

AGENDA

Cabinet

Date: **Thursday 21 July 2016**

Time: **2.00 pm**

Place: **Council Chamber, The Shire Hall, St Peter's Square,
Hereford, HR1 2HX**

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

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Agenda for the meeting of Cabinet

Membership

Chairman	Councillor AW Johnson
Vice-Chairman	Councillor PM Morgan
	Councillor H Bramer
	Councillor DG Harlow
	Councillor JG Lester
	Councillor PD Price
	Councillor P Rone

AGENDA

Pages

HEREFORDSHIRE COUNCIL

Notice has been served in accordance with Part 3, Section 9 (Publicity in connection with key decisions) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Item No	Title	Portfolio Responsibility	Scrutiny Committee	28 Day Notice Given
5	Budget and corporate planning consultation	Economy & Corporate Services	General Overview & Scrutiny	Yes
7	New model in technology and engineering (NMITE) university	Economy & Corporate Services	General Overview & Scrutiny	Regulation 10 notice.
8	Colwall CE primary school	Children's Wellbeing	General Overview & Scrutiny	Yes
10	Hereford city centre improvements	Transport & Roads	General Overview & Scrutiny	Yes

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 the Agenda.

3. MINUTES

To approve and sign the minutes of the meeting held on **.

7 - 12

4. END OF MAY CORPORATE BUDGET AND PERFORMANCE REPORT

To invite cabinet members to consider performance for the first two months of 2016/17 and the projected budget outturn for the year.

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5. BUDGET AND CORPORATE PLANNING CONSULTATION

To seek cabinet approval for consulting on plans to reshape the council's services to meet the financial challenge and current budget proposals for future financial years, as well as the draft proposals available to Herefordshire Council as part of the budget setting process for 2017/18 and out to 2020/21.

39 - 46

6. PERFORMANCE, RISK AND OPPORTUNITY MANAGEMENT FRAMEWORK

To propose a revised Performance, Risk and Opportunity Management (PROM) Framework that will support members and officers to manage performance and risk and deliver improved outcomes for local people.

47 - 76

7. NEW MODEL IN TECHNOLOGY AND ENGINEERING (NMITE) UNIVERSITY

To approve the approach to council-owned property and land disposals in support of the development of a university for Herefordshire.

77 - 86

8. COLWALL CE PRIMARY SCHOOL

87 - 94

To approve the building of a new school for Colwall Church of England Primary School at the identified site of Mill Lane, Colwall. This will include the purchase of land to enable building to take place and associated works to fulfil planning and transport requirements.

9. DISPOSAL OF ALL OR PART OF THE BROAD STREET CAR PARK, LEOMINSTER

95 - 100

To approve the principle for the disposal of all or part of the public car park at Broad Street, Leominster.

10. HEREFORD CITY CENTRE IMPROVEMENTS

101 - 178

To consider consultation feedback and approve the Hereford city centre improvements delivery programme including on street parking in Hereford.

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- 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.
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HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Cabinet held at Council Chamber, The Shire Hall, St Peter's Square, Hereford, HR1 2HX on Thursday 16 June 2016 at 2.00 pm

Present: Councillor PM Morgan (Deputy Leader in the Chair)

Councillors H Bramer, DG Harlow, JG Lester, PD Price and P Rone

Cabinet support members in attendance Councillors NE Shaw and EJ Swinglehurst

Group leaders in attendance Councillors JM Bartlett and RI Matthews

Scrutiny chairmen in attendance Councillors PA Andrews and WLS Bowen

Other councillors in attendance: Councillors EPJ Harvey

Officers in attendance: Alistair Neill, Jo Davidson, Richard Gabb, Geoff Hughes, Mairead Lane, Josie Rushgrove, Martin Samuels and Claire Ward.

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillor AW Johnson.

2. DECLARATIONS OF INTEREST

None.

3. MINUTES

RESOLVED: That the Minutes of the meeting held on 9 May 2016 be approved as a correct record and signed by the Chairman.

4. HEREFORD RELIEF ROAD (HEREFORD BYPASS)

The cabinet member, infrastructure, presented the report on the Hereford relief road (Hereford bypass).

He reported that the decision made on the 6th June at the planning committee to approve the route of the southern link road had not been called in by the Minister of State.

During his presentation he highlighted a number of areas, including that:

- The relief road was a key infrastructure project that was necessary to drive the economic growth of Hereford and the region and had been identified as a priority within the LTP, the Core Strategy and the Marches Strategic Economic Plan. It had also been a key theme within the emerging economic masterplan for Herefordshire.
- The Core Strategy had been adopted in October 2015 and committed the council (in policy SS3) to work with developers and stakeholders to ensure the timely development of strategic proposals and key infrastructure requirements.

- The preferred option for Hereford had been published for consultation in September 2010 and included a western bypass with a package of sustainable transport measures. The supporting analysis had concluded that whilst these measures improved the performance of the network, it was only in combination with a bypass that they provided the network capacity necessary to support growth. The western alignment had been preferred due to the likely significant impacts to the east on the River Lugg Site of Special Scientific Interest (SSSI), the River Wye Special Area of Conservation (SAC), and the Lugg Meadows SSSI.
- A Hereford bypass would increase traffic capacity to allow the city to grow with more homes and jobs and enable full delivery of Herefordshire's Core Strategy housing and employment allocations, including those at the Hereford Enterprise Zone and the Three Elms employment site.

In reply to questions from members, he went on to say that:

- One of the substantial risks in timetable for the project had been overcome as the southern link road had been approved by the planning committee although it was still open to a possible judicial review. It was important that target dates should be met within the overall timetable.
- Traffic monitoring was in place on all roads in and around the city in order to provide the necessary data to support the business case for the relief road. The council was in dialogue with Highways England and the government regarding the project, and it was important that it be pushed forward in order to ensure that these partners were confident that progress was being made.

The Leader of the Independent Group said that there were alternative routes, and that a road to the east would make more sense from the point of view of serving the Enterprise Zone.

In reply to a member's question concerning funding to be provided by the council to develop the relief road proposals, he said that the required funding would be forthcoming. It was noted that the services of WSP / Parsons Brinckerhoff consultants are provided through the Council's contract with Balfour Beatty Living Places which was the subject of a full procurement process a few years ago and there is no need to carry out a separate procurement process for this project.

Resolved:

That:

- (a) funding of £600k be approved to support works necessary to inform route selection; and**
- (b) authority be delegated to the assistant director environment and place to take all operational actions necessary to progress the Hereford bypass to route selection within the resources (including external funding) available.**

5. END OF YEAR CORPORATE BUDGET AND PERFORMANCE REPORT 2015/16

Cabinet received the end of year corporate budget and performance report 2015/16.

The cabinet member, health and wellbeing, reported that there was evidence of significant improvement against targets in the area of adult social care. Whilst the client budget was still overspent and work was still required to deliver improvement in the directorate, there was a need to address the culture across the whole health system. As

an example of this, she drew members' attention to the work being undertaken in the development of community connections, bringing the voluntary, professional and statutory services together, as had been achieved in the Golden Valley Supportive Communities Project and the Leominster Community Connections.

The cabinet member, children's wellbeing, said that there had been an overspend in children's wellbeing, but that some of the reasons for this were obvious as, for example, the number of looked after children stood at an all-time high for the county of over 300. Work was underway to ameliorate the situation.

He went on to say that staff retention was of central importance to the directorate, and the use of agency social workers had been reduced so that 74% of social work staff were now full time. This allowed both for cost savings and for a greater robustness in the service that was delivered.

The cabinet member, economy & corporate services said that there had been a reduction in residual household waste sent to landfill and that kerbside recycling continued to improve.

Other successes included the closure of two legal cases in 2015/16 in favour of the council. Absence in the directorate had been reduced to 8.45%

In the ensuing discussion, the following areas were highlighted:

- That in the area of social care, good care was often the cheaper option that helped to ensure that service users remained independent for as long as possible.
- That there were plans to improve the positioning of Wellbeing Information and Signposting for Herefordshire (WISH) in order to ensure that greater use was made of the service, and that this may mean that it would be moved in to the library, once the building had been refurbished.
- That care should be taken not to overburden the relatively small number of volunteers that the council was increasingly relying on to deliver services.
- That the council was on track to meet its target regarding work with troubled families. It was obliged to identify 600 families, and there were currently 426 known to the service. This was a priority for the council, and work was being undertaken with adult's wellbeing in order to ensure that alternative accommodation was available for older children who were not in a position to stay at home.
- That, in comparison with its neighbours, the council was one of the highest spending authorities in the area of mental health care for working age adults and those over 65.

In reply to a question from a member regarding the medium term financial strategy report, the head of corporate finance said that the capital receipts had been reserved and that the investment in the enterprise zone would generate capital rents of £60m over the term of the strategic plan. A return of £7m was expected in 2016-17. She added that she would provide a note to all members in order to address concerns expressed over the discrepancy in Appendix B between the report in February and the capital outturn for 2015-16. A note would be added to the report in the future in order to make it easier to interpret.

The cabinet member, economy & corporate services thanked the Chairman of general overview and scrutiny committee for his question, and said that he would give the

mineral and waste policy consideration as soon as possible and that he would get back to him in writing.

In reply to a question regarding sickness levels in the adults wellbeing directorate, it was noted that whilst it was almost twice as high as in the economy, communities & corporate directorate that this was a result of the nature of the work in adult social care. Infections was higher amongst service users, and staff were encouraged to take additional sick leave in order to help ensure that infections were not spread to the elderly service users.

Resolved:

That

- (a) the final outturn for 2015/16 be noted;**
- (b) the movements in reserves set out at paragraphs 66-68 be approved;**
- (c) debts written off in the period be noted;**
- (d) the treasury management outturn report be recommended to Council for approval; and**
- (e) performance for 2015/16 be considered.**

6. DEVELOPMENT PARTNERSHIP PROJECT

Cabinet received a report to agree a commissioning model for the procurement of a developer to work with the council to deliver the development of sites in council ownership. The cabinet member, contract and assets, said that the partnership model would allow the council to establish a long term strategic partnership with a market leading developer.

In reply to question from a member, the cabinet member went on to say that an alternative option would be to set up a joint venture partnership of one form or another, and that the appendix to the report outlined five different models that could be utilised. Many of the aspects and benefits of a joint venture company were included in the partnership programme.

In reply to a question from a member in attendance, the cabinet member added that the project sought to identify a partner who would provide a focus on projects that could be pump-primed using receipts from the county farm sales.

A member said that she had a great deal of experience setting up similar partnerships in other sectors, and said that care should be taken when setting up such partnerships.

A member suggested that the process should include an assessment of the amount of business that would be placed in the county, rather than nationally. He suggested that key performance indicators should be developed against all social values.

It was noted that there were a few areas of the Old Market Development that could not be undertaken by firms within the county, but that the firms that had taken on the work had engaged apprenticeships as part of these schemes.

Resolved:

That

- (a) the council commission a developer to progress the development of**

suitable sites in its ownership including the capability to progress development funding and provision of services and to be open for use with other collaboration partners as required;

- (b) an EU compliant procurement (using the competitive dialogue process) be undertaken as outlined at Appendix 4, to appoint a developer; and**
- (c) the use of the sites at Station Approach and Merton Meadow (South) as evaluation case studies during the procurement be approved.**

The meeting ended at 3.35

CHAIRMAN



MEETING:	Cabinet
MEETING DATE:	21 July 2016
TITLE OF REPORT:	End of May corporate budget and performance report 2016/17
REPORT BY:	Cabinet member, economy and corporate services

Classification

Open

Key decision

This is not a key decision.

Wards affected

County-wide

Purpose

To invite cabinet members to consider performance for the first two months of 2016/17 and the projected budget outturn for the year.

Recommendation(s)

THAT:

- (a) **Cabinet notes the council is currently projecting an overspend of £1.5m; and**
- (b) **Performance for the first two months of 2016/17 is considered.**

Alternative options

1. Cabinet may: choose to review performance more or less frequently; or request alternative actions to address any identified areas of under-performance, including referral to the relevant scrutiny committee.

Further information on the subject of this report is available from Richard Ball, assistant director environment and place on (01432) 260965 and Josie Rushgrove, head of corporate finance on (01432) 261867

Reasons for recommendations

2. To provide assurance that progress is being made towards achievement of the agreed outcomes and service delivery targets, and that the reasons for important areas of actual or potential under-performance are understood and are being addressed to the cabinet's satisfaction.

Key Considerations

3. The projected full year outturn based on spend until the end of May 2016 is an over spend of £1.5m, this represents 1% of the budget. The 2016/17 savings are £10.9m; £9.4m (86%) of which are on track to be delivered during the current year. Action plans are being undertaken in all directorates to address the in-year pressures and to help mitigate the impacts of the external economic environment. It is not unusual at this period in the year for there to be a forecasted over spend; actions contained within the directorate overviews in paragraphs 8-39 are expected to manage this.
4. Council approved the corporate plan 2016/17-2019/20 in February 2016, framed around the key priorities of: enable residents to live safe, healthy and independent lives; keep children and young people safe and give them a great start in life; support the growth of our economy; and secure better services, quality of life and value for money. The supporting delivery plan for 2016/17 was approved by cabinet in April 2016.
5. Progress is measured through a number of performance measures. These have been selected because they demonstrate progress towards achievement of the council's priorities and also provide an overview of the council's performance from a resident's perspective. The databooks, which are available on the council's website, contain the latest performance outturns available. Where monitoring information is only available annually, these measures will be reported at the point it becomes available.
6. During May the pension deficit budget of £5.4m was centralised (this excludes schools). This reduces per employee on costs to the current service pension cost of 14.6% with the remaining 19.26% per employee pension deficit contribution now being a centrally held fixed cost.

Projected Revenue Outturn 2016/17 (as at the end of May)

Directorate Net Budget	Net budget £000	Projected full year outturn £000	Projected full year variance £000 Over / (Under)spend
Adults and wellbeing (AWB)	51,239	52,233	994
Children's wellbeing (CWB)	22,292	22,751	459
Economy, communities and corporate (ECC)	47,557	47,625	68
Directorate total	121,088	122,609	1,521
Other budgets and reserves	26,891	26,891	0
Outturn	147,979	149,500	1,521

7. Appendix A provides a further breakdown of directorate budgets and forecast spend.
8. Appendix D provides an overview of performance during the first two months of 2016/17. Whilst 69% of performance measures are showing a positive shift in

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performance, there are 27% that are currently performing worse than the same period last year, and consideration needs to be given as to required actions to improve performance. A summary of performance and the challenges faced within each directorate is included below in paragraphs 9-40.

Adults and wellbeing

9. The latest forecast predicts a £994k overspend of the budget at year end.
10. The forecast overspend within the adult social care client groups is £1.047m at year end. This is due to higher than budgeted expenditure on direct payments that are over and above the compensating reduction in domiciliary care spend that would normally be expected. It should be noted that client budgets for 2016/17 are £441k lower than they were in 2015/16 and that the forecast outturn for the directorate is £1,990k lower than the 2015/16 outturn position.
11. The client forecast assumes that any further demand pressures will be managed within the operational teams, by AWB panel and by senior management. The directorate leadership team are currently in the process of preparing a recovery plan document to identify required actions and additional savings initiatives in order to ensure a balanced outturn for 2016/17.
12. The first recovery plan meeting has now taken place and the initial focus will be on the following two areas:
 - The 'single handed care project' which aims to reduce the number of 'double handed' care packages with better use of equipment and technology. This is anticipated to reduce the over spend in 2016/17 by £150k.
 - Maximising the occupancy of all block purchased beds to reduce the current over spend by a further £300k.

What is going well?

13. During the last quarter, the directorate submitted its statutory returns to central government. Results were generally pleasing with some significant improvements over the last 12 months; including an increased proportion of people supported by a direct payment and an improvement in the number of new admissions to care homes. A significant part of these returns include the annual social care survey; where almost all measures showed improvements.
14. As a demonstrator site for the National Diabetes Prevention Programme, Herefordshire completed the mini competition process in Q1 and Reed Momenta have been appointed as the provider. Two GP practices have started to pilot the identification process for people as 'pre-diabetic' with a further three starting in Q2 and all GP practices are signed up to identify eligible people for full implementation. Starting this summer, Reed Momenta will be working with pharmacies and will be delivering behavioural change courses of 12 weeks duration across Herefordshire.
15. Three key housing strategic documents have been approved by cabinet. The first is the Homelessness Review and Homelessness Prevention Strategy, a statutory document focused on measures to prevent and relieve homelessness in its different forms. The Herefordshire Home Point Allocations Policy sets the basis on which people are allocated social and affordable housing via the housing register. This requires a delicate balance between fairness in responding to needs and the management of demand to make best use of housing stock in the county. The policy must also comply with complex statutory requirements and the council seeks to

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ensure that housing providers' individual policies for allocating and excluding tenants are fair and consistent with the strategic position. The third is Herefordshire's Housing Strategy, which is no longer a statutory document, but is valuable in capturing the strategic overview across all housing issues countywide. It, therefore, reflects key elements from other strategic documents but also addresses important issues relating to health and wellbeing, specialist housing and housing development.

16. We have submitted three iterations of the Better Care Plan for 2016/17 during May and following two regional assurance reviews have been 'assured with support'. We are awaiting confirmation of the areas where our plan requires further work, and what regional support will be available. We are currently in the final stages of concluding discussions with the CCG about the risk share arrangements for 2016/17. Following the significant additional costs incurred by the council as a result of the 2015/16 risk share arrangement we have been clear that we will only enter into risk share arrangements which change partner behaviour and have a financial limit (cap). Options under consideration include some form of limited risk share arrangement in relation to the additional pool, and plans to reduce delayed transfers of care (DTC). Negotiations must be complete by the end of June.
17. By including the spend split on community equipment as part of the Better Care Fund (BCF) risk share negotiations we have succeeded in engaging the CCG in discussions which now indicate a more equitable cost allocation going forward. The revised split has now been agreed for 65/35 CCG/council, taking effect from 1 July 2016. A scoping study will be undertaken to identify options for improved operation of the service, with the aim of reducing the total cost of the equipment.
18. During the last quarter, we finalised our review of Making Safeguarding Personal (MSP). As a result we have developed an action plan which will be our key focus for taking forward the improvement of safeguarding in Herefordshire during 2016 and into 2017. The majority of these actions however are being delivered during the next quarter. The review scope was multi-faceted in its aim, seeking the understanding and embedding of MSP across all agencies. Findings reflect the scope of the review and, following the council's own governance, the report and action plan will shortly be presented to Herefordshire Adult Safeguarding Board for consideration. A component of the review was to ensure that recommendations following last year's Peer Challenge, which focused on safeguarding, had been actioned and embedded and, where we could, were addressed as part of the review. Most process changes, such as those identified in the peer challenge, will be addressed with a new safeguarding workflow scheduled for Mosaic, the council's new upgraded social care data system, over the next few months. All findings are articulated in the report or its appendices and agreed actions are tabled with the MSP review action plan.
19. We continue to work on the help to live at home project, considering what options are required for the future home care market. To date much of the work has focussed on the development of a proposed model, analysing current and future demand, aligning our current service users to the model and consideration of potential zones which would help mitigate some of our current market challenges. We have also commenced a formal consultation process with service users and the market, which will run through until the end of August. By the end of September, we will have undertaken the governance process required for us to go to the market in October.

