












<b>THEME 1 – ECONOMIC DEVELOPMENT AND ENTERPRISE</b>		
<b>PROJECT</b>	<b>LEAD OFFICER</b>	<b>JUDGEMENT</b>
<b>1.1 Higher quality better paid jobs and reduced unemployment</b>		
Progress Hereford Futures (formerly the Edgar Street Grid (ESG) Scheme)	Economic Development Manager	●
Produce Inward Investment Strategy as a framework to attract businesses to the county	Economic Development Manager	●
Manage the Rural Grants Programmes (RBG and REG)	West Midlands Rural Grants Manager	★
Support home working businesses and small business growth	Economic Development Manager	●
Produce a revised Economic Development Strategy	Assistant Director, Economy and Culture	●
Local Development Scheme	Planning Policy Manager	●
Develop and deliver worklessness programmes	Community Learning and Employability Manager	●
Connect 2 cycle route	Construction Manager	●
<b>1.2 Increased Participation in learning and higher levels of skills and achievement</b>		
Support home working businesses and small business growth	Economic Development Manager	●
Develop and deliver Adult Learning Plan for academic year 2010/11	Adult and Community Learning Manager	●
Pursue creation of University Gateway Facility in Hereford City	Regeneration Programmes Manager	●
Deliver Adult Learning	Community Learning and Employability Manager	●
<b>1.3 More and higher spending visitors to the county</b>		
Progress Hereford Futures (formerly the Edgar Street Grid (ESG) Scheme)	Economic Development Manager	●
Local Development Scheme	Planning Policy Manager	●



New Livestock Market	Director for Places and Communities	
<b>1.4 Improved quality &amp; availability of business accommodation and employment land</b>		
Progress Hereford Futures (formerly the Edgar Street Grid (ESG) Scheme)	Economic Development Manager	
Promote Rotherwas as a key location of businesses	Senior Economic Development Manager	
Deliver Model Farm employment site	Economic Development Officer (Inward Investment and Infrastructure)	
Address Broadband issues effecting businesses in the county	Regeneration Programmes Manager	
New Livestock Market	Director for Places and Communities	
<b>1.5 Better roads, reduced traffic congestion</b>		
Progress Hereford Futures (formerly the Edgar Street Grid (ESG) Scheme)	Economic Development Manager	
Review, renew and monitor bus service contracts	Public Transport Manager	
Connect 2 cycle route	Construction Manager	

<b>THEME 2 – HEALTHIER COMMUNITIES AND OLDER PEOPLE</b>		
<b>PROJECT</b>	<b>LEAD OFFICER</b>	<b>JUDGEMENT</b>
<b>2.1 People have longer, healthier lives</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	●
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	●
Improve services and quality of life for Older People in Herefordshire	Acting Director of Adult Social Care	●
Joint Strategic Needs Assessment	Principal Research Officer	●
<b>2.2 Older people living fulfilled lives</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	●
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	●
Improve dementia services	Amanda Edwards	●
Improve services and quality of life for Older People in Herefordshire	Acting Director of Adult Social Care	●
Joint Strategic Needs Assessment	Principal Research Officer	●
<b>2.3 Vulnerable people able to live safely and independently</b>		
Provide Community Transport services for disadvantaged people	Public Transport Manager	●
Review of Safeguarding	Acting Director of Adult Social Care	●
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	●
Transition/re-design of Supporting People	Programme Manager, Maximising Independence	●
Improve dementia services	Programme Manager, Mental Health and Learning Disabilities	●

