Fostering Service has, at any one time, in the region of 240 Foster carers living in 125 households. The numbers of carers and households varies on a monthly basis due to new registrations and de-registrations of foster carers.

On any one day Herefordshire Council will be looking after approximately 200 children. Of these 90% will be placed with families, the vast majority of whom are Herefordshire based foster carers. Herefordshire does not have a residential care facility and the very small number of children requiring residential care are placed with independent providers.

Additionally, 15 children and young people with disabilities receive regular short-term breaks with carers approved under the Shared Care Scheme.

7. Complaints

Herefordshire Council has a complaints procedure, which is communicated to all service users and to foster carers, Looked After children and their families.

In the past twelve months Herefordshire Child Protection Procedures were invoked on five occasions with regard to foster carers. The outcome of this was that one foster family was deregistered, one allegation was withdrawn and three were unfounded. No complaints were received against foster carers which invoked the Complaints procedure.

8. Recruitment, Pre-Approval Training and Support of Prospective Foster Carers.

The Fostering Service provides a range of services to local people who enquire about becoming foster carers.

The following is a summary of the recruitment, assessment and approval process:

- Publicity and promotion of foster care to attract new foster carers is continuous throughout the year and is detailed in a recruitment strategy.
- Prospective carers are provided with information about foster care within 48 hours of making the request.
- Prospective carers, who wish to have further information, will be visited by a Family Placement Social Worker, within 2 weeks. In order to provide continuity, this allocated worker will continue to work with the prospective applicant.
- Applicants are enrolled in pre-approval training, which occurs prior to or concurrently with the Form F assessment, whichever provides the timeliest service. This training opportunity is being extended to Kinship carers.
- Full statutory checks and references are undertaken on all applicants and CRB checks on any other adult in the household over the age of 16 years.
- All applicants complete a full medical questionnaire (British Agencies for Adoption and Fostering (BAAF) form AH1), which is made available to the agency medical advisor for comment.
- Assessments are undertaken by a qualified social worker in accordance with fostering service regulations and are completed using BAAF form F.
- A portfolio illustrating fostering competencies is completed as part of the assessment.
- All applicants are invited to attend one of two panels, either the Adoption and Permanency Panel, or the Fostering Panel, which makes recommendation to the Agency Decision Maker on the terms of their approval.

9. Post Approval Training

- On approval, foster carers are offered targeted training opportunities, related to their own development needs, e.g. "Men In Foster Care", "Working with Children who have been Sexually Abused".
- Herefordshire offers NVQ level 3 to all foster carers. This programme is being delivered in partnership with the Herefordshire College of Technology 10 foster carers enrolled in 2003 following a pilot group in which one carer successfully obtained the award.

- Currently, additionally, all carers are encouraged to complete First Aid training and multi-disciplinary child protection training. All foster carer training will be extended to Kinship carers as part of our on-going review of our services to them.

Support

- All foster carers are supervised by a Family Placement Social Worker.
- All foster carers have access to support groups. There are currently two support groups in operation. A social group, run by carers meets monthly. A daytime group is facilitated by Family Placement Social Workers. A further development is planned to extend group support to Kinship carers who currently have access to telephone support links to other carers.
- A Duty Family Placement Social Worker is available throughout office hours. This is the first point of contact for all enquiries for fostering, adoption and requirements for placements outside office hours, foster carers can access the Herefordshire and Worcestershire Emergency Duty Team.
- The Emergency Duty Team links with a locally based NCH family support service, which provides additional support to carers out of hours, if required.
- Foster carers have access to Herefordshire Education Liaison Support Service for advice and support to ensure children's educational opportunities are maximised.
- Foster carers have access to a child psychologist, based in the Children's Resource Team for on-going therapeutic support or one-off consultation, as required.
- A leisure pass gives foster carers and their families, full free access to Herefordshire's leisure facilities.
- Foster carers who require respite on a planned basis can access respite services from other foster carers.
- A "buddying" system is facilitated by Family Placement Social Workers between experienced carers and newly approved carers.
- "Caring With Books", an initiative in partnership with the library service, provides all foster carers with easy access to borrowing books, story sacks, videos and tapes with a "no blame, no fine " agreement.
- Financial support is provided to carers needing to hire multi-purpose vehicles for special outings and holidays.
- Six monthly, a Foster Carer Forum is convened to celebrate the work of Herefordshire foster carers in partnership with elected members, officers and fellow professionals. The forum also provides a multi-disciplinary training event and a social opportunity for carers.

Reviews of Foster Carers

All carers are reviewed annually and their continued registration is considered by the Fostering Panel, which makes recommendation to the agency decision maker as to the terms of their continued registration. Bi-annually, foster care reviews are held at the foster home.

10. Approval and Review of Statement of Purpose

This Statement of Purpose was formally approved by the Cabinet Members of Herefordshire Council on 18 December 2003. It will be reviewed and updated annually. Copies will be distributed to the following;

- National Care Standards Commission.
- The Herefordshire Council Website.
- Foster Carers.
- A children's version will be produced for dissemination to all children using the service.

Herefordshire Fostering Service
Children's Resource Team
Moor House
Widemarsh Common
Hereford
HR4 9NA

www.herefordshire.gov.uk

Date: December 2003

Document is Restricted

Document is Restricted