Challenges

20. Responding to changes and pressures that impact upon the workforce and its practices remains a significant challenge for AWB. This includes as examples the workforce adapting their practice to align to changes introduced by the Care Act, the

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recent upgrade to the care management system (Mosaic) and changes to the Adult Social Care pathway; the planned introduction of mobile working; managing demographic pressures; and managing public expectations. Cultural change therefore remains a key priority across the directorate for the upcoming future.

21. In the context of overall cuts in public sector budgets, AWB is facing an increasingly challenging financial position due to the fact that grant funding for the Independent Living Fund (ILF) and Public Health have reduced. This, at a time of increasing demand, when NHS budgets are already under pressure and a potential slowdown of the economy, all impact upon AWB's ability to ensure a balanced outturn for 2016/17.

Children's wellbeing

22. The forecast outturn for 2016/17 is an over spend of £459k, this is due the timing of savings implementation. The 2015/16 outturn was an over spend of £2.1m, reductions in the number of agency staffing (60 to 26) and the reductions in the number of looked after children and child protection plans will ensure the budget is manageable in 2016/17, recognising there is pressure on delivering the £1.6m 2016/17 savings.
23. The savings of £300k associated to moving young adults into independent accommodation has been delayed, focus is being placed through working with adults commissioning to deliver a part year savings, this will reduce the over spend.
24. The review of regular payments has been completed; the financial assessments will start in August, a part year savings could deliver up to £100k savings in year depending on the assessments.
25. Difficulties in recruiting social workers remain and the recruitment strategy continues to be refreshed and developed ensuring targeted actions. Establishment costs must keep within budget and this includes any use of agency staff.
26. The number of Independent Fostering Agencies (IFA) placements in the forecast is 55. It is anticipated that a focused review, including the approval process for placement panel and how we support short term placements will reduce spend in this area.

What is going well?

27. The number of initial assessments completed in timescale has been on an upward trajectory since September 2015. Whilst there was a dip in performance during December 2015 and January 2016, the team are now achieving 95% of initial assessments in timescale. The multi-agency safeguarding hub and children in need teams are currently reviewing their structures and resources to consider how they can be most effective, especially with the introduction of the single assessment in late autumn 2016.
28. Since the introduction of controls for all strategy meeting requests (service manager authorisation), the number of such meetings has significantly reduced. This is slowly increasing the number of strategy meetings that result in a section 47 investigation. This is reassuring as it suggests that the direction of travel is correct and that strategy meetings are appropriate and are no longer case management meetings or professional meetings.

Challenges

29. During this quarter, the numbers of looked after children have begun to reduce. At the end of May there were 279 children accommodated by the local authority as opposed to 291 at the end of March. Significant work is underway, in close liaison with AWB commissioners, to develop a wider range of supported accommodation in the county and so enable young people to leave our care sooner. CWB has also reviewed the process by which children come into our care and will implement a new process during this summer. Taken together, these two initiatives should see a managed reduction in our looked after children population over the next two years down to our target figure of 180.
30. The numbers of children subject to child protection plans has continued to reduce during this quarter. As at the end of May, 155 children were subject to child protection plans. Whilst we can expect periodic fluctuations in the monthly number, we are working with partners to ensure a sustained reduction that reflects the nature of our child population. The three-pronged approach outlined in the last report continues and has been given an increased momentum by a multi-agency case audit which questioned the reasons for many children being subject to child protection interventions. A more consistent application of the HSCB Thresholds of Need should lead to children getting appropriate support at the right time.
31. The performance at all key stages for vulnerable groups and particularly those eligible for free school meals remains an area of focus for individual schools and the local authority. The gap between these groups and their peers remains too great. Specific work to address this is being co-ordinated through the Herefordshire school improvement partnership.

Economy, communities and corporate

32. A net overspend of £68k is forecast for the ECC directorate.
33. Monitoring of income from off-street parking charges is currently indicating that overall income for the year may be below forecast. This is contributing to the directorate's current forecast overspend. Careful monitoring of income levels on a monthly basis will keep this area under review and may require corrective action.
34. Early delivery of 2017/18 management restructure and public transport savings are forecast to provide a favourable variance against budget, therefore offsetting some of the car parking pressure.

What is going well?

35. The Local Transport Plan (LTP) was adopted by full council in May. The LTP was drafted to reflect Herefordshire's Core Strategy and sets out the council's strategy for supporting economic growth, improving health and wellbeing and reducing the environmental impacts of transport. Adoption of the plan supports the commitment to deliver the bypass.
36. Promotion of 2020 programme (<http://www.hereford2020.com>) of developments for Hereford has been increased to include a dedicated website which was recently launched. The partnership between Fastershire and Business Improvement District provides free Wi-Fi in Hereford. A key project within the 2020 programme is the City Link Road, for which a contractor has been appointed. Herefordshire Council and Balfour Beatty Living Places evaluated the tenders submitted through an open competitive tender process prior to the awarding of the contract to Alun Griffiths Contractors of Abergavenny. Construction will begin in July 2016 and will take

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approximately 15 months to complete.

37. Herefordshire Council has been awarded £419K from the Department of Transport Transition Fund to deliver a one year programme of promotions to increase levels of physical activity and improved access to education and employment through walking and cycling across the county during 2016/17. This programme directly compliments the new infrastructure proposals for Hereford as outlined in the LTP. In addition, the council successfully secured £920k of ERDF funding to run a new public building energy efficiency grants scheme across the Marches.
38. Work continues to empower communities to do more for themselves, including through the transfer and devolvement of services. The Regeneration Team have supported groups to obtain funding including a £10k Heritage Lottery Fund start-up grant for Ledbury Places, a group working together to find a sustainable future for six buildings that represent a part of Ledbury's heritage . Moreton-on-Lugg and Titley received grants to make improvements to the village halls. The Big Skill received a grant of £10k from Awards for All.

Challenges

39. Housing land supply remains a challenge to the planning process and bringing forward housing developments within the county to meet future and current needs is a key priority. This requires a focus on delivery within the development management teams and priority continues to be given to determining major applications. Strong performance is being maintained in relation to target timescales, as shown in the ECC scorecard at Appendix D. Work is underway with the developers of all the strategic housing sites identified within the Core Strategy, with a view to providing appropriate support to ensure these sites are brought forward to planning in line with agreed timescales. In addition, cabinet recently approved proposals to establish a Development Partnership which will secure residential and commercial development to maximise the commercial return for the council, and contribute to and drive forward economic and housing growth priorities.
40. Demand for face-to-face contact at Franklin House has risen because of council tax main billing. Housing and council tax benefit accounts for 27% of the total demand. Customer Service face-to-face contact has seen an increase compared to the same period in 2015 with 7,587 face-to-face contacts year to date compared to 5,853 during the same period in 2015. A drive for people to use services on-line is to continue, with a new website due later in the year.

Capital forecast

41. Attached at Appendix B is the capital forecast.

Treasury management

42. The treasury management budget is forecast to spend to budget based on current borrowing projections. Further details are provided in appendix C.

Other budgets and reserves

43. Other budget and reserves includes a contingency of £0.7m which if not required would be used to offset any remaining directorate year end overspend.

Community Impact

44. The recommendations within the report do not have any community impact.

Further information on the subject of this report is available from Richard Ball, assistant director environment and place on (01432) 260965 and Josie Rushgrove, head of corporate finance on (01432) 261867

Equality and human rights

45. There are no specific implications in the report. As regards demonstrating due regard to the council's public sector equality duty (PSED), as part of our decision making processes we ensure that individual directorates and service areas assess the potential impact of any proposed project, leading to fairer, transparent and informed decisions being made.

Financial implications

46. Included within the report.

Legal implications

47. None.

Risk management

48. In June the country voted to leave the European Union. The actual leaving process is yet to commence and will include two years of negotiating the final exit package. The council will play an active role in managing the local impact of departure wherever possible by providing support to businesses, individuals and funding opportunities through playing an active role in any consultation process.
49. The risks associated with any delivery plan objectives and projects are entered onto the relevant service or directorate risk register and escalated as appropriate. The corporate risk register is available on the council's website and an overview of the significant risks is included within Appendix D.

Consultees

50. None in relation to this report. The development of the delivery plan was informed by the evidence base already gathered during the year and which includes user, resident and partner feedback where available.

Appendices

- Appendix A Revenue forecast
- Appendix B Capital forecast
- Appendix C Treasury management forecast
- Appendix D Scorecards: Adults and wellbeing
Children's wellbeing
Economy, communities and corporate
Organisation wide

Background Papers

- [Adults and wellbeing databook](#)
- [Children's wellbeing databook](#)
- [Economy, communities and corporate databook](#)
- [Corporate risk register](#)

Further information on the subject of this report is available from Richard Ball, assistant director environment and place on (01432) 260965 and Josie Rushgrove, head of corporate finance on (01432) 261867

Projected Revenue Outturn 2016/17 (as at the end of May)

	Net Budget	Projected full year outturn	Projected full year variance
Directorate Net Budget	£000	£000	£000
			Over / (Under)spend
Adults and Wellbeing	51,239	52,233	994
Children's Wellbeing	22,292	22,751	459
Economy, Communities & Corporate	47,557	47,625	68
Directorate total	121,088	122,609	1,521
Other budgets and reserves	26,891	26,891	0
TOTAL	147,979	149,500	1,521

Adults and Wellbeing

Projected Revenue Outturn 2016/17 (as at the end of May)

Directorate Net Budget	Net Budget	Projected full year outturn	Projected full year variance
	£000	£000	£000
			Over / (Under)spend
Learning Disabilities	16,488	17,130	642
Memory and Cognition/Mental Health (Inc Safeguarding)	7,622	7,486	(137)
Physical Support	19,014	19,911	898
Sensory Support	619	263	(356)
Client Sub-Total	43,743	44,790	1,047
Operations	6,756	6,665	(91)
Commissioning	4,566	4,557	(9)
Directorate Management	(4,741)	(4,804)	(63)
Public Health	109	147	38
Transformation & Safeguarding	806	878	72
Non Client Sub-Total	7,496	7,443	(53)
Adults and Wellbeing	51,239	52,233	994

Children's Wellbeing

Projected Revenue Outturn 2016/17 (as at the end of May)

Directorate Net Budget	Net Budget	Projected full year outturn	Projected full year variance
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Directorate	264	256	(8)
ESG	(1,412)	(1,442)	(30)
Directorate	(1,148)	(1,186)	(38)
Additional Needs	2,946	2,685	(261)
Children's Commissioning	1,599	1,575	(24)
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Safeguarding & Early Help Management	1,168	1,072	(96)
Safeguarding & Family Support	16,121	16,896	775
Children's Wellbeing	22,292	22,751	459

Economy, communities and corporate

Projected Revenue Outturn 2016/17 (as at the end of May)

Directorate Net Budget	Net Budget	Projected full year outturn	Projected full year variance
	£000	£000	£000
			Over / (Under)spend
Directors	1,062	612	(450)
Environment and Place	25,773	26,186	413
Resources	11,696	11,696	0
Growth	2,465	2,465	0
Communities	6,561	6,666	105
Total ECC and Chief Executive	47,557	47,625	68

2016/17 Capital Forecast Outturn (as at the end of May)

1. Capital budget changes have occurred following the approval of the 2016/17 capital programme. This is due to the update of budgets following the closedown of the 2015/16 accounts, resulting in either the rolling forward or reduction of budgets, plus the confirmation of additional 2016/17 capital grants. The table below provides further details.

Updated 2016/17 capital budgets for schemes exceeding £500k

Scheme Name	Original 2016/17 budget £000	Updated 2016/17 budget £000	Projected 2016/17 forecast outturn £000	Notes
Economy, communities and corporate				
Energy from Waste Plant	19,991	16,583	16,583	Remaining loan budget following accelerated drawdown in 2015/16
Hereford City Centre Transport Package (includes Hereford city link road)*	12,124	12,124	10,200	Forecast spend in 2016/17 based on revised programme dates
Local Transport Plan - highways maintenance	11,633	11,633	11,633	Annual programme of works
Fastershire Broadband	6,605	6,605	6,605	Roll out of broadband to rural areas
Hereford Enterprise Zone	7,100	4,529	5,150	Accelerated spend in 2015/16
Leisure Centres	-	2,284	2,284	Unspent budget to complete works at Ledbury
Solar Photovoltaic Panels	1,500	1,671	500	Invest to save on energy costs
Data Centre Consolidation	1,170	1,170	1,170	Replace dual data centre with a single data centre
Corporate Accommodation	1,100	1,082	1,082	To adapt premises enabling the sale of existing premises
South Wye Transport Package*	1,000	1,000	1,200	Construction to start in 2018
Hereford Library Accommodation Works	1,000	909	909	Accommodation works to Hereford library and museum
Highway Depot Improvements	800	800	800	Improvements to working practices generating savings
IT Network Upgrade	500	500	300	Replace ICT hardware obsolete switches
Software to Enable Remote Access to Desktops and Automate Upgrades	500	500	250	Investment to optimise device and processes reducing operational costs
Property Estate Enhancement Works	500	500	500	Budget to fund emergency capital works on a priority basis

Children's wellbeing				
Colwall Primary School	4,800	4,800	2,000	2016/17 new school budget part carried forward into 2017/18
Schools Capital Maintenance Grant	-	1,205	1,205	Annual grant funded programme of works at various school sites committed on a highest need first basis
Peterchurch Primary School	1,000	1,000	1,000	Refurbishment scheme
Schools Basic Need	666	666	666	Grant funded school places investment
Adults and wellbeing				
Disabled facilities grant	-	1,558	1,558	Grant funded property adaptations supporting independent living
<i>Other schemes less than £500k</i>	3,086	6,118	6,916	
Total	75,075	77,237	72,511	

**The infrastructure investment schemes included above are supported by funding directed through the LEP. The whole scheme indicative costs and funding are summarised below:*

Scheme	Total scheme budget £m	LEP Grant £m	Locally funded £m
Hereford city centre transport package (includes Hereford city link road)	40.6	(16.0)	(24.6)
South Wye transport package (includes southern link road)	35.0	(27.0)	(8.0)
	75.6	(43.0)	(32.6)

This report ensures the council demonstrates best practice in accordance with CIPFA's recommendations in their Code of Practice for Treasury Management, by keeping members informed of treasury management activity.

1. The UK economy

1.1. Following the announcement of the referendum result, there has been significant change in the UK markets:

- Major bond yields, including gilts plummeted.
- Sterling registered its largest fall in history.
- It is expected that market volatility will continue in the short term.
- Markets are forecasting a change in the bank base rate shortly.
- It is expected that GDP may decline in the second half of the year.

2. The Council's investments

2.1 At 31 May 2016 the council held the following investments:

Investment	Term	Maturity Date	Interest Rate	Amount invested £m
<u>Instant Access Money Market Funds:</u>				
Federated	N/A	N/A	0.53%	5.00
Insight	N/A	N/A	0.46%	1.45
Standard Life	N/A	N/A	0.52%	5.00
Total			0.51%	11.45

2.2 The council continues to select counterparties suitable for investment based on the credit worthiness service provided by their treasury advisors, Capita Asset Services. The service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies. The modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system to which Capita Asset Services allocate a series of colour coded bands with suggested maximum durations for investments as shown below;

- Yellow 5 years
- Dark pink 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
- Light pink 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

2.3 The council has earned interest on its investments as follows:

Month	Average amount invested		Average rate of interest earned		Amount of interest earned / Forecast £000	Budget £000	Over (Under) £000
	Actual / Forecast £m	Budget £m	Actual / Forecast %	Budget %			
Apr-16	13.4	25	0.61	0.4	6	10	(4)
May-16	13.1	25	0.50	0.4	6	10	(4)
Jun-16	16.3	25	0.49	0.4	10	10	-
Jul-16	25	25	0.4	0.4	10	10	-
Aug-16	25	25	0.4	0.4	10	10	-
Sep-16	25	25	0.4	0.4	10	10	-
Oct-16	25	25	0.4	0.4	10	10	-
Nov-16	25	25	0.4	0.4	10	10	-
Dec-16	25	25	0.4	0.4	10	10	-
Jan-17	25	25	0.4	0.4	10	10	-
Feb-17	25	25	0.4	0.4	10	10	-
Mar-17	25	25	0.4	0.4	10	10	-
Total					112	120	(8)

2.4 Income has been lower than expected due to lower cash balances being available for investment than anticipated.

3. The council's borrowing

Short-term borrowing

3.1 The council is continuing its policy of mainly using short-term borrowing from other local authorities for short-term liquidity needs. These short-term interest rates are significantly below levels available from other sources avoiding a large cost of carry when comparing fixed interest debt to current (variable) investment rates.

3.2 The council can only borrow up to its Capital Financing Requirement, which represents the need to borrow for capital spend, and cannot borrow beyond this to finance the revenue budget.

3.3 At the end of May 2016 short-term borrowing from other local authorities consisted of eleven loans totalling £51.5 million with an average interest rate of 0.70% (including broker's commission of between 0.03% and 0.10%). Loan periods ranged from three months to two years and averaged 311 days.

Long-term borrowing

3.4 At 31 May 2016 the council held long term borrowing of £149.8m, no new long term loans have been taken in 2016/17.

3.5 The current capital financing budget position is summarised below:

Summary of Borrowing Budget	Budget	Forecast	Over / (under)
	£m	£m	£m
Minimum revenue provision	10.3	10.3	-
Interest payable on all loans	6.8	6.8	-
Total	17.1	17.1	-

4. Summary of forecast outturn

4.1 The current net treasury forecast is on budget.

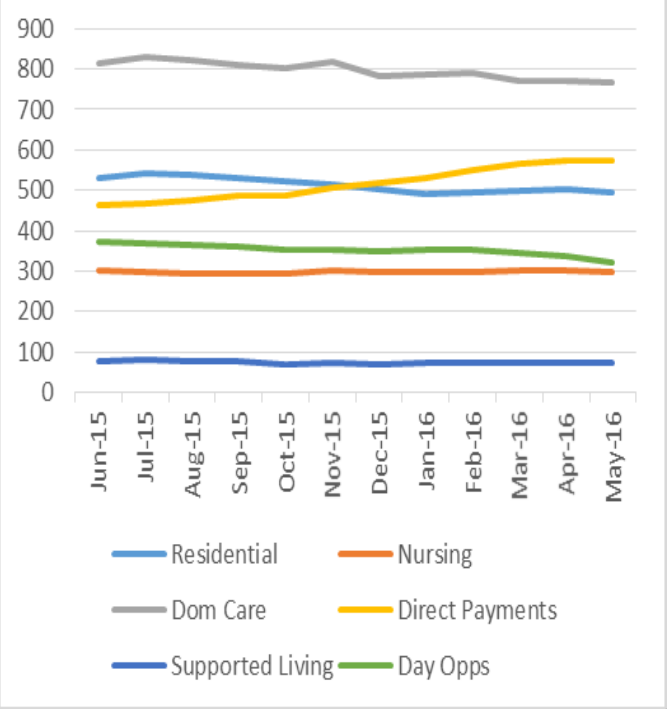
Adult Wellbeing Scorecard - May 2016

Staffing															
FTE	237	239	242	244	254	255	260	255	253	254	254	261	264		
Headcount	269	272	274	275	285	285	290	286	284	285	285	293	294		
Permanent Costs (£k)	736	746	737	768	786	796	799	793	774	770	775	816	635		
Sickness (days/year/fte)	11.4	11.3	11.5	11.9	12.6	13.0	14.1	14.1	13.0	14.49	15.0	15.3	15.7		
Turnover (annualised) based on FTE	24.3%	22.4%	22.3%	10.5%	9.7%	10.9%	10.5%	11.4%	12.5%	13.6%	12.6%	12.3%	11.9%		

Performance Management update

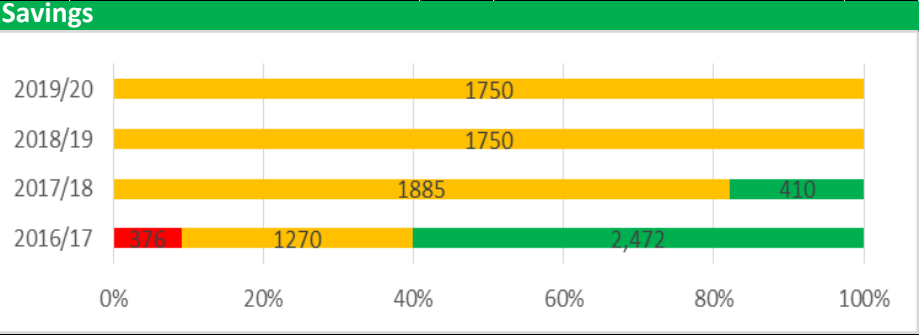
Whilst early in the year, we can see that cases in receipt of DP's is moving towards our target. Similarly, our performance for permamnent admissions, particularly for those over 65s is on track. Early reporting on long term packages in receipt of a review in year is currently on target. Delayed Transfers of care, due to social care reasons demonstrated an increase in April. Sickness in the last two months is higher than targetted.