Assistive Technologies	Programme Manager, Maximising Independence	●
Carers Support Programme	Programme Manager, Maximising Independence	●
Joint Strategic Needs Assessment	Principal Research Officer	●
<b>2.4 Enhanced emotional well-being, with fewer suicides</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	●
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	●
Improve Mental Health Services	Programme Manager, Mental Health and Learning Disabilities	●
Joint Strategic Needs Assessment	Principal Research Officer	●
<b>2.5 Personalised Health and Social Care Services</b>		
e-catalogue system	Head of Business Support	●
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	●
Transition/re-design of Supporting People	Programme Manager, Maximising Independence	●
Assistive Technologies	Programme Manager, Maximising Independence	●
Define a clearer commissioning cycle for PBC	Director of NHS Resources and Delivery	●
RAS workstream	PPF Programme Manager	●
External Brokerage	Head of Business Support	●
Carers Support Programme	Programme Manager, Maximising Independence	●
Joint Strategic Needs Assessment	Principal Research Officer	●
<b>2.6 Improved dental health</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health	●

	and Wellbeing	
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	
Joint Strategic Needs Assessment	Principal Research Officer	

<b>THEME 3 – CHILDREN AND YOUNG PEOPLE</b>		
<b>PROJECT</b>	<b>LEAD OFFICER</b>	<b>JUDGEMENT</b>
<b>3.1 Children and Young People are healthy and have healthy life-styles</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	●
Development of Children's Health Commissioning Plans	Planning Officer	●
Joint Strategic Needs Assessment	Principal Research Officer	●
<b>3.2 Children and Young People are safe, secure and have stability</b>		
Common Assessment Framework	Assistant Director, Children and Young People Provider Services	●
Corporate Parenting Strategy Implementation	Assistant Director, Safeguarding and Vulnerable Children	●
Safeguarding and Vulnerable Children Service Review	Assistant Director, Safeguarding and Vulnerable Children	●
<b>3.3 Children and Young People achieve standards</b>		
KS1&2 Improvements With Schools	Assistant Director, Improvement and Inclusion	●
Capital Programme, Including Primary Capital Strategy and Co-location Programme	Assistant Director, Peoples Services Commissioning	●
Cabinet Recommendations on Education Provision For The Future	Director for Peoples Services	▲
Implementation of Additional Needs Strategy	Head of Additional Needs	●
<b>3.4 Children and Young People engage in further education, employment or training</b>		
Raising Participation Age Strategy and Roll Out	Assistant Director, Improvement and	●

	Inclusion	
<b>3.5 Children and Young People engage in positive behaviour inside and outside of school</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	
Engagement And Involvement Strategy	Director for Peoples Services	

<b>THEME 4 – SAFER COMMUNITIES</b>		
<b>PROJECT</b>	<b>LEAD OFFICER</b>	<b>JUDGEMENT</b>
<b>4.1 Reduced levels of crime</b>		
Integrated Offender Management System	Sustainable Communities Manager	●
<b>4.2 Reduced levels of anti-social behaviour</b>		
Develop 20/20 vision scheme	Performance and Data Officer	●
<b>4.3 Reduced harm from drugs and alcohol</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	●
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	●
Implement Hidden Harm Strategy	Performance and Data Officer	●
Implement recommendations from drug treatment review	Sustainable Communities Manager	●
<b>4.4 Communities to have enhanced resilience and recovery from emergencies</b>		
Recovery Plan	Assistant Directorate Services Manager (Strategy)	●
<b>4.5 Fewer accidents and injuries</b>		
Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	●
High priority accident site investigation and engineering	Transportation Manager	●
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS	●



	Resources and Delivery	
<b>4.6 People feel as safe as they would like to be</b>		
World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	●
Develop 20/20 vision scheme	Performance and Data Officer	●


<b>THEME 5 – STRONGER COMMUNITIES</b>		
<b>PROJECT</b>	<b>LEAD OFFICER</b>	<b>JUDGEMENT</b>
<b>5.1 Cohesive Communities</b>		
Equality & community cohesion	Equality and Diversity Manager	▲
Recovery Plan	Assistant Directorate Services Manager (Strategy)	●
Hereford Multi-Use Centre	Director for Places and Communities	▲
Place Survey	Principal Research Officer	Place Survey not conducted nationally
<b>5.2 Communities and individuals participating in local decisions and influencing them</b>		
Community Engagement	Parish Liaison and Rural Services Officer	●
Develop working relationships with the voluntary and community sector	Third Sector Liaison Officer	●
Equality & community cohesion	Equality and Diversity Manager	▲
Local Development Scheme	Planning Policy Manager	●
Implementation of the LEADER	Project Manager	●
<b>5.3 Affordable Housing appropriate to people's needs</b>		
Deliver Affordable Housing throughout Herefordshire	Housing Needs and Development Manager	●
Prevention of Homelessness through effective housing options	Housing Needs and Development Manager	●
<b>5.4 Fair access to the services residents need</b>		
Support rural access initiatives and address access issues	Sustainable Communities Manager	●
Local Development Scheme	Planning Policy Manager	●