Service User Numbers



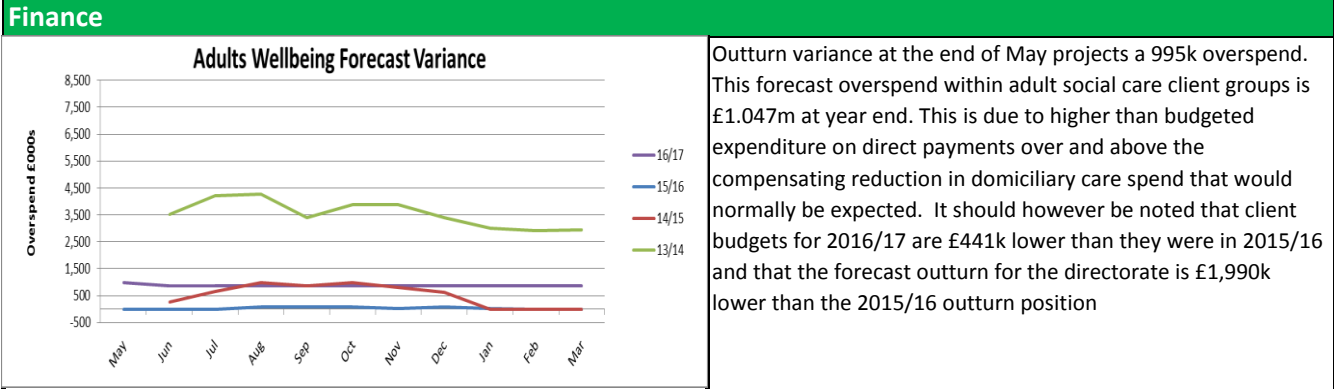
Indicators			
Measure	Target	Latest	Period
Permanent admissions - U65	15	2.8	May
Permanent admissions - 65+	455	74.1	May
Social Care Delayed Transfers	2.7	7.94	Apr
Reablement - 91 days after discharge	80%	91%	May
Safeguarding - closures in 28 days	80%	44%	May
Safeguarding - outcomes met	80%	96%	May
Direct Payment recipients	40%	34%	May
Timeliness of Service (28 days of referral)	80%	41%	May
Reviews undertaken	100%	18%	May
Affordable housing units delivered		10	May
Households in temporary accommodation	45	37	Apr
NHS Health checks	60%	32%	May

Risk Management				
Risk Reference Number	Risk Description	Risk Rating (before controls)	Existing Controls in Place	Risk Rating (after controls)
CR.017	Demographic Pressures Continued demographic pressures require significant savings to be made or reductions in levels of dependency to manage rising levels of demand across council services.	25	Range of primary and secondary preventative services commissioned including Information, Advice, Signposting, Reablement, Telecare, Rapid Response. Communications strategy and proactive media briefing advising on ASC LA services focus. Proactive screening of cases that are not eligible through reviews and diversion to other services. Ongoing demographic modelling and develop effective demand and market analysis to support working with partners on service models and pathways to more effectively manage or reduce demand and dependency. Implementation of integrated prevention strategy.	16
CR.022	Integration The scale and pace of integration work required internally to the council and across health and social care proves to be undeliverable and a new model for integrated and financially viable health and social care pathways does not emerge.	25	Transformation Board and Joint Commissioning Board in place underpinned by refreshed Health and Well Being strategy. Programme Review and Independent Chair/Programme Director in place.	16
CR.024	System resilience and urgent care The role and responsibility of adult social care alongside system and process is not clearly set out in relation to system resilience and urgent care	16	Social care pathway for prevention of hospital admission and discharge is aligned with WVT. Joint post funded through SRG to manage interface is in place, number of schemes funded through BCF to support urgent care - however this post has now ceased. On call arrangements in place and AMPH/EDT rota is in place. Senior Management attent operational and strategic SRG. IUCS in place. Recently appointed a complex care pathway lead, to lead on EDT OOH provision.	16



Programme													
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	
Mosaic	System Freeze						EDRMS implementation						
	Sandpit Analysis	Training for upgrade Testing		Go-live upgrade (tech)	Stabilisation period		Business process change						
EMS				Go-live	Embedding change and handover to BAU								
Abacus	Mosaic interface development and testing												
WISH (online)	Phase 1 go live (31st)						Phase 2 - PA directory, events directory, tools, emarketplace, assessment/calculators						
RAS							Review FACE RAS						
ASC Pathway design	Phase 1 Info sessions	Phase 2 - scope review					Phase 2 starts						
Managing the care home market	Provider engagement			Key Dec - unified contract	Provider engagement					Implemen tation			
Help to Live at Home		Scoping, consultation, designing new models of care, analysis of current activities								Decision Sign Off			
Housing Solutions	Housing allocation remodelling			Housing solutions tender									
Early Years						Engagement				Soft Market Testing	Option Development		

Programme updates
During the last quarter, the help to live at home project has developed it's baselines and has indicated potential zones. Mosaic has gone live and a period of stabilisation initiated for teams to get used to the change in functionality; processes will now be redeveloped to ensure that they are as efficient as possible.

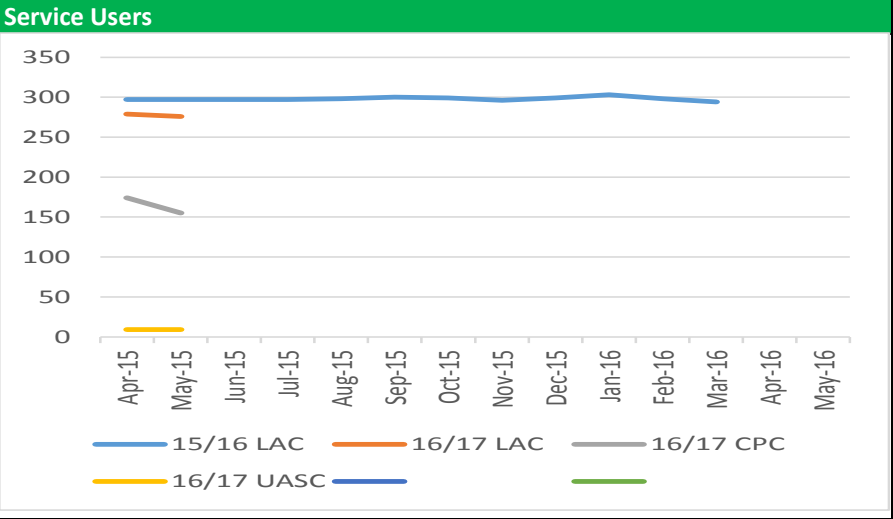
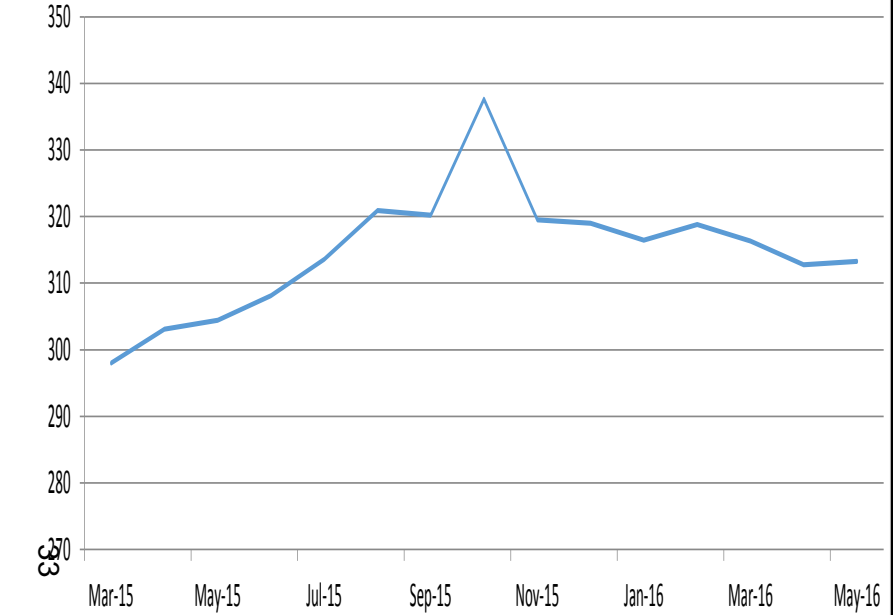


Outturn Detail			
Directorate Net Budget	Net Budget	May Outturn	May Variance
	£0	£0	£0
			Over / (Under)spend
Learning Disabilities	16,488	17,130	642
Memory and Cognition/Mental Health (Inc Safeguarding)	7,622	7,486	-137
Physical Support	19,014	19,911	898
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Non Client Sub-Total	7,496	7,443	-53
Adult's Wellbeing	51,239	52,233	994

CWB Scorecard - May 2016

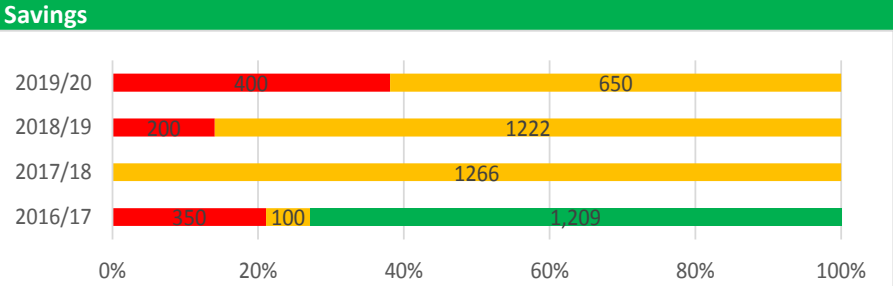
Staffing																
	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	
FTE	298	303	304	308	314	321	320	338	320	319	316	319	316	313	313	
Headcount	354	356	360	366	373	381	378	377	375	373	367	370	367	361	360	
Permanent Costs (Ek)	976	1,012	1,004	1,043	1,051	1,064	1,049	1,033	1,024	1,024	1,026	1,009	979	1,019	824	
Absence - days lost per FTE	8.62	8.35	8.28	8.41	8.16	8.18	7.86	7.58	7.64	7.53	6.92	7.20	7.23	7.17	6.90	
Turnover (annualised)	7%	8%	9%	10%	10%	11%	12%	13%	14%	14%	15%	15%	19%	19%	19%	

FTE trend

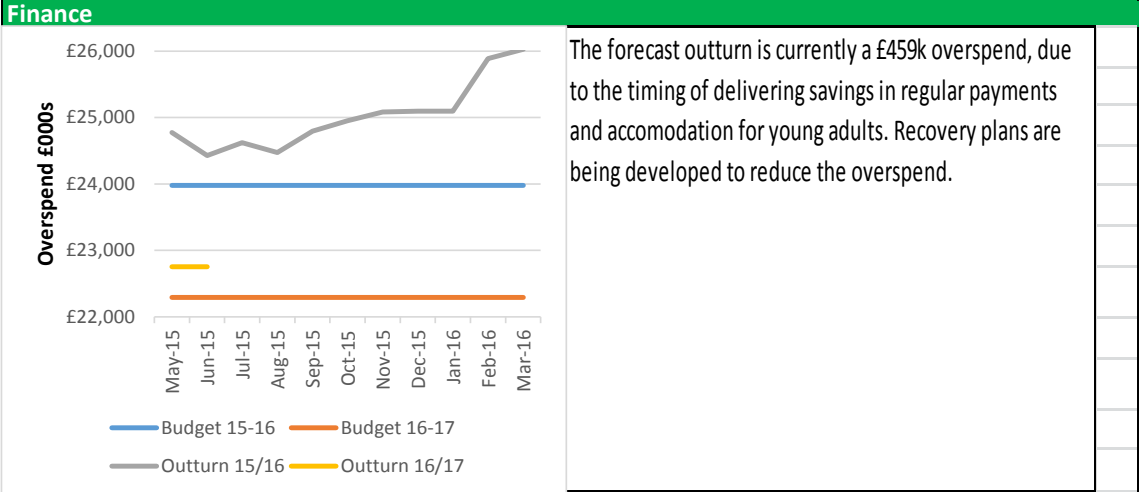


Indicators			
Measure	Target	Latest	Period
% of children attending a primary school/setting that is good/outstanding	88%	88.1%	May
% of children attending a secondary school/setting that is good/outstanding	87%	78.7%	May
% of young people not in employment, education or training	4.2%	4.9%	May
Herefordshire children are at or above the national comparative indicator of attainment and progress at 16	48.0%		
Reduce the number of children being referred to children's social care for a service		40.8% (2,272/5,569)	May
Decrease the number of children requiring accommodation help from the local authority		280	May

Risk Management				
Risk Reference Number	Risk Description	Risk Rating (before controls)	Existing Controls in Place	Risk Rating (after controls)
CR.005	School Assets IF: There is Insufficient condition oversight of school assets THEN: there may be an increase in costs due to unplanned significant spend.	25	Education assets condition surveys to be completed and school capital investment strategy being developed.	16
CR.029	Education funding IF the national funding formula for education removes significant funding without removing statutory responsibilities THEN the local authority may not be able to carry out its duties effectively, funding pressure will result, the effectiveness of some schools and outcomes for children will decline	20	Management Board and Leader's briefing aware of implications. Working group established to develop Herefordshire's approach	16
CR.030	White Paper - Educational Excellence Everywhere IF schools and the local authority focus solely on the possible implications of the White Paper Educational Excellence Everywhere THEN focus will lessen on improving pupil outcomes, particularly the most vulnerable, and on budget control at a time of increasing pressures	20	Local authority establishing a way forward with schools. Working group led by the Director of Children's Wellbeing. Management Board and Leader's briefing aware of implications. Working group established to develop Herefordshire's approach. Continued implementation of the HSIP Framework via Learning and Achievement and a focus on vulnerable groups including implementing work to address closing the gap. Work to be reviewed via Strategic Education Board and HSIP	16



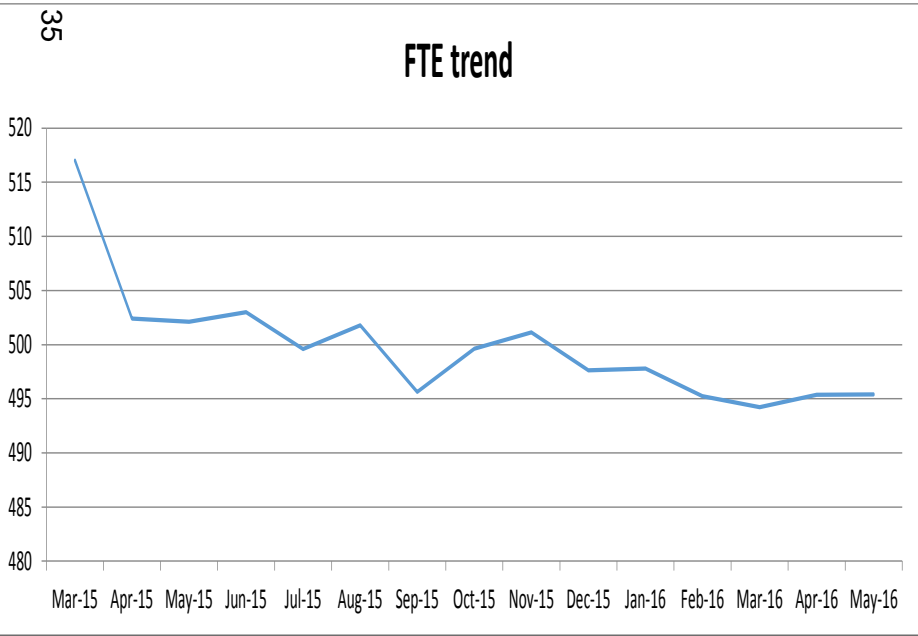
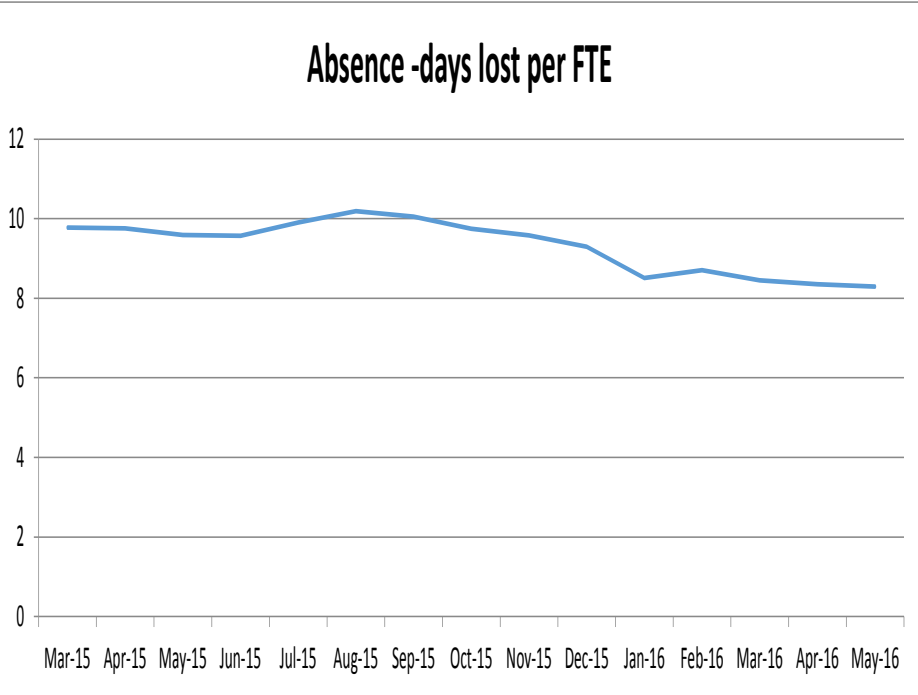
Programme													
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	
Developing the 0-25 Service			Agree management and hosting arrangements for CWB elements of the service			Implement service changes		Develop and agree model for the interaction of AWB staff with the CWB service			Implement model		
CwD Transformation: The Integrated Pathway		Appoint integrated pathway co-ordinator		Develop the local offer and design referral, panel and assessment processes		Prepare systems and processes for the integrated pathway pilot		Pilot the integrated pathway (6 months) and multi-agency processes					
CwD Transformation: Transition Outcomes		Engagement in the development of the corporate housing strategy. Planning for the developing initial supported internships						Develop sustainable supported internship project		Develop a broader range of supported internships. Develop work based upon the outcomes of the housing strategy.			
CwD Transformation: Personal Budgets				Develop recommendations for tripartite personal budgets (education, health, social care)		Finalise each agencies processes		Formalise and agree a tripartite protocol		Internal briefings and comms to public			
CwD Transformation: Recommissioning Short Breaks				Service Redesign - initial engagement		Tender development including consultation				Procurement		Award contracts	
CwD Transformation: Integrated Needs Assessment					Agree requirements	Plan with SI Team				Undertake needs assessment (tbc)			
Safeguarding and Early Help: Single Assessment			Review options and agree model				Implementation planning	Service readiness	Go live	Monitor and adjust			
Safeguarding and Early Help: Outcome Focussed Planning							Agree process/ tools	Implementation planning	Service readiness	Go live			
Safeguarding and Early Help: Risk Assessment Model								Review options and agree model		Implementation Planning			
WISH (online)	Phase 1 go live (31st)						Phase 2 - PA directory, events directory, tools, emarketplace, assessment/calculators						
Early Years						Engagement				Soft Market Testing	Option Development		



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Safeguarding & Family Support	16,121	16,896	775
Children's Wellbeing	22,292	22,751	459

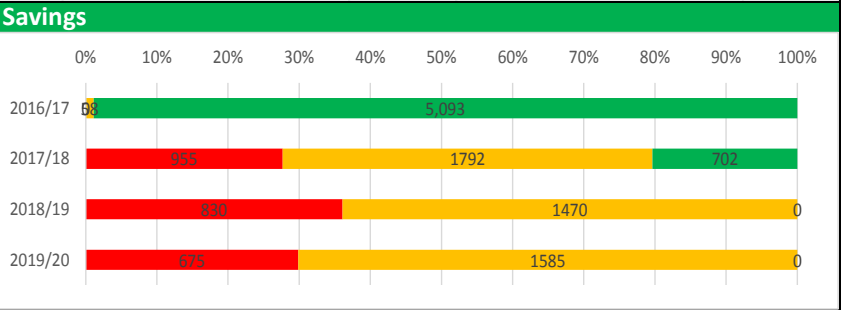
ECC Scorecard

Staffing																	
	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16		
FTE	517	502	502	503	500	502	496	500	501	498	498	495	494	495	495		
Headcount	641	622	625	629	625	627	618	621	620	615	609	606	605	600	602		
Permanent Costs (£k)	1565	1,556	1,581	1,561	1,552	1,563	1,580	1,555	1,570	1,517	1,522	1,509	1,534	1,582	1,213		
Absence -days lost per FTE	9.78	9.76	9.59	9.57	9.91	10.19	10.05	9.75	9.58	9.30	8.51	8.71	8.45	8.35	8.29		
Turnover (annualised) - based on FTE	10%	11%	11%	11%	10%	11%	11%	11%	11%	11%	12%	11%	11%	10%	9%		



Indicators			
Measure	Target	Latest	Date
Minimise the number of people killed and seriously injured (KSIs) in road traffic collisions in Herefordshire	<84 (rolling 3 year average)		
Reduce the amount of residual waste per household	<540kg		
Improve road conditions:			
Category 1 defects	97%	100%	May
Category 2 defects	80%	99%	May
Improve average journey time per mile in Hereford City during the morning peak	<19 mins	21 mins	2015
Proportion of eligible premises with super fast broadband	78%	67%	May
Processing of planning applications:			
Major	60%	74.3%	May
Minor	60%	60.0%	May
Other	60%	73.7%	May
Number of customer self serve transactions:			
Web Transactions (Apply for / Pay for / Report / Book it)	-	4,299	May
Reduction in H&S related accidents (calendar year)	<156	51	April
Legal:			
Successful Litigation - Court costs recovered as a percentage of overall court costs	-	39%	May

Risk Management				
Risk Reference Number	Risk Description	Risk Rating (before controls)	Existing Controls in Place	Risk Rating (after controls)
CR.007	Litigation IF: litigation claims against Herefordshire Council are successful THEN: this may expose the Council to significant unbudgeted costs and reputational damage.	20	Formal mediation has been undertaken. Resources to support litigation in place. The council is mitigating this risk by taking and acting upon advice from counsel and other technical experts.	16



Programme		
ECC major projects	RAG Rating	Update
Hereford City Centre Link Road	Green	A contractor has been appointed for the City Link Road. Herefordshire Council and Balfour Beatty Living Places evaluated the tenders submitted through an open competitive tender process prior to the awarding of the contract to Alun Griffiths Contractors of Abergavenny. Construction will begin in July 2016 and will take approximately 15 months to complete.
High Town Refurbishment including Parking Strategy	Amber	Advance works have commenced on Hereford City Centre improvements with drainage repairs and investigations in advance of Phase 1 of the refurbishment works. Traffic management arrangements are in place. Subject to cabinet decision in July, Phase 1 works will commence for completion by Christmas. Cabinet will also consider on 21 July if street parking is to be delivered in the city centre and if consultation on the detail of a residents parking scheme and contraflow for St Owen Street can commence.
Enterprise Zone development/sales/jobs	Green	Several land sales being progressed with solicitors. Heads of Terms drafted with likely tenant of final 2 units in Skylon Place.
South Wye Transport Package	Green	Detailed design work continues together with the business case development as required by the Department for Transport. Preparation for public consultation in the autumn in relation to the complementary package of measures is progressing well.
Hereford Transport Review including the Hereford bypass	Green	Survey and development work is underway. Cabinet has approved initial funding and the Marches LEP has submitted a bid to the Department for Transport for further funding.
Local Transport Plan	Green	The Local Transport Plan was adopted by full Council in May. The Local Transport Plan was drafted to reflect Herefordshire's Core Strategy and sets out the council's strategy for supporting economic growth, improving health and wellbeing and reducing the environmental impacts of transport. Adoption of the plan supports the commitment to deliver the bypass.
Waste Strategy	Green	The Energy from Waste development continues to progress well and completion is on schedule.

Budget outturn			
	Budget Full Year £000s	Forecast Full Year £000s	Variance Net £000s
Directors	1,062	612	(450)
Commissioning	25,773	26,186	413
Resources	11,696	11,696	0
Growth	2,465	2,465	0
Communities	6,561	6,666	105
Total	47,557	47,625	68

Herefordshire Council performance & budget report

Budget forecast

Directorate Net Budget	Net Budget	May Outturn	May Variance
	£'000	£'000	£'000
			Over / (Under) spend
Adults and Wellbeing	51,239	52,233	994
Children's Wellbeing	22,292	22,751	459
Economy, Communities & Corporate	47,557	47,625	68
Directorate total	121,088	122,609	1,521
Other budgets and reserves	26,891	26,891	0
TOTAL	147,979	149,500	1,521

Significant corporate risks

The following items from the Corporate Risk Register are still red after controls have been put in place. Further details are available in the relevant directorate's overview:

School Assets

IF: Insufficient condition oversight of school assets is not in place **THEN:** There may be an increase in costs due to unplanned significant spend.

Litigation

IF: litigation claims against Herefordshire Council are successful **THEN:** this may expose the Council to significant unbudgeted costs and reputational damage.

Demographic Pressures

Continued demographic pressures require significant savings to be made or reductions in levels of dependency to manage rising levels of demand across council services.

Integration

The scale and pace of integration work required internally to the council and across health and social care proves to be undeliverable and a new model for integrated and financially viable health and social care pathways does not emerge.

System resilience and urgent care

The role and responsibility of adult social care alongside system and process is not clearly set out in relation to system resilience and urgent care

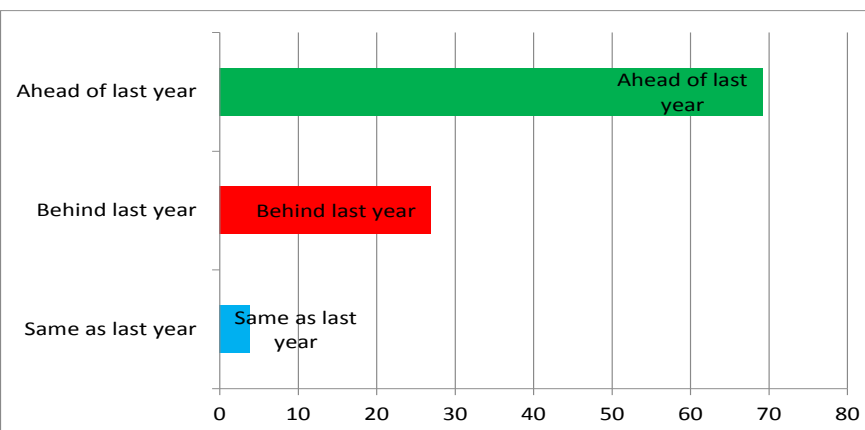
Education funding

IF the national funding formula for education removes significant funding without removing statutory responsibilities **THEN** the local authority may not be able to carry out its duties effectively, funding pressure will result, the effectiveness of some schools and outcomes for children will decline

White Paper - Educational Excellence Everywhere

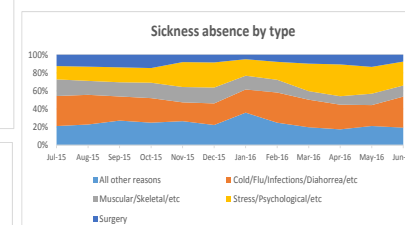
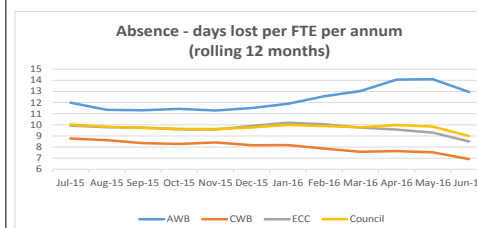
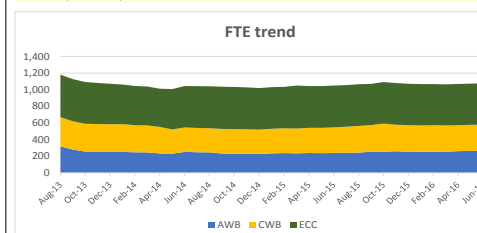
IF schools and the local authority focus solely on the possible implications of the White Paper Educational Excellence Everywhere **THEN** focus will lessen on improving pupil outcomes, particularly the most vulnerable, and on budget control at a time of increasing pressures

Direction of travel (measures compared to last year)



	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
FTE	1050.0	1044.2	1043.9	1050.7	1054.9	1066.3	1069.9	1092.2	1080.2	1071.8	1067.6	1068.1	1064.2	1069.0	1073.2
Headcount	1,262	1,249	1,254	1,267	1,272	1,283	1,281	1,283	1,285	1,274	1,260	1,261	1,257	1,254	1,256
Permanent Costs (£k)	£3,248	3,290	3,321	3,350	3,340	3,395	3,415	3,384	3,393	3,334	3,322	3,288	3,288	3,417	2,672
Absence - days lost per FTE	9.83	9.73	9.64	9.62	9.76	9.99	9.89	9.78	9.98	9.84	9.00	9.52	9.54	9.54	9.54
Turnover (annualised) - based on FTE	13.5%	13.1%	12.3%	13.2%	13.2%	10.7%	11.1%	11.5%	11.9%	12.1%	12.9%	12.9%	13.7%	13.1%	12.7%

WORKFORCE





Meeting:	Cabinet
Meeting date:	21 July 2016
Title of report:	Budget planning/consultation
Report by:	Cabinet member economy and corporate services

Classification

Open

Key decision

This is not a key decision.

Wards affected

Countywide

Purpose

To seek cabinet approval for consulting on plans to reshape the council's services to meet the financial challenge and current budget proposals for future financial years, as well as the draft proposals available to Herefordshire Council as part of the budget setting process for 2017/18 and out to 2020/21.

Recommendation(s)

THAT:

- (a) **the approach for consulting on plans to meet the financial challenges for the coming 4 years and beyond and the capital programme and budget proposals for 2017/18 and beyond as set out in the report be approved.**

Alternative options

- 1 It is open to cabinet to amend or revise the proposals, but in doing so regard must be had to ensuring that a medium term financial strategy (MTFS) is available in time for the period 2017/18 to 2020/21 so as to provide a strategic direction for the council.

Further information on the subject of this report is available from Josie Rushgrove, head of corporate finance on (01432) 261867 and Richard Ball, assistant director, environment and place on (01432) 260965

Reasons for recommendations

- 2 The council has a legal duty to set a balanced budget and full Council is responsible for approving a budget following recommendations from cabinet in line with the budget and policy framework rules within the constitution.
- 3 There is a statutory requirement under section 65 of the Local Government Finance Act 1992 to consult with representatives of business ratepayers on the proposed budget before its adoption.

Key considerations

- 4 The council has a responsibility to consult with residents and businesses on its budget.
- 5 The council takes a long-term and strategic approach to its corporate and financial planning. As such, a corporate plan and a MTFS, both covering the period 2016/17-2019/20, were agreed by Council in February 2016.
- 6 Both the corporate plan and MTFS were informed by our current performance, our evidence base, Understanding Herefordshire, and the views of residents and the community which were captured as part of last year's priorities and budget consultation.
- 7 The four priorities that were agreed were:
 - enable residents to live safe, healthy and independent lives;
 - keep children and young people safe and give them a great start in life;
 - support the growth of our economy; and
 - secure better services, quality of life and value for money.
- 8 Each year a corporate delivery plan is prepared which demonstrates how the council intends to achieve its vision for the people of Herefordshire. Quarterly reports are presented to Cabinet which show the latest budget position, as well as performance against delivery of the key activity and achievement of the measures.
- 9 The MTFS, agreed by Council in February 2016 and covering the period 2016-20, describes the financial direction of the council and outlines the financial pressures over a 4-year period, and establishes how available resources will be allocated to services in line with the council priorities as detailed in the council's corporate plan. The MTFS is a key part of the council's integrated corporate, service and financial planning cycle
- 10 Extending the MTFS by a year, and planning its finances over a 4-year rolling period, is designed to highlight at an early stage where the council may have financial challenges and the level of resources it is likely to have available beyond the current financial year. This is also particularly relevant given that the government has offered a 4-year settlement to any council that wishes to plan ahead. This will be considered by Cabinet and Council in September.
- 11 Therefore, the MTFS should be updated each year in order to reflect cabinet and

Further information on the subject of this report is available from Josie Rushgrove, head of corporate finance on (01432) 261867 and Richard Ball, assistant director, environment and place on (01432) 260965

council's decisions following the review of the level of efficiencies achieved, demographic pressures, potential new burdens from government and the resultant impact on services.

- 12 The council's capital programme is mainly funded through council borrowing and government grants. Borrowing repayment costs associated with the indicative programme are included within the revenue budget. In line with the council priorities as detailed in the council's corporate plan, directorates have considered new schemes for inclusion within the council's capital programme.
- 13 It has been identified that the council needs to make a further £28.4m of savings over the next four years, 2016/17 – 2019/20. Through this consultation we want to increase public understanding of the scale of the financial challenge and why difficult decisions need to be made.
- 14 Whilst plans are already in place to deliver £10.9m of savings in 2016/17, an additional £7.0m of savings will need to be delivered in 2017/18. We therefore want to understand people's views on the package of draft budget proposals for 2017/18 and subsequent years.

Refreshing the budget and capital programme

- 15 Between late July to early October 2015, cabinet members, supported by senior officers, met with people across Herefordshire in order to listen to their views and vote on their priorities for the future. The 'Have your say' consultation was based on a series of promotion events in the city and market towns as well as an online and paper questionnaire. In total there were 1,979 responses to the questionnaire and a 'Priorities and Budget Consultation 2016-2020' report was produced in December 2015 to summarise the key findings.
- 16 As well as continuing to consult on specific service change proposals, the council is committed to consulting with the public and other interested stakeholders on its budget, savings, capital programme and how services are delivered. It is important that everyone is able to not only have their say on what matters to them but also for them to submit ideas and proposals on how services could be delivered differently and what part they and others could play in meeting the challenges that we face.
- 17 Given the limited attendance at our promotion events in the city and market towns last year, we are not proposing to hold similar events this year. Instead, the main method for people taking part in the consultation to give their views on the budget proposals would be via an online form. Paper copies will be available at libraries and customer service centres and people will also be able to print off paper copies from our website. The survey will be open to all and promoted through a mixture of social and conventional media initiatives to ensure county-wide publicity. Key stakeholder groups will also be targeted for promotion.
- 18 Depending on the nature of the budget proposals, further and more targeted consultation may be required with groups directly affected by any anticipated changes.
- 19 The key milestones in the timetable for Council to set the final budget in February 2017 and to set the council tax levels in March 2017 are set out below:
 - General budget consultation with stakeholders between 29 July and 7 October 2016, including:

Further information on the subject of this report is available from Josie Rushgrove, head of corporate finance on (01432) 261867 and Richard Ball, assistant director, environment and place on (01432) 260965

- Member briefing session (26 July);
 - Online questionnaire;
 - Social media 'Question & Answer' sessions;
 - Parish Council briefing sessions (28 July and September)
 - Health partners;
 - Schools forum;
 - Businesses (briefing sessions with top 25 Herefordshire businesses, Chamber of Commerce, business breakfast events);
 - Voluntary and community sector.
- When the consultation closes all of the responses received will be collated and published online so that they can be taken into account before the draft budget and MTFS are produced.
 - The draft budget and MTFS will go to meetings of general overview and scrutiny and health and wellbeing scrutiny on 14 November 2016.
 - Recommendation of the capital programme, in light of consultation by Cabinet on 1 December 2016.
 - Council approve the capital programme on 16 December 2016
 - Recommendation of the final budget, in light of consultation and the final settlement, by Cabinet on 19 January 2017.
 - Council set the final budget on 3 February 2017.
 - Council set the council tax levels on 3 March 2017.

- 20 The council will continue to work over the consultation period to identify additional measures that can help to save money while protecting services.