Herefordshire Population Health Improvement Business Plan	Assistant Director, Health and Wellbeing	●
Address Broadband issues effecting businesses in the county	Regeneration Programmes Manager	●
Run Grants projects that support community development	Project Manager	●
Writing of Library Strategy	Libraries Manager	●
<b>5.5 People are able to participate in the life of their communities</b>		
Strengthen and support volunteering in Herefordshire	Third Sector Liaison Officer	●
Local Development Scheme	Planning Policy Manager	●

<b>THEME 6 – THE ENVIRONMENT</b>		
<b>PROJECT</b>	<b>LEAD OFFICER</b>	<b>JUDGEMENT</b>
<b>6.1 Reduced waste and increased recycling</b>		
Introduce recycling for schedule 2 household waste	Waste Services Manager	★
Evaluate the benefits of introducing recycling for trade waste customers	Waste Services Manager	●
Deliver variation to waste disposal PFI	Head of Special Projects	●
<b>6.2 Reduced CO2 emissions</b>		
Manage council carbon emissions	Waste Services Manager	●
Manage county carbon emissions	Director for Places and Communities	●
Produce Planning Policy documentation outside of Local Development Scheme	Planning Policy Manager	●
Carbon Management Programme 2010-11	Waste Services Manager	●
<b>6.3 Improved Biodiversity</b>		
Management of Local Biodiversity Sites	Conservation Manager	●
Contribute to Local Development Scheme	Conservation Manager	●
<b>6.4 Natural resources are conserved and landscape character maintained</b>		
Contribute to Local Development Scheme	Conservation Manager	●
Green Infrastructure	Conservation Manager	●
<b>6.5 Investment in high quality streets, public spaces and the built environment</b>		
Progress Hereford Futures (formerly the Edgar Street Grid (ESG) Scheme)	Economic	●

	Development Manager	
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<b>THEME 7 – ORGANISATIONAL IMPROVEMENT AND GREATER EFFICIENCY</b>		
<b>PROJECT</b>	<b>LEAD OFFICER</b>	<b>JUDGEMENT</b>
<b>7.1 The highest standards of leadership, governance and integrity</b>		
Shared Services	Shared Services Lead Officer	★
Develop Overarching Section 75 Framework	Head of Business Support	●
2011 Census Liaison	Senior Research Officer (Demography)	●
<b>7.2 Demonstrate value for money</b>		
Develop Overarching Section 75 Framework	Head of Business Support	●
Fair Pricing Initiatives	Acting Director of Adult Social Care	▲
Agreement of secondary care contracts	Head of Contracting	●
<b>7.3 Streamlined, efficient operations</b>		
Business Intelligence to Support Commissioning	Head of Business Support	▲
Define a clearer commissioning cycle for PBC	Director of NHS Resources and Delivery	●
<b>7.4 High levels of customer and citizen satisfaction</b>		
Customer Service Strategy	Assistant Director, Customer Services and Communications	●
Place Survey	Principal Research Officer	Place Survey not conducted nationally
<b>7.5 A highly skilled, highly motivated workforce</b>		
<b>7.6 Highly rated under Comprehensive Area Assessment and World Class Commissioning</b>		

World Class Commissioning Strategy and integration into Health & SC Commission Plans	Director of NHS Resources and Delivery	
Improve CAA managing performance score 2010 - 2012	Head of Policy and Performance	CAA abolished
Improve CAA use of resources score	Head of Financial Services	CAA abolished
Improve Data Quality	Head of Policy and Performance	