Community impact

- 21 The MTFS and budget demonstrate how the council is using its financial resources to deliver its priorities

Equality duty

- 22 The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.
- 23 A number of service specific equality impact assessments will need to be completed for the service specific budget proposals to assess the impact on the protected characteristic as set out in the Equality Act 2010. Individual equality impact assessments will be prepared prior to consultation and delivery of each specific

Further information on the subject of this report is available from Josie Rushgrove, head of corporate finance on (01432) 261867 and Richard Ball, assistant director, environment and place on (01432) 260965

saving initiative.

- 24 The duty means that the potential impact of a decision on people with different protected characteristics is always taken into account when these assessments have been completed. Then we will consider mitigating against any adverse impact identified

Financial implications

- 25 Included within the report.

Legal implications

- 26 The duty to consult when the budget proposals are at a formative stage is required under statute for non-domestic rate payers and is implied for domestic rate payers as part of the council's duty to act fairly. The scope of the consultation will determine: who should be consulted; how long the consultation should be open for; what questions need to be asked; and how answers should be evaluated so that the outcome of the consultation can be conscientiously taken into account when the ultimate decision is taken. Further consultation exercises may be required alongside pre-existing and continuing consultations on specific service change proposals.

Risk management

- 27 All budget proposals contain a degree of risk. Whilst Herefordshire Council has a good track record of delivering requisite savings to date, the following are key risks:
- Demand – The further demands on the council's services, at a time when it needs to reduce spending due to constraints on public expenditure.
 - Reputation – If stakeholder engagement is not managed effectively, the need for the council to take difficult decisions in response to the contraction of public expenditure will not be understood.
 - Delivery – The delivery of the agreed savings proposals will need to be effectively managed to ensure they are realised in practice.

Consultees

- 28 None in relation to this report. The development of the MTFS and budget was informed by the evidence base already gathered during the year and which includes user, resident and partner feedback where available.

Appendices

Appendix A Budget Consultation Process

Background papers

- None

	June	July	August	September	October	November	December	January	February	March	April
corporate performance	End of year corporate budget & performance report	May corporate budget & performance report					Draft Corporate Delivery Plan		Q3 corporate budget & performance report		
resources	Spending challenge				Support directorate budget setting				Council sets council tax		
leadership group					Draft directorate budgets	Draft service budgets		Draft service plans	Finalise directorate & service budgets	Finalise service plans	
management board					Discussion of draft budget				Finalise Corporate Delivery Plan		
members	Initial planning meeting with MB & cabinet	All members seminar on budget Cabinet	MB & Cabinet discuss budget options	Agree 4-year budget settlement Review session	Draft budget considered	Draft budget considered by GOSC & HOSC	Results of consultation Agree Capital Programme	Cabinet commends budget	Council approves budget	Agree Corporate Delivery Plan Objectives, targets & resources approved	
stakeholders		Parish Council budget seminar JSNA published	Public budget consultation				Refresh of JSNA to commence				



Meeting:	Cabinet
Meeting date:	21 July 2016
Title of report:	Performance, risk and opportunity management framework
Report by:	Cabinet member economy and corporate services

Classification

Open

Key decision

This is not a key decision.

Wards affected

Countywide

Purpose

To propose a revised Performance, Risk and Opportunity Management (PROM) Framework that will support members and officers to manage performance and risk and deliver improved outcomes for local people.

Recommendation(s)

THAT:

The revised PROM framework is approved for implementation with immediate effect.

Alternative options

- 1 Since the council is required to have a sound, up-to-date performance and risk framework, there are no alternative options, although it is open to Cabinet to make amendments to the PROM as they see fit.

Reasons for recommendations

- 2 The council has a separate Risk Assurance Framework and Performance Improvement Framework, each of which date back to 2011 and were produced for the then Herefordshire Public Services.

- 3 The PROM framework amalgamates the separate risk and performance documents, and has been updated to reflect the current local and national context, ensuring that the council is capable of achieving its objectives.

Key considerations

- 4 Although there is currently no recognised national government performance framework for local authorities, the performance of the council in certain key services continues to be the subject of national performance and regulatory frameworks (including those of OFSTED and the Care Quality Commission). The proposed PROM framework is intended to support those arrangements whilst at the same time provide an approach that enables effective performance and risk management of the council's services and delivery of priorities.
- 5 The purpose of the PROM framework is to support members and officers across the council to take responsibility for their own performance and to lead the delivery of improved outcomes for residents.
- 6 The PROM framework is attached at Appendices 1 and 2, and follows a traditional 'Plan, Do, Review and Revise' business cycle; it is designed to meet the council's local needs and to support members and officers to fulfil their respective roles and responsibilities. It is important that the framework is regularly monitored at least on an annual basis, and is adapted in line with corporate learning and the experience of members and officers post implementation.
- 7 The PROM framework has been produced in two formats. The first, Appendix 1, fully explains the council's approach to performance and risk management, whilst the second, Appendix 2, introduces the framework and sets out some of its key elements.
- 8 The key components of the PROM framework are:
- Corporate planning / service planning;
 - Performance reporting;
 - Personal Performance Development Plans (PPdPs);
 - Budget management; and
 - Risk management.

Community impact

- 9 A robust PROM framework is essential to support the delivery of the council's priorities.

Equality duty

- 10 The Public Sector Equality Duty (PSED) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.
- 11 The PROM framework underpins the council's approach to business planning, and

the corporate plan, which seeks to increase the equality of opportunity and access, and reducing inequalities.

Financial implications

- 12 There are no direct financial implications arising directly from this report.

Legal implications

- 13 There are no legal implications directly relevant to this report but having proper arrangements to manage risk throughout the organisation is an important component of corporate governance. Some of the control measures in the corporate risk register may have legal implications; if so, these will be considered in separate reports regarding implementation of the specific control measures.

Risk management

- 14 The council does not have the appropriate performance management arrangements in place *mitigated by* adopting the PROM framework which will ensure that the council has appropriate governance arrangements in place.
- 15 The council does not manage performance effectively, which results in poor service standards or failure to deliver its corporate priorities *mitigated by* a regular performance reporting regime.

Consultees

- 16 Audit and Governance Committee Risk Register Working Group members.

Appendices

Appendix 1 Performance, Risk and Opportunity Management Framework

Appendix 2 Performance, Risk and Opportunity Management Framework (easy read version)

Background papers

- [Audit and Governance Committee Risk Register Working Group \(No. 139\)](#)

<i>Reference number</i>	tbc
<i>Approved by</i>	Management Board
<i>Date approved</i>	
<i>Version</i>	1.0
<i>Last revised</i>	3 May 2016
<i>Review date</i>	May 2016
<i>Category</i>	Corporate Governance
<i>Owner</i>	Director, Economy, Communities & Corporate
<i>Target audience</i>	All staff producing policies and procedures

PERFORMANCE, RISK AND OPPORTUNITY MANAGEMENT FRAMEWORK

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Introduction

Performance management comprises the systems, processes and supporting arrangements in order to identify, assess, monitor, and respond to performance issues. It enables actions to be taken which will contribute to the achievement of the Council's aim – to improve Herefordshire for its residents and businesses.

Risk management is about the identification, analysis and control of the threats and opportunities that affect the fulfilment of the Council's strategic and operational objectives. The identification and management of risks is essential to the successful management of performance and the actual taking of risks and opportunities in some cases are critical for a council with an ambitious vision and a difficult financial terrain to negotiate. The Council's risk management arrangements are part and parcel of its approach to performance management more generally.

Purpose

Effective performance and risk management will help to:

- Ensure corporate objectives are prioritised and that resources are allocated effectively
- Improve services and outcomes for local people
- Motivate staff by ensuring that individuals are aware of their own targets and goals and how these contribute to achieving the council's vision
- Ensure that significant risks to the achievement of objectives are identified and managed
- Provide early warning of, and rectification of, poor performance
- Ensure the council and its partners achieve what we have set out to do
- Provide a strong evidence base for improved decision making and the efficient use of resources

Herefordshire Council aims to operate a performance and risk management system where everyone knows what needs to be achieved, what is required of them and when, what is measured and managed, and what progress is being made.

The council's resources must be aligned, focusing effort in the right places and delivering maximum value for the people of Herefordshire. The council must proactively manage any risk that might affect delivery, regularly reviewing progress and taking action to stay on target.

Our performance, risk and opportunity management process

Performance management

The principles of the framework are that it:

- Establishes an overall corporate planning and performance and improvement cycle, supported by annually updated service planning guidance
- Links the ambitions set out in the higher level plans (the Council's Corporate Plan and Corporate Delivery Plan) and the service objectives and actions to deliver those ambitions set out in service plans, incorporating financial and workforce planning
- Establishes clear links between corporate and service objectives and the work of individual employees through their Personal Performance Development Plans (PPdPs)
- Holds Cabinet members, Directors, Assistant Directors, Heads of Service, and service managers to account for the performance of services within their directorates, departments and teams

- Ensures that the performance of services compared to targets and milestones is reviewed through regular performance reporting to Cabinet members and scrutiny committees, Management Board and directorate management teams
- Requires the development and maintenance of improved systems to ensure accurate, valid, reliable, timely and secure data and intelligence
- Ensures that corporate performance information is published on a dedicated page of the council's website
- Integrates risk management into corporate, workforce and service planning in the identification and development of all projects and measures, and performance monitoring and management through consideration at the Directorate Challenge sessions and Corporate budget and performance reports to regular directorate and service meetings
- Ensures that a commitment to improvement lies at the heart of all we do by using self-assessment techniques and the outcomes of external inspections, together with the use of comparator and benchmarking data to improve our performance

Risk and opportunity management

The intended outcomes resulting from the implementation of this framework are to enable the council to:

- Comply with government and statutory instruments relating to risk management
- Have a strategic approach to risk management which is supported by councillors, management and staff
- Have a clear risk management process and standards that managers support and understand
- Drive down insurance claims and realise savings on policy excess payments, whilst ensuring that our major projects are sufficiently covered
- Formally use the risk management process for all key decisions
- Integrate risk management into normal business practices
- Have the ability to demonstrate that risk management is embedded in business processes, including strategic planning, financial planning, policy making and review, performance and project management

Each service has its own operational risk register, which is reviewed and updated monthly prior to being endorsed by the assistant director. Directorates may also maintain a directorate risk register, which should be endorsed by the director.

Management Board are responsible for the corporate risk register, which contains strategic risks and operational risks that cannot be managed within the directorate/service. The corporate risk register is reviewed monthly by Management Board; quarterly by Cabinet as part of the corporate budget and performance report; and separately by the Audit and Governance Committee. Through this process, members and the public are able to identify risks that may not be on the register, but they consider should be, and discuss them with the relevant director or assistant director.

Strategic (corporate) risks are those that impact on the achievement of the council's aims and objectives. These risks generally affect the medium to long-term goals and link to the strategic objectives and the council's priorities.

Operational risks are those that particularly affect a service or area. The impact or likelihood of an operational risk may place it above the risk tolerance so that it also appears in the corporate risk

register. They tend to be more immediate in their impact and more susceptible to treatment in shorter time frames. They will usually link to service level objectives and plans.

Risks/opportunities are scored against the matrix set out below; the criteria for scoring risks and the risk register template are attached in appendix 1.

	Consequence				
Likelihood	1 Insignificant Impact/Benefit	2 Minor Impact/Benefit	3 Moderate Impact/Benefit	4 Major Impact/Benefit	5 Significant Impact/Benefit
5 Certain	5	10	15	20	25
4 Likely	4	8	12	16	20
3 Possible	3	6	9	12	15
2 Unlikely	2	4	6	8	10
1 Rare	1	2	3	4	5

Business planning

An essential foundation of effective performance management is business planning, the purpose of which is to translate high-level objectives into management action and linked performance measures. The steps of the business planning process at Herefordshire Council are:

Business planning template



This process needs to be undertaken at all levels of the organisation, producing a hierarchy of plans that all feed upwards, aligning towards the council achieving its objectives.



In more detail, the plans shown above comprise:

- Herefordshire Council Corporate Plan sets out our priorities and objectives, taking into account the outcomes and recommendations of external assessments, our own data on partner and customer views and needs, appreciation of our statutory duties, financial, performance and value for money data, benchmarking against others, and a forward looking analysis of future challenges/risks. The Corporate Plan sets out the context for the preparation of the council's directorate and service plans.
- The Delivery Plan sets out in more detail what the Council is going to do in the coming year to achieve the priorities, objectives and targets in the Corporate Plan (linking to the council's overarching priorities and corporate risks).
- Service plans translate the corporate plan and delivery plan into the actions, risks and measures for each service, including "business as usual" activities.
- Team plans further break down service plans into the actions relevant for individual teams.

- Individual PPdPs enable staff to develop an understanding of how they are contributing to achieving the council's priorities, by linking into the objectives identified in team and service plans. They are conducted annually and reviewed every 3 months.

Performance cycle

Our business planning takes place on an annual cycle, but in order to respond effectively to the ever changing environment in which we deliver services to our customers, planning and reviewing is an iterative process that also takes place on a quarterly and monthly basis too, as can be seen in the diagram below:

Performance cycle:



Performance monitoring and management

The monthly review process is achieved via monthly performance reporting (see diagram below) with the review and revise elements facilitated via monthly performance meetings at service and directorate level where performance reports are reviewed and discussed:

Monthly performance review process



Performance is monitored and managed at a level, and in a manner, appropriate to the individual committee, board, team or manager.

Quarterly budget and performance reports are the principal means of reporting strategically to Cabinet and Management Board. Regular directorate challenge sessions are held with the Chief Executive and relevant members, where directorates present and are challenged on their performance.

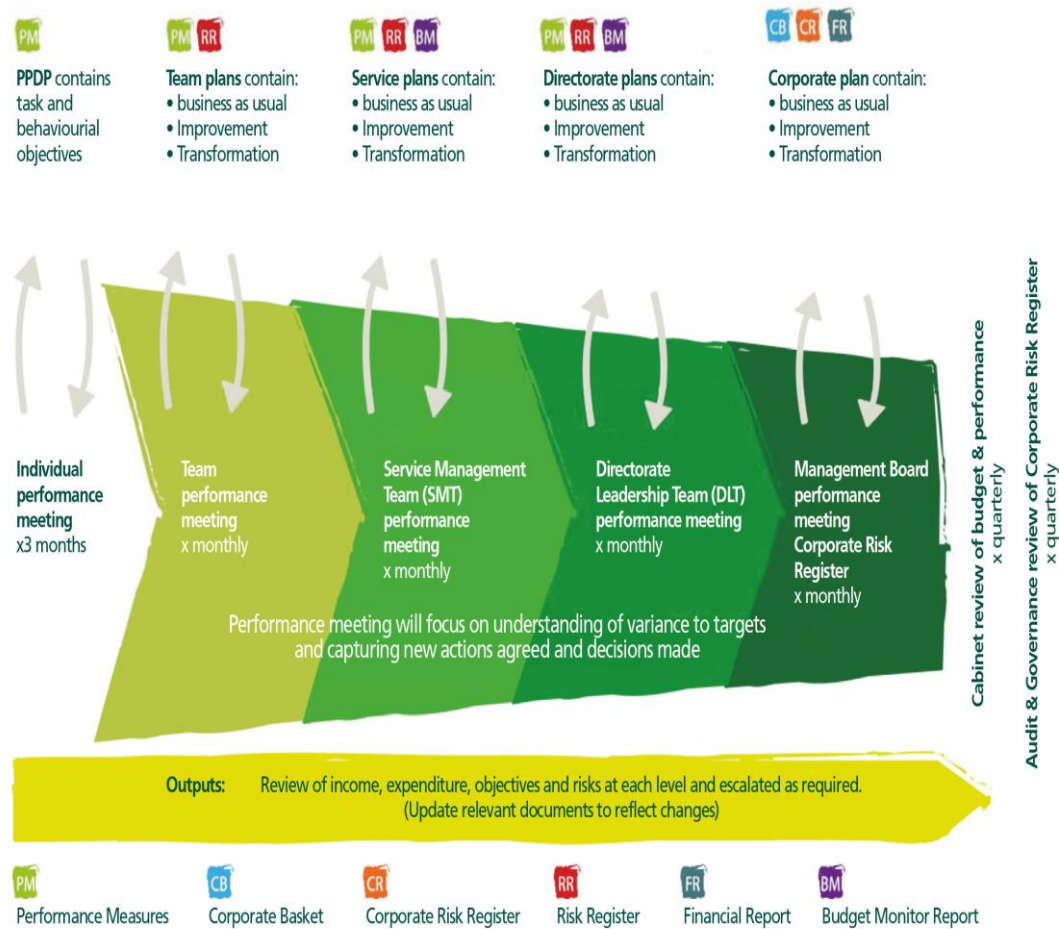
Cabinet determines whether any matters in the quarterly budget and performance reports should be referred to individual scrutiny committees for their consideration.

Audit and Governance Committee will monitor the effectiveness of the framework in managing risk and the performance of internal audit against its annual plan.

Roles and responsibilities

Both business planning and regular review and revision need to take place at all levels of the organisation – the different roles and responsibilities expected from these different levels are set out below:

Roles and responsibilities



The roles and responsibilities are covered in more detail in Appendix 2.

Non-negotiables

In order for these elements of the process to work effectively, ten “non-negotiables” have been identified – these are particularly crucial principles that everyone involved is expected to adhere to:



Our 10 non-negotiables

There are a number of key principles to delivery effective performance, financial and risk management of our people and assets:

1. We start with the context of where the council is going and support it with clearly identified needs which demonstrate why we are providing the services we provide.
2. A vision is a simple, understandable description of the future – it should provide movement and direction for shaping the culture, processes and structure of the organisation.
3. All objectives are SMART (specific, measurable, achievable, realistic, timely) and stretching. We have linked objectives through directorate, service and team through to PPdP objectives which identify clear ownership and accountability of each item.
4. The objectives reflect agreed budgets which are profiled across the year, and establishments which agree with the information held by finance.
5. We have up to date risk registers which detail the significant risks to the achievement of our objectives.
6. We have plans in place to cover all significant operating entities, projects, programmes and partnerships.
7. We have robust systems and processes in place to monitor and report performance against plans, and risks and we share this corporately.

8. Benchmarking should be used throughout the business planning cycle:
 - Need** – identify areas that are weaker than others.
 - Objectives** – targets based on “what good looks like.”
 - Plans** – identifying best practice.
 - Review** – comparing performance to others and national trend.
9. Periodically adjust plans for any emerging issue, significant actions agreed during reviews of performance, and results of benchmarking – plans should be living documents.
10. Managers at all levels recognise that the effective management of people, finance and risk is critical to effective performance management and is their responsibility.

Financial management

A crucial thread in the cycle is financial management – planning how to allocate resources, understanding what you can afford to do, managing to your budget and managing your cost and income risks:

Financial management



Data quality

As is evident, every stage of the performance and risk management process relies on evidence to allow the organisation to make judgements on what the council's needs are, what our customers' needs are, what we have achieved and how we compare. It is therefore vital that all this information is founded on high quality, reliable and timely data, otherwise the judgements that are based upon it are likely to be unsound, potentially rendering the whole process ineffective.

In general terms, every officer that records data in a council system needs to be aware that they are responsible for, and have an impact upon, data quality. For performance indicator reporting, there is an additional responsibility on those who calculate indicators (and their managers) to ensure that definitions are applied correctly and consistently and that calculations are properly verified. Spot-checks on performance indicators (especially statutory measures and government

returns) will be undertaken to ensure quality is being maintained, and directorate performance leads will offer advice/assistance where necessary.

Performance and risk management

The success of this framework will be measured by the achievement of these key objectives:

- The council's direction and approach to performance and risk management will be clear and understood by everyone;
- Required performance and risk management processes will be embedded at all levels of the organisation;
- Performance and risk information will be clear and visible and effectively used for performance; and
- Herefordshire Council will have a performance culture and effectively utilise resources.

Description and definitions of the **LIKELIHOOD** of the **RISK/OPPORTUNITY** occurring

Likelihood score	1	2	3	4	5
	Rare	Unlikely	Possible	Likely	Almost certain
Risk	May only occur in exceptional circumstances	Is unlikely to occur, but could occur at some time	Fairly likely to occur at some time, or in some circumstances	Will probably occur at some time, or in most circumstances	Is expected to occur in most circumstances
Opportunity	Opportunity may be realised in exceptional circumstances.	Opportunity may be realised within the next three to five financial years.	Opportunity may be realised within the next three financial years.	Opportunity is likely to be realised and will continue to be exploited.	Opportunity has been realised and will continue to be exploited.

Description and definitions of the **IMPACT** of the **RISK** should it occur

	1	2	3	4	5
Domains	Insignificant	Minor	Moderate	Major	Significant
Impact on the safety of staff or public (physical/psychological harm)	Minimal injury requiring no/minimal intervention or treatment No time off work	Minor injury or illness, requiring minor intervention Requiring time off work for >3 days Increase in length of hospital stay by 1-3 days	Moderate injury requiring professional intervention Requiring time off work for 4-14 days Increase in length of hospital stay by 4-15 days RIDDOR/agency reportable incident An event which impacts on a small number of patients	Major injury leading to long-term incapacity/disability Requiring time off work for >14 days Increase in length of hospital stay by >15 days Mismanagement of patient care with long-term effects	Incident leading to death Multiple permanent injuries or irreversible health effects An event which impacts on a large number of patients

	1	2	3	4	5
Domains	Insignificant	Minor	Moderate	Major	Significant
Quality, complaints and audit	Informal complaint/inquiry	Formal complaint (stage 1) Local resolution Single failure to meet internal standards Reduced performance rating if unresolved	Treatment or service has significantly reduced effectiveness Formal complaint (stage 2) complaint Local resolution (with potential to go to independent review) Repeated failure to meet internal standards	Non-compliance with national standards with significant risk to patients if unresolved Multiple complaints/independent review Low performance rating Critical report	Totally unacceptable level or quality of treatment/service Inquest/ombudsman inquiry Gross failure to meet national standards
Human resources, organisational development, staffing, competence	Short-term low staffing level that temporarily reduces service quality (< 1 day)	Low staffing level that reduces the service quality	Late delivery of key objective/service due to lack of staff Unsafe staffing level or competence (>1 day) Low staff morale Poor staff attendance for mandatory/key training	Uncertain delivery of key objective/service due to lack of staff Unsafe staffing level or competence (>5 days) Loss of key staff Very low staff morale No staff attending mandatory/key training	Non-delivery of key objective/service due to lack of staff Ongoing unsafe staffing levels or competence Loss of several key staff No staff attending mandatory training/key training on an ongoing basis
Statutory duty and inspections	No or minimal impact or breach of guidance/statutory duty	Breach of statutory legislation Reduced performance rating if unresolved	Single breach in statutory duty Challenging external recommendations/improvement notice	Enforcement action Multiple breaches in statutory duty Improvement notices Low performance rating Critical report	Multiple breaches in statutory duty Prosecution Complete systems change required Zero performance rating Severely critical report

	1	2	3	4	5
Domains	Insignificant	Minor	Moderate	Major	Significant
Adverse publicity/reputation	Rumours Potential for public concern	Local media coverage – short-term reduction in public confidence Elements of public expectation not being met	Local media coverage – long-term reduction in public confidence	National media coverage with <3 days service well below reasonable public expectation	National media coverage with >3 days service well below reasonable public expectation. MP concerned (questions in the House) Total loss of public confidence
Business objectives/projects	Insignificant cost increase/schedule slippage	<5 per cent over project budget Schedule slippage	5–10 per cent over project budget Schedule slippage	Non-compliance with national 10–25 per cent over project budget Schedule slippage Key objectives not met	Incident leading >25 per cent over project budget Schedule slippage Key objectives not met
Finance including claims	Small loss Risk of claim remote	Loss of 0.1–0.25 per cent of budget Claim less than £10,000	Loss of 0.25–0.5 per cent of budget Claim(s) between £10,000 and £100,000	Uncertain delivery of key objective/Loss of 0.5–1.0 per cent of budget Claim(s) between £100,000 and £1 million Purchasers failing to pay on time	Non-delivery of key objective/Loss of >1 per cent of budget Failure to meet specification/slippage Loss of contract/payment by results Claim(s) >£1 million
Service/business interruption Environmental impact	Loss/interruption of >1 hour Minimal or no impact on the environment	Loss/interruption of >8 hours Minor impact on environment	Loss/interruption of >1 day Moderate impact on environment	Loss/interruption of >1 week Major impact on environment	Permanent loss of service or facility Catastrophic impact on environment

Description and definitions of the IMPACT of the OPPORTUNITY should it occur

	1	2	3	4	5
Domains	Insignificant	Minor	Moderate	Major	Significant
Service delivery	No improvement to internal business. No change to delivery of customer services. No additional partnership initiatives identified.	Some slight improvement on internal business – little effect on customer service. No change in service delivery. Local partnership initiatives identified.	Slight improvement to customer service.	Customers would see an improvement in service delivery, quality, level and cost. Regional partnership initiatives identified.	Customers would see significant and noticeable improvements in service delivery. National or international partnership initiatives identified.
Financial	Income generation and/or savings up to £5,000.	Income generation and/or savings >£5,000 - <£25,000.	High income generation and/or savings >£25,000 - <£100,000.	Major income generation and/or savings >£100,000 - <£1,000,000.	Income generation and/or savings >£1,000,000
Environment	No, or insignificant, environmental improvement	Minor improvement to the local environment.	Moderate improvement to the local environment.	Major improvement to the local environment.	Significant improvement to national and/or international environment.
Reputation	Would not have any impact on the Council's reputation.	Positive local media coverage.	Positive media coverage in the national tabloid press, municipal journals and/or significant local media coverage.	Coverage in national (broadsheet) press and/or low national TV reporting.	Extensive positive coverage in the national press and broadsheet editorial and/or a national TV item.

Risk/Opportunity Register Template

				Inherent Risk				Residual Risk								
	Risk Reference	Type of Risk: F-Financial R-Reputational E-Environmental H-Public Health HS-Health & Safety L-Legal Fr-Fraud	Risk Description (Describe the risk, the consequence and the impact)	Likelihood (Probability)	Consequence (Severity)	Inherent Risk Score	Mitigating actions/controls and dates	Likelihood (Probability)	Consequence (Severity)	Residual Risk Score	Positive Assurance Y/N	Direction of Travel	Risk Tolerance	Risk Owner (Name & Title)	Amended or Reviewed (A or R), and by whom	Date of next review

Roles and Responsibilities for managing Performance, Opportunity and Risk

This Appendix describes the roles and responsibilities that councillors and officers play in introducing, embedding, owning and managing performance and risk:

The Corporate Body

- Everybody to promote performance management positively
- Endorse a constructive culture throughout the organisation
- Communicate and make it real

Members in General

- Provide clear vision
- Seek to fully engage in performance Mgmt and improvement
- Seek accountability and value for money
- Focus on performance
- Recognise achievement
- Represent their constituents in holding officers to account

Cabinet Members

- Champion performance management and improvement
- Provide constructive criticism
- Work corporately to address areas of poor performance and celebrate success
- Present performance information for their portfolio at full Council

Scrutiny Members / Audit and Governance

- Help improve the Executive function by using performance information to test recommendations and challenge decisions
- Be constructive
- Use performance information in policy development

Audit and Governance

- Monitor the effectiveness of the performance, risk and opportunity management framework
- Monitor the performance of internal audit against its annual plan

Management Board

- Provide strategic advice and guidance
- Provide service leadership and a performance focus
- Demonstrate the use of performance information in decision making
- Reward high performance and challenge under-performance
- Be accountable for creating a culture that promotes performance and improvement.

Heads of Service and Service Managers

- Address local performance issues
- Help teams understand their contribution to corporate priorities

All Staff

- Share Priorities
- Embrace Values
- Work within the Corporate Performance Management framework and procedures
- Actively seek improvement

Document Classification

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<i>Date Issued</i>	
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Performance, Risk and Opportunity Management Framework



Purpose (1)

- Ensure corporate objectives are prioritised and that resources are allocated effectively
- Improve services and outcomes for local people
- Motivate staff by ensuring that individuals are aware of their own targets and goals and how these contribute to achieving the council's vision
- Ensure that significant risks to the achievement of objectives are identified and managed



Purpose (2)

- Provide early warning of, and rectification of, poor performance
- Ensure the council and its partners achieve what we have set out to do
- Provide a strong evidence base for improved decision making and the efficient use of resources



Business planning template



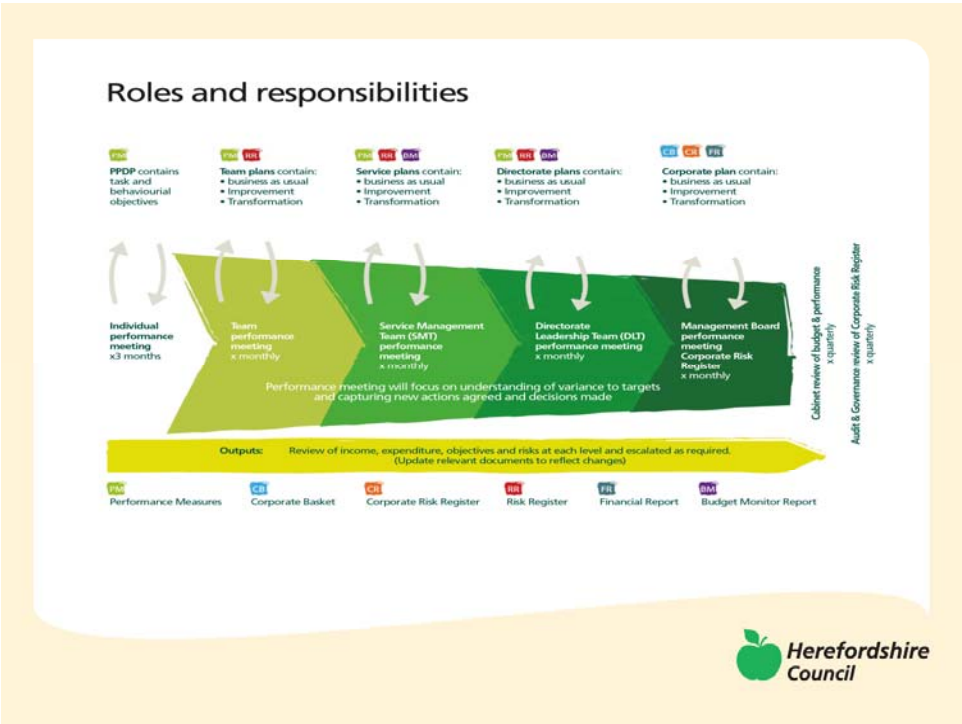
Hierarchy of plans

Corporate Plan	• Sets out the council's priorities for the period 2016-2020
Delivery Plan	• Sets out in more detail what the council is going to do in the coming year to achieve the targets in the Corporate Plan
Directorate / Service Plans	• Sets out what each directorate and service is going to do over the coming year to achieve the relevant targets in the Corporate Plan and Delivery Plan and all other directorate / service targets
Team plans	• Sets out what particular teams are going to do over the coming year to achieve the targets in the service plans
Personal Performance Development Plans (PPdPs)	• Establishes what individual members of staff are going to do to achieve relevant targets in service or team plans



Performance cycle:









Meeting:	Cabinet
Meeting date:	21 July 2016
Title of report:	Council support for the development of the New Model in Technology and Engineering (NMiTE) university – sites.
Report by:	Cabinet member contracts and assets

Classification

Open

Key decision

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function to which the decision relates.

Notice has been served in accordance with Part 3, Section 10 (General Exception) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) Regulations 2012.

Wards affected

Central and Dinedor Hill. Benefits are countywide.

Purpose

To approve the approach to council-owned property and land disposals in support of the development of a university for Herefordshire.

Recommendation(s)

THAT:

- (a) approval is given for one or more of the sites identified in this report, to be sold or leased to the Herefordshire Tertiary Education Trust (HTET) subject to achieving market value;**
- (b) authority is delegated to the director of economy, communities and corporate, to take all operational decisions necessary, following consultation with the section 151 officer and relevant Cabinet members, to implement the above recommendation, and,**
- (c) authority be delegated to the cabinet member contracts and assets, following**

Further information on the subject of this report is available from
Penny Jones, Regeneration Programmes Manager on Tel (01432) 260613

consultation with relevant cabinet members, to determine disposal to HTET of any additional sites on similar terms.

Alternative options

- 1 The council could choose not to support the development of the university. This option is not recommended because of the economic and social benefits expected to accrue from the establishment of a university in the county.

Reasons for recommendations

- 2 To continue to respond to the resolution passed by Council in 2014 to support the creation of a university in the county and the subsequent cabinet member decision to negotiate with HTET on options on land and buildings owned by the council and the Homes and Communities Agency.

Key considerations

- 3 It is anticipated that a new university in Herefordshire would have the following transformative economic benefits both locally and regionally:
 - With up to 5,000 students there would be an immediate and direct benefit to the Herefordshire economy;
 - There would be value added by local firms benefitting from knowledge transfer, research and access to university expertise;
 - 10-40% of students are likely to remain in the area either as employees or starting their own businesses;
 - Over 25 years the university will add some 7,000 economically active residents which is about a third of the estimated 20,000 needed to make the county sustainable as a separate entity: and,
 - With some 500 well paid staff the university will help raise average wages in the county.
- 4 In May 2014 the cabinet member contracts and assets gave authority for the director of economy, communities and corporate, in consultation with the section 151 officer and relevant Cabinet members to enter into a memorandum of understanding and commence negotiations for options on a number of council and Homes and Community Agency owned sites.
- 5 To date none of the sites originally identified in the 2014 report have transferred to the HTET and since signing the memorandum of understanding things have moved on in terms of the property requirements of the council and HTET and HTET's ability to fund the initiative.
- 6 In his autumn statement in 2015 the Chancellor of the Exchequer George Osborne, pledged that Government support would be provided to secure launch funding to create the New Model in Technology and Engineering university and said "I hope this will allow the institution to start teaching the engineering students of the future that our country needs before the end of the Parliament."
- 7 Government funding of circa £18m is earmarked for this launch funding but access to this is dependent upon HTET submitting a sound Green Book business case, the Office of Government Commerce's recommended standard for the preparation of business cases, and it being approved by the Department for Business, Innovation and Skills (BIS)

8 Key elements of the case will be:

- the commitment from the council to work in partnership with HTET;
 - tangible evidence of how and where the teaching, administration and student accommodation will be located;
 - connection with and impact of those university buildings with the city/county
 - the soundness of the financial and economic business case the associated wider benefits
10. Officers have met with members of HTET and their architects, to look at available sites across the city and to assess suitability, taking into account the proposed delivery model for the colleges that will form the NMiTE university.
11. Importantly the business model centres on a dispersed group of colleges incorporating student accommodation, administration and teaching facilities. The model does not propose a stand-alone campus.
12. HTET have identified that initially they require teaching, administration and accommodation space for upwards of 1,500 students and this number is anticipated to rise to 5,000 by 2029-2030. Premises for the administration of the university is a critical early requirement.

Potential sites for transfer

13. The sites now being considered, outlined on the plan at appendix 1 are as follows:
- 1. Franklin House
 - 2. Gaol Street car park
 - 3. Essex Arms, Police training ground (part)
 - 4. North Magazine plot (part)
14. The estimated indicative value of these sites is shown at appendix 2.
15. HTET are keen for Franklin House, given its central position, to become the administrative hub and would include some teaching space. For this site the Homes and Communities Agency has a financial interest and any transfer/sale and the recycling of any receipt, will need to be agreed with them in advance.
16. Sites 1-3 could be considered for the teaching/student accommodation buildings and site 4 for a teaching/research unit. In addition to Franklin house NMiTE have advised that for the first phase they are seeking to locate a site/s to accommodate at least 3 colleges of 350 students. The suitability of the identified sites in terms of the potential to accommodate required teaching/administration/student accommodation needs will be subject to feasibility studies to be commissioned separately by NMiTE
17. The Gaol Street site currently generates circa £275K per annum in car parking revenue and provides 130 car parking spaces. As a key shopper's car park on the east of the city centre, alternative replacement car parking to meet this demand will need to be provided in advance of this site being progressed. The timing of any development would also need to be managed so as not to conflict with the development of the link road and resultant loss of parking at Merton Meadow.

18. For all of the sites key considerations around parking, impact on infrastructure and the knock on effect on the local rental market will need to be addressed. Importantly, the proposed built model for the new university, based upon a series of dispersed sites or colleges within the city, will need to be developed within the context of proposals for improvements to the wider public realm, transportation, infrastructure and related regeneration and growth proposals for the city. All proposals will be subject to the normal planning process.
19. In addition, any future memorandum of understanding with HTET should ensure suitable linkages are maintained between the operation of the university and delivery of the county economic development strategy.
20. It should be noted that securing one or more of the sites could be the catalyst for HTET to attract match funding in order to enable the delivery of the university.
21. It should also be noted that it will be the responsibility of the trust to determine the suitability of the identified sites against their requirements.
22. The council will continue to review sites across its land and building holdings for suitability in developing the new university in order to drive the project forward and inform the development of the business plan. For instance: the council will have opportunities to evaluate site opportunities which may arise following the implementation of the schools capital strategy. This report therefore, also seeks permission for the decision on any further sites to be delegated to the cabinet member contracts and assets.

Community impact

23. Development of the higher education proposals would enable both residents and businesses to have much needed access to higher education and be a catalyst for learning progression in Herefordshire. The new university would also help address the challenge around raising average wage levels in the county.

Equality duty

24. Supporting the establishment of a university for Herefordshire is totally compatible with our general duty under section 149.
25. Using council land and buildings will make a positive contribution toward the general duty of Herefordshire, namely to eliminate discrimination, advance equality of opportunity and foster good relations between those who share and who do not share relevant protected characteristics. This build on the community cohesion and integration work being carried out across the county.

Financial implications

26. Full market value will be sought for all sites.
27. The exact value of each of the sites identified for inclusion in the options will be determined by an RICS valuation and appropriately recorded within the council's asset register and the council's accounts.
28. The disposal of any sites shall be in accordance with the requirements of the council's accommodation and disposal strategy. In the event that specific terms are to be negotiated in respect of deferred or phased payment for sites in supporting the establishment of NMiTE such arrangements will be considered on a case by case basis and will be subject of the approval of the relevant cabinet members.

29. The estimated value of the sites being considered are shown at appendix 2.

Legal implications

30. Legal services will need to conduct a title review of the proposed sites and check for any restrictive covenants or other issues which could affect the proposal of transfer for university use. Consent will be required from HCA in relation to Franklin House.
31. The use of the site(s) transferred will need to be carefully protected by the appropriate legal mechanism including provision for the council to be able to take back sites in the event of a breach.
32. Once the decision has been made in principle on a site, consideration should be given in consultation with legal and asset management to the best form of legal disposal with the meaning of the Land Registration Act 2003 – a leasehold arrangement with rent payable, and an option for the university to acquire the freehold in the event of success should be considered.

Risk Management

33. The amount of land available on the Essex Arms site has yet to be determined and a flood risk assessment and mitigation measures will need to be agreed in the context of the wider urban village.
34. When the assets have been formally identified a full diligence exercise will need to be undertaken to identify the risks associated with each transaction. The director, advised by the chief finance officer and solicitor to the council, will need to be satisfied that sufficient mitigation is in place to protect the council.
35. By releasing the site 3 (listed above) to the Trust there would be a reduction in the delivery of general needs housing within the urban village area. However, the inclusion of student accommodation supports the delivery of the university and the overall regeneration of the city. It can reasonably be expected that additional sites for housing will emerge as regeneration of the urban village area progresses and officers are seeking alternative housing development sites within the city to redress any shortfall.
36. Should the Gaol Street site be progressed, alternative parking provision will need to be identified.
37. There is a risk that should the new university fail to become fully operational the loan payments would be at risk of not being repaid.

Consultees

38. The ward members for Dinedor Hill and Central wards, the Homes and Communities Agency the managing director of the Herefordshire Enterprise Zone were consulted and were supportive of the proposals.

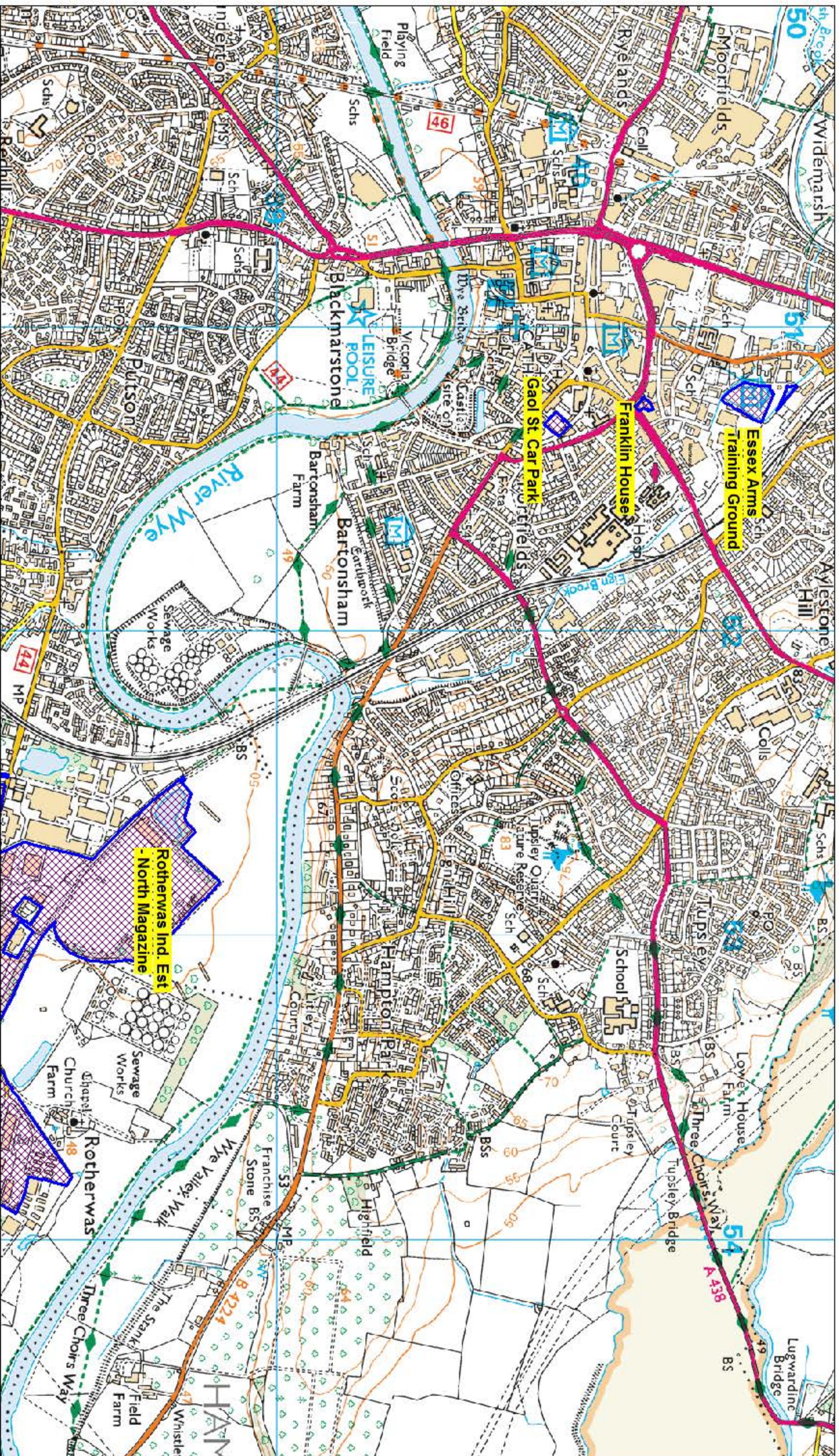
Appendices

Appendix 1: Plan showing sites under consideration

Appendix 2: Estimated values of sites

Background papers

None



Appendix 2: Estimated Value of Sites

No firm market valuations have been made on the sites at this stage. Below is a list of approximate valuations based on relative land values.

- Franklin House: £6-700k sale, rental £72.7K per annum
- Gaol Street Car Park: £1m
- Essex Arms, Police Training Ground (part): £1.5m
- Northern Magazine (part): rental £94k per annum for % of shell store and 1 acre of land for development of separate building £200k



Meeting:	Cabinet
Meeting date:	21 July 2016
Title of report:	Colwall CE Primary School
Report by:	Cabinet member for young people and children's wellbeing

Classification

Open

Key decision

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function to which the decision relates.

Notice has been served in accordance with Part 3, Section 9 (Publicity in Connection with Key Decisions) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

Wards affected

Hope End

Purpose

To approve the building of a new school for Colwall Church of England Primary School at the identified site of Mill Lane, Colwall. This will include the purchase of land to enable building to take place and associated works to fulfil planning and transport requirements.

Recommendation(s)

THAT:

- (a) a new primary school for Colwall be located on the Mill Lane site identified in appendix 1; the purchase of land at the Mill Lane site at a cost of £1.2m, be agreed, subject to planning consent being secured;**
- (b) the building of a one form entry primary school for Colwall including associated works to fulfil planning and transport requirements and fees at a cost of up to £5.1m be approved conditional on planning consent being secured;**
- (c) the payment of an option agreement fee of £50,000, included in the estimated £1.2m for purchase of land, to secure the land sale be made; and**
- (d) authority be delegated to the director for children's wellbeing to take all**

Further information on the subject of this report is available from
Chris Baird, assistant director education and commissioning on Tel (01432) 260264

operational decisions necessary to implement the above recommendations within the budget agreed.

Alternative options

- 1 The school remain in the current temporary buildings. These are not fit for purpose for a permanent school and would incur significant cost to rent over the long term; greater than a permanent building. Cabinet has already determined the need for a new school subject to the development of a satisfactory business case.
- 2 To build a permanent school on another site. The existing site is not fit for purpose and the school continues to experience issues with underground water. A new school building on the present site has been assessed as costing significantly more than a new build on a new site. Estimates suggest costs to be £6.5m. Alternative sites have been explored and rejected as they are too constrained by planning or highway issues. The neighbourhood development planning process also identified the proposed site as the preferred one.

Reasons for recommendations

- 3 To provide a permanent, modern and fit for purpose school building for Colwall CE Primary School.

Key considerations

- 4 The council's capital programme includes provision of £6.5m to build a new one form entry school building for Colwall CE Primary School. This followed cabinet's decision, subject to a satisfactory business case, to replace the current school. The school has been operating from temporary buildings since September 2014.
- 5 A scheme to establish a new school building for September 2017 has been developed through full consultation with pupils, parents and carers, staff, governors and the local community. It is supported by the Diocese of Hereford. The scheme's planning application is scheduled to be determined on 3 August 2016.
- 6 The options appraisal for the replacement school included full consideration of appropriate sites in Colwall. A number were initially identified and have been discounted on the basis of suitability. The site recommended is on Mill Lane, Colwall, adjacent to the village hall. Negotiations have taken place with the landowner and a price has been established for the land required. It is the responsibility of the council to purchase the land for a school in this instance, because it is recognised that there is a need for the school in terms of the council's education sufficiency duty. The existing site is held by trustees, the council and the Hereford Diocesan Board of Finance. Trustees are legally bound to provide proceeds from sale of the site if the new site is worth more or the same as the old site (subject to legal confirmation). The new site will transfer to the trustees, as is legally required.
- 7 The scheme is being developed through the West Midlands SCAPE framework (a public sector owned built environment specialist). There were two eligible contractors on the framework and through an information questionnaire Kier Group were chosen as the partner to deliver the scheme. This was been done to ensure best value for money.
- 8 Council officers have also taken the opportunity to submit a successful bid to the government's national Priority School Building Programme. The Education Funding Agency (EFA) have agreed the council can deliver the school through the SCAPE framework. Usually such schemes delivered through the EFA procurement route have

Further information on the subject of this report is available from
Chris Baird, assistant director education and commissioning on Tel (01432) 260264

to conform to strict parameters in terms of design, quality and build. It is a mechanism that can provide cost savings by a large number of schools being commissioned in a single batch. Negotiations have taken place with the EFA regarding the proposed scheme, which usefully provided an additional level of challenge to the proposals and costs. The result of this work is that the EFA is willing to contribute to the delivery of the building when the council have secured a suitable site, which therefore represents a saving to the council from the £6.5m budget. The EFA contribution also includes £125k towards feasibility work, which offsets the additional cost the council has had to incur to fulfil the requirements of the Priority School Building Programme. Further detail is contained in the finance section of the report.

- 9 The scheme will provide a permanent high quality value for money school that will support excellent education for children in Colwall and the surrounding area for generations to come and will be a significant asset to the village and local area.

Community impact

- 10 The decision supports the council's Schools Capital Investment Strategy that recognises the important contribution of high quality education to the lives of children, to the wellbeing of residents and to future economic prosperity. By agreeing to permanent, high quality school buildings this decision will play an important part in the delivery of the council's aspiration for the local area. There has been strong support from pupils, parents and carers, and Colwall school staff and governors to the new build and broad support from the local community.

Equality duty

- 11 A new school building will be compliant with current legislation and best practice to support all children to access the curriculum, learning and development opportunities. This includes all children with learning difficulties and disabilities, and all staff and any visitors to the school.

Financial implications

- 12 The council's capital programme has made provision of £6.5m for the scheme for Colwall CE Primary School. This included provision for the purchase of land, the build of a new school and the disposal of the existing site. The total costs of land purchase and delivery of the scheme are currently estimated to be £6.3m against a budget of £6.5m. The indicative EFA contribution to the scheme, is £3m subject to the purchase of land by the council, and planning approval. This would represent a significant saving to the council from the initial estimated budget requirement. The contractor is currently working with the council on further definition of the projected costs, which will be reviewed again by the EFA as part of their determination of their level of contribution. This will be completed by 11 July 2016 and any update will be verbally reported to the cabinet.

Purchase of Land

	Amount £000
Estimated cost, including option agreement fee	1,200
Council budget	1,200

Build and associated works, including highways

	Amount £000
Total Cost	5,100
Funding:	
Indicative EFA funding	3,000
Nursery capital	100
Estimated sale of site	300
Council budget for building and works	1,700
Total	5,100

Legal implications

- 13 This is a key decision to be taken by Cabinet in line with section 3, paragraph 3.2.1 of the Council's constitution.
- 14 Colwall CE Primary School is a voluntary controlled primary school, which means that the land and buildings for the school are held on trust for the school, by trustees, and are not owned by the council.
- 15 The council has a statutory duty to provide suitable education for the local eligible population and ensure that there are sufficient schools within Herefordshire that are maintained to standard that ensures the health, safety and welfare of pupils and staff.
- 16 The Council has a statutory duty, as set out in Sections 13(1) and 14(1) and (2) of the Education Act 1996 to both secure education suitable to the needs of the population of Herefordshire and to ensure that there are sufficient schools providing both primary and secondary education in the area. Under this legislation schools available within the council's area shall not be regarded as sufficient unless they are sufficient in number; character and equipment to provide for all pupils the opportunity of appropriate education.
- 17 Section 16 of the 1996 Act states that for the purposes of fulfilling its functions under the act (including those set out above) the council may establish schools and maintain schools, whether maintained by them or not; and assist schools which are not maintained the council.
- 18 The Schools Premises (England) Regulations 2012, which apply to all schools maintained by the local authority including voluntary controlled schools such as Colwall, state that school premises and the accommodation and facilities provided therein must be maintained to a standard such that, so far as is reasonably practicable, the health, safety and welfare of pupils are ensured.
- 19 As set out in the previous cabinet report, the need for a primary school to be located in the Colwall area to provide education to those living nearby has been confirmed. The existing school / site is no longer fit for purpose due to the water damage and the use of temporary buildings.
- 20 The School Standards and Framework Act 1998 sets out in Schedule 3 the statutory obligations of local authorities with regards to the provision of sites and buildings (otherwise than in connection with statutory proposals). Section 2(1) of Schedule 3 states that in the case of a voluntary controlled school the local authority shall provide any new site which is to be provided in addition to or instead of the school's existing site and any buildings which are to form part of the school premises. Paragraph 2(3) of

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schedule 3 of the 1998 Act states that where a site is provided for a school under this paragraph the local authority shall transfer their interest in the site, and in any buildings on the site which are to form part of the school premises to the trustees of the school, to be held by them on trust for the purposes of the school. Additionally the local authority shall pay the reasonable costs of the trustees in relation to the transfer.

- 21 In return for this transfer of land and buildings, the 1998 Act sets out at paragraph 2(6) of Schedule 3 that where the transfer is made under this provision and the transfer is made to persons who have, or are or may become entitled to , proceeds of the sale of other premises which have been used for the purpose of the school, those persons shall notify the local authority and pay to the local authority so much of that sum as, having regard to the value of the interest in the new site transferred to the trustees, may be determined to be just, whether by agreement between the parties or in default of agreement, by the Secretary of State.
- 22 Acquisition of the proposed site will be subject to planning.
- 23 The precise terms of the sale to the Council will need to be agreed before title can pass, i.e. the sale complete. Legal Services understand that the arrangements for proper access may involve a third party landowner whose requirements and willingness to facilitate the project are not yet known. Legal also understand that the site is currently tenanted at least in part if not whole and, again, the requirements of that tenant party will also need to be established. Any arrangement with these third and fourth parties may well involve additional expense in terms of compensation and inflated legal costs.
- 24 The proposed arrangement with the landowner is to be a developer's 'Call Option', commonly known as an option to purchase. More often than not landowners require payment for granting these option rights.

Risk management

- 25 There is strong support for a new school building on the Mill Lane site, but there are objections that will be considered in the planning process to the traffic management proposals, which some suggest will have a potentially adverse impact on some members of the community. These concerns have been addressed as part of the planning application to ensure that children are enabled to have safe access to the school, within an area of outstanding natural beauty.
- 26 There is a risk that the new school building is not delivered for September 2017 in time for the start of the new school year. This includes a risk that the land purchase will take longer than envisaged. This will be addressed through project management and an assessment through the purchase and build programme of likely risks and mitigation within the approved budget. If the school were to continue with the temporary buildings for a further period this could potentially be achievable but at significant detriment to the quality of education and at significant cost to the council, including further rent costs for the temporary buildings and costs in delays to the new scheme. The buildings are being charged at £5671 a week
- 27 The original site and school building suffered from significant flooding and water ingress, making the site unsuitable. The proposed site removes any such risk to the new building.
- 28 There is a risk that the scheme costs more than the budget. There has been considerable scrutiny of the proposed scheme and costs and the EFA has also reviewed the scheme in detail. There is therefore a high level of confidence that the

costs, as far as can be determined, have been done realistically.

- 29 There is a low risk that the EFA do not contribute any money to the scheme. The council has made provision in its capital programme to cover the total costs of the scheme. Council officers and contractors have been working closely with the EFA to agree the approach and details of the scheme. The EFA have their own governance processes to go through. At this stage the EFA are indicating that they would give an agreement in principle, on condition of the purchase of land and planning agreement, to the scheme going ahead with a significant contribution of funding from them. The decision from the EFA is due mid July.

Consultees

- 30 Consultation has taken place with pupils of Colwall CE Primary School, parents and carers, staff, governors, the local community, Colwall Parish Council, the Diocese of Hereford, the ward member (councillor Antony Johnstone, leader of the council) and a range of other interested parties, including the Malvern Conservators and the Education Funding Agency. Consultation has played an important part of the planning process.

The headteacher and staff provided ideas about how the building would meet the national guidelines on the facilities that schools should have. The designers brought together a suitable layout that provided the child centred journey from nursery to the end of the primary years.

Environmentalists and other interested parties who focus on ensuring the landscape and environment were not unreasonably affected by the placing of the school in an area of outstanding natural beauty (AONB) contributed many ideas about the shape and form of the building, the hard and soft landscaping and the colour and materials used. The proposed design has been influenced by this consultation whilst keeping within the cost envelope.

Many in the local community, whilst keen to see a new school in the village, wanted it relocated to the proposed new site. There were some who were less keen, fearing highway disruption. The views of these people were listened to and changes made. The highway works were difficult to agree but consultation and discussion with representatives for the parish council, Herefordshire council highways team and the designers has taken place. The proposals are considered safe and yet deemed to have the minimum impact on the rural village community.

Appendices

Appendix 1 Colwall School proposed site plan

Background papers

- None identified.





Meeting:	Cabinet
Meeting date:	21 July 2016
Title of report:	Disposal of all or part of the Broad Street car park, Leominster
Report by:	Cabinet member contracts and assets

Classification

Open

Key decision

This is not a key decision.

Wards affected

Leominster East

(Indirectly affected wards are: Leominster North & Rural, Leominster South and Leominster West).

Purpose

To approve the principle for the disposal of all or part of the public car park at Broad Street, Leominster.

Recommendations

THAT:

- (a) disposal of all or part of the site is approved in principle; and;**
- (b) the programme of activity set out at paragraph 16 of this report be implemented to a further decision on a specific proposal.**

Alternative options

- 1 Do nothing and retain the car park in its entirety and continue to generate revenue income from car parking charges. There is significant evidence of oversupply of car parking spaces in the town. The option to dispose of part of the car park will enable a capital receipt to be raised, whilst retaining sufficient car parking provision to meet projected demand.

Reasons for recommendations

- 2 To ensure the council is able to take an informed decision regarding the future of the site following a speculative approach from a developer.
- 3 The sale of part of the Broad Street car park would realise a significant capital receipt for the council which would support the objectives of the medium term financial strategy.
- 4 Subject to the sale it would be necessary to secure alternative long stay car parking provision to meet demand for long stay parking and to protect parking revenues.

Key considerations

- 5 The council has been approached by a developer acting for clients who wish to locate retail businesses in the county. A specific expression of interest has been received with regard to purchasing part of Broad Street car park, Leominster for retail use, subject to planning.
- 6 The council's corporate property strategy in its disposal policy recommends that assets surplus to the councils operational needs should be considered for disposal. Evidence from records supplied by the councils parking service indicates that there is significant oversupply of provision and that consideration should be given to potential disposal of surplus spaces in order to demonstrate best use of the capital asset.
- 7 The sale of all or part of Broad Street car park would realise a capital receipt. However, any such disposal would not only impact on the provision of car parking within Leominster but also revenue generation.
- 8 Currently the council has four pay and display car parks in Leominster; Broad Street, Dishley Street, Central Area and Etnam Street. These car parks are made up of two short stay and two long stay car parks providing a total of 575 car park spaces, 14 of which are disabled parking bays. Charges are applicable between 8am and 6pm seven days a week.
- 9 The Broad Street car park is long stay with 269 spaces and is Leominster's largest car park providing the majority of the town's long stay parking provision (Dishley Street providing 64 spaces). In addition to four disabled parking bays the car park has four coach spaces, free of charge, and supports lorry parking between 6pm and 8am. Coach and lorry parking are not currently supported in any other Leominster car parks although this would not preclude a review of such provision. The car park also houses the annual Leominster May Fair, Thursday through to Saturday at the end of April beginning of May. Alternative arrangements may need to be considered depending on the nature of any proposal brought forward and its implications on accommodating this event and further consultation will be undertaken with relevant stakeholders on this point.
- 10 There are currently two long stay and two short stay car parks in the town which in total provide 575 car park spaces. This does not include public car parks provided through third parties such as other stores or Halo. The total spare capacity at peak

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Tony Featherstone, head of corporate asset management on 01432 383368

use is estimated between 262 and 200 spaces per hour. On this basis there appears significant opportunity for rationalisation of the total supply and investigating the opportunity for the disposal of surplus spaces to produce a capital receipt.

- 11 It should be noted that the figures are based on average use per day. There can be significant fluctuation in use throughout the day, this is particularly prevalent in short stay car parks where use can be near capacity at peak times.
- 12 From initial approaches to the council there is interest in developing approximately 1.6 acres (40%) of the current car park to provide a single retail unit which would have its own customer car park while leaving the remainder of the site approx. 1 acre as a public car park of some 100-110 spaces. This split may change following further negotiations.
- 13 The introduction of long stay parking and associated charges at Etnam Street car park would be sufficient to offset the estimated reduction in long stay spaces at Broad Street due to development. When combined with the introduction of short-stay parking charges at Broad Street Car Park the charging regime better supports short-stay shopping.
- 14 An alternative option would be to seek development of the whole site with a mixed use retail and residential scheme. Initial appraisals on this basis indicate that it will not be financially attractive to the council as the capital value generated from the residential element is not sufficient to cover the loss of car parking revenue. It will also result in additional pressure to provide alternative car parking.
- 15 It is likely that the council will appoint external agents to advise them in initial negotiations and that may lead to openly marketing the site to ensure that the council is satisfied it achieves the best overall consideration. The agent will be procured in accordance with the council's contract procedure rules.
- 16 In order to progress from an 'in principle' decision to consider disposal to a decision to confirm disposal to a specified body, the following activities apply:
 - a) A market valuation of the land concerned to reflect the likely value leased upon the intended use.
 - b) The appointment of an agent to manage the marketing of the land and to receive expressions of interest/bids from prospective purchasers/developers.
 - c) An evaluation of the impact on car parking based upon both current and future demand taking into account Core Strategy growth proposals.
 - d) Local consultation with stakeholders, including the current operators of the May Fair, and the business community regarding the impact of reducing car parking provision and retail development.

Community impact

- 17 The disposal of the site would provide a capital receipt that could reduce the councils borrowing requirement and release revenue to be redirected to the council's priorities.
- 18 Any disposal proposals should be evaluated upon their contribution to the delivery of the council's corporate plan. These include supporting the growth of our economy by:
 - a) Making the best use of existing land and identifying new opportunities to enable existing businesses to stay and expand and for new businesses to locate the area;

- b) Having vibrant town centres with shops, restaurants and leisure facilities that keep people spending locally;
- c) Securing better value for money by reviewing the management of assets in order to generate on-going revenue savings, focussing on reducing the cost of ownership of the operational property estate by rationalising the estate and by improving the quality of the buildings that are retained.

Equality duty

- 19 Section 149 of the Equality Act imposes a duty on 'public authorities' and other bodies when exercising public functions to have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 20 We do not envisage any adverse impact to those that share a protected characteristic and we will endeavour to maintain the number and availability of disabled parking places within the town.

Financial implications

- 21 If the recommendations are accepted, then the cost of a market valuation and an agent will need to be found. Until the valuation is completed and the agent is appointed it is not possible to estimate these costs. The average cost of current valuations is in the region of £2k and agent's fees are between 1-1.5% of the sale price of the land. Both fees are initially funded from the revenue cost centre for disposals and are eligible to be recovered against an eventual capital receipt.
- 22 There may be an impact on the current revenue generation from the towns existing car parks. Evidence elsewhere has demonstrated that this may not necessarily be adverse if greater footfall is generated for the town by an attractive offer. Without firm proposals as to the nature of any development, this is unable to be quantified at this time but the financial implications of any proposed change will inform a further decision.

Legal implications

- 23 A principal council cannot dispose of its land for a consideration less than the best that can be reasonably obtained in the market. (Sales at an undervalue are permitted with the express consent of the Secretary of State (Section 123(1) Local Government Act 1972) or if such a disposal is justified and falls within the criteria of the General Disposal Consent (England) 2003).
- 24 There are no legal implications at this stage. Should a sale be approved under a further report then the legal implications of closure of all or part of a public car park and the proposed sale contract will be detailed.

Risk management

- 25 RISK: The current interested developer withdraws their interest. RESPONSE: By marketing the site through a national agent, the possibility of wider interest may be established.
- 26 RISK: That car parking revenue will be reduced creating pressures to the revenue budget. RESPONSE: Any proposals for the reduction in the supply of spaces will need to be evaluated on the basis of such an impact before proceeding with a disposal.
- 27 RISK: That the current structure of car parking fees and short/long stay arrangements may no longer be appropriate for future need of residents and visitors. RESPONSE: A wider review of total parking provision across local providers be undertaken to ensure that future supply is suitable for the pattern of demand requirements

Consultees

- 28 The local members, cabinet member transport and roads, contracts and assets and the town council have been consulted and are supportive of the recommendation.

Appendices

None.

Background papers

- None identified.



Meeting:	Cabinet
Meeting date:	21 July 2016
Title of report:	Hereford city centre improvements
Report by:	Cabinet member transport and roads

Classification

Open

Key decision

This is a key decision because it is likely to be significant in terms of its effect on communities living or working in an area comprising one or more wards in the county.

NOTICE has been served in accordance with Part 3, Section 9 (Publicity in Connection with Key Decisions) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

Wards affected

Central, Greyfriars, and Widemarsh

Purpose

To consider consultation feedback and approve the Hereford city centre improvements delivery programme including on street parking in Hereford.

Recommendation(s)

THAT:

- (a) The High Town public realm scheme shown in appendix A to the report be approved for phased implementation;**
- (b) Funding of up to £1.6m be allocated from within the existing highways and transport capital budgets within the approved capital programme to enable the delivery of phase 1 of the High Town public realm scheme as set out in appendix B to the report to be delivered in 2016/17 and the schemes identified in (c) and (d) below. Subject to funding being available, further phases be included in future public realm annual plans from 2017/18 until the schemes are completed;**
- (c) a Traffic Regulation Order (TRO) be promoted to enable the introduction of on-street parking charges together with appropriate consequential changes to existing restrictions in the streets listed in paragraph 12 of this report and that authority is delegated to the assistant director environment and place to finalise the details required to commence the formal consultation process, and that, subject to the consideration of any representations received, take the necessary**

- operational decisions required to implement an appropriate TRO; and,
- (d) public consultation be carried out in relation to the potential introduction of residents parking schemes within residential areas to the west of the A49 trunk road between the River Wye and Widemarsh Common and the introduction of a cycle contraflow on St Owen Street as shown in Appendix C to the report.

Alternative options

- 1 The proposals outlined in this report are inter-related and aim to improve the city centre and encourage economic vitality whilst also promoting active and sustainable forms of transport. However, three alternative options have been identified.
- 2 Firstly that not all elements of the recommended improvements for the city centre outlined in this report are delivered. Whilst it would be possible to progress the elements individually or not at all, this is not recommended as the package of measures proposed are inter-related and together form a comprehensive set of proposals to improve the retail environment whilst promoting active travel and effectively managing access and parking of vehicles within the area. It is considered that not proceeding with all elements would undermine the overall objectives of the scheme to promote economic vitality within the city centre and improve conditions for pedestrians and cyclists.
- 3 Secondly, an option could be to reduce the area covered and standard of the proposed refurbishment scheme. This is not recommended as this could compromise the attractiveness of the Hightown area with different types and standards of pavements in close proximity and would weaken the benefits to the economy that the full refurbishment scheme could provide. It would also result in continued maintenance problems associated with areas left untreated. Recent experience gained through the implementation of Widemarsh Street refurbishment has shown that the effective use of high quality materials can reduce ongoing maintenance costs and produces a much more attractive street environment. As such this option is not recommended.
- 4 Thirdly, not to progress any improvements to High Town. This option is not recommended because the council has given commitments to invest in improvements to the historic retail centre of the city maintaining its attractiveness to shoppers and visitors and supporting the local economy from the heart of the county.

Reasons for recommendations

- 5 The proposals support the objectives of the Local Transport Plan and aim to support the local economy.

Key considerations

- 6 In order to support the local economy, enhance the city centre retail environment and reduce the revenue maintenance costs of the public realm, proposals for a range of improvements within the historic centre of Hereford were subject to a wide ranging public consultation. The proposals included a capital investment in a refurbishment scheme for the High Town central retail area to be delivered in phases to improve the retail environment and bring the public realm in this area up to a similar standard as Widemarsh Street and the Old Market development. In addition, the consultation covered the introduction of on-street parking charges, the extension of residents parking schemes to further areas adjacent to the city centre and outline proposals for the provision of a contraflow cycle scheme in St Owens Street.
- 7 These proposals form part of the overall vision for the growth of Hereford city as part of the overall economic plan for the county. The growth of Hereford could include further retail development at the site of the Old Market, urban village development,

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Maired Lane, Head of Infrastructure Delivery, 01432 260944

redevelopment of the Buttermarket and development of a university campus across the city.

- 8 The growth of Hereford city will include a number of major projects over the coming years including
 - Hereford transport package (Hereford Bypass)
 - Hereford city centre transport package (city link road)
 - South Wye transport package (southern link road)
 - City centre improvements
- 9 These projects will support economic growth by enabling the development of new homes, ensuring the accessibility of the enterprise zone attracting new business and therefore creating jobs and creating an attractive shopping and leisure environment for residents and visitors.
- 10 A detailed consultation report has been prepared which is contained in appendix D of this report. All responses have been considered in developing final proposals. Key findings of the report are summarised as follows:
 - 64% of respondents supported improvements to the city centre
 - 55% of respondents agreed that the scheme would bring economic benefits
 - 61% of respondents supported the phased delivery of the scheme
 - Over 60% of respondents supported the use of high quality paving, high quality street furniture and the increase in cycle parking in the city centre area
 - Over 70% of respondents supported improved street lighting, improved signage and high quality landscaping and planting.
- 11 There was a high level of response to the online survey. This feedback route is often favoured by younger people as a higher proportion of younger people engage with social media.
- 12 The High Town public realm refurbishment scheme has a high degree of support and has been developed by a multi-disciplinary team which includes the Hereford Business Improvement District (BID), markets and fairs and economic development to ensure the proposals are informed by these key stakeholders. Phase 1 has been developed to a level of detail that means it can proceed to construction.
- 13 Feedback regarding the desire for quality materials directly influenced the scheme design. The whole scheme extents can be seen in appendix A and the phase 1 extents can be found in appendix B of this report. The capital investment in this scheme will improve the quality of the public realm in this area and through the use of high quality materials and construction will contribute to reducing ongoing revenue maintenance costs in the future, as has been experienced following the refurbishment of Widemarsh Street. Enabling works are currently progressing on site and this has enabled the introduction of proper parking controls on Widemarsh Street in advance of completion of the works. Therefore cabinet approval is sought to commence phased delivery of the refurbishment scheme which would immediately follow these works in August. It is anticipated that phase 1 works will be completed before the Christmas shopping period later this year.
- 14 A wide range of responses were received in response to parking and traffic order elements of the city centre improvements consultation. Responses were received both

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Maired Lane, Head of Infrastructure Delivery, 01432 260944

for and against therefore it is requested that cabinet approve formal consultation commencing to take these proposals forward. Proposals for on street parking in the following streets are essential to the successful operation of the city centre improving traffic flows around the city centre and maintaining adequate parking supply to support the city's economy.

- Aubrey Street,
- Bridge Street,
- Broad Street,
- Gaol Street,
- Harrison Street,
- King Street,
- St John Street,
- St Owen Street (west of its Bath Street junction).

- 15 The Traffic Regulation Order (TRO) formal consultation process will allow response and objections to be considered further in the development of the parking and traffic order proposals.
- 16 There was strong support from local members and respondents for residents parking during this consultation and therefore approval is sought to progress.
- 17 St Owen Street cycle contraflow has been considered and consulted on over a number of years. It was outlined in the recent city centre Improvements consultation and further design work has been progressed. Cabinet is asked to approve consultation commencing on a detailed design for St Owen Street as outlined in appendix C of this report.
- 18 The proposed package of measures are inter-related and together form a comprehensive set of proposals to improve the city centre environment whilst promoting active travel and effectively managing access and parking of vehicles within the area. Cabinet is therefore asked to approve all recommendations.

Community impact

- 19 The proposed city centre improvements detailed in this report will provide better access, bring economic benefits to the city centre and reduce on-going maintenance costs and issues. By improving signage it will enhance pedestrian movement and de-clutter the area, improve the space and liveability of the area and provide an improved consistent approach to city centre.
- 20 The introduction of on street parking charges in the city will assist management of parking in the city centre and improve traffic flows and allow greater access for sustainable transport modes.
- 21 The extension of resident parking schemes will discourage inappropriate parking in residential streets adjacent to the city centre. It should also encourage visitors to make use of city centre car parks and reduce congestion and disruption in residential streets.
- 22 The delivery of the St Owen Street contraflow cycleway scheme will provide a dedicated and safe route for cyclists on a key route into the city centre. It will include designated crossing points for pedestrians and improve safety between pedestrians, cyclists and vehicles on the street, as well as encourage sustainable modes of travel.

Equality duty

- 23 This proposal will support the council in demonstrating its commitments to the Equality duty. The council has been proactive in considering its Duty and consulted widely and this has meant that a number of significant issues have been raised by the Disabled community and will be acted upon.
- 24 Detailed discussions took place with Herefordshire Vision Links and Royal National College for the Blind to explain the detail of the refurbishment scheme and to obtain feedback.
- 25 Both were keen to ensure current vehicle movements restrictions in High Town were maintained and enforced to avoid problems for partially sighted users. Both provided detailed comments about street furniture and street lighting which will be incorporated into the detailed design and a review of cycle parking will be undertaken in response to comments. There was strong support to retain tactile arrangements in High town as this is used extensively for crossing and orientation purposes – this will inform the detail design. Care will also be taken to ensure layout of granite setts supports their continued use by visually impaired users.
- 26 The detailed design and delivery of this scheme will continue to include these groups to ensure the needs of their users are reflected in the completed scheme.

Financial implications

- 27 The implementation of a package of measures will require significant investment over several financial years. The speed of delivery is dependent on funding being available and priorities.
- 28 Expenditure during 2016/17 on phase 1 of the high town refurbishment is estimated as £1.1m. Expenditure during 2016/2017 on parking and St Owen Street improvements is estimated as £500K.
- 29 These costs can be contained within the current capital programme budgets. Local Transport capital funding (received from central government for use in 2016/17) is available for significant spend on assets for this type of large capital project. It cannot be used to fund revenue functions and as such this funding could not be reallocated to other public realm functions. Investment in high town should promote economic vitality in the city centre generating further income for the councils revenue programme.

Legal implications

- 30 The council, as traffic authority has powers to makes TROs under the various provisions of the Road Traffic Regulation Act 1984 (as amended) and the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 (as amended).
- 31 Temporary road closures, or restrictions, for construction works may be made under the provisions of section 14 Road Traffic Regulation Act 1984, for a period of up to 18 months, although this may be extended with the consent of the Secretary of State.
- 32 Proposed permanent TRO's, may be made by the council, as traffic authority, under the relevant provisions of the said 1984 Act, to include formal advertising in the press, and any objections received would be further considered before any final decision whether to make the proposed TRO with or without variations.

- 33 In this regard is noted that the assistant director environment and place will be given delegated authority to agree the proposals of the TRO to be subject to such formal consultation as outlined above.
- 34 A Section 58 notice will be served on completion of phase 1 and further phases of the scheme when delivered to prevent statutory undertakers works (other than emergency) in the area following the refurbishment works.

Risk management

- 35 If schemes are not progressed as a package the growth of the city centre and improvement to the city economy could be at risk as the public realm area deteriorates and on-going maintenance issues continue- this could discourage visitors and shoppers from coming into the City Centre. Lack of control of parking and cycle provision would adversely impact on local residents and reduce opportunities to promote sustainable transport.
- 36 A detailed risk register which highlights all project risks has been developed for the City Centre Improvements project. Risks are summarised, with proposed mitigating actions, assigned an owner and any cost associated is identified and agreed. Risk workshops are held on a regular basis to discuss and manage any risks as they occur.

Consultees

- 37 Public consultation took place from November 2015 to January 2016 in relation to draft proposals for a High Town Public Realm scheme together with related proposals to introduce on street parking charges to better control parking within the area, residents parking proposals in streets immediately surrounding residential areas which do not already benefit from such schemes and the potential for a cycle contraflow scheme in St Owens Street. Together these form a package of measures to improve the quality of the retail environment within the city centre, encourage active and sustainable forms of transport and reduce the impact of indiscriminate parking on local residents living close to the city centre. A public exhibition and consultation was held regarding the proposed City Centre Improvements – this included a two day public exhibition and a number of meetings with stakeholders. Whilst a range of views were expressed during public consultation and there were varying levels of support for the individual elements of the package, there was a generally high level of support for taking forward the proposed measures.
- 38 A consultation report has been produced which summarises the consultation and feedback and can be seen in Appendix D. The City Council and Hereford Bid team have expressed support for the scheme.

Appendices

Appendix A – High Town scheme extent

Appendix B - High Town phase 1

Appendix C – St Owen Street cycle contraflow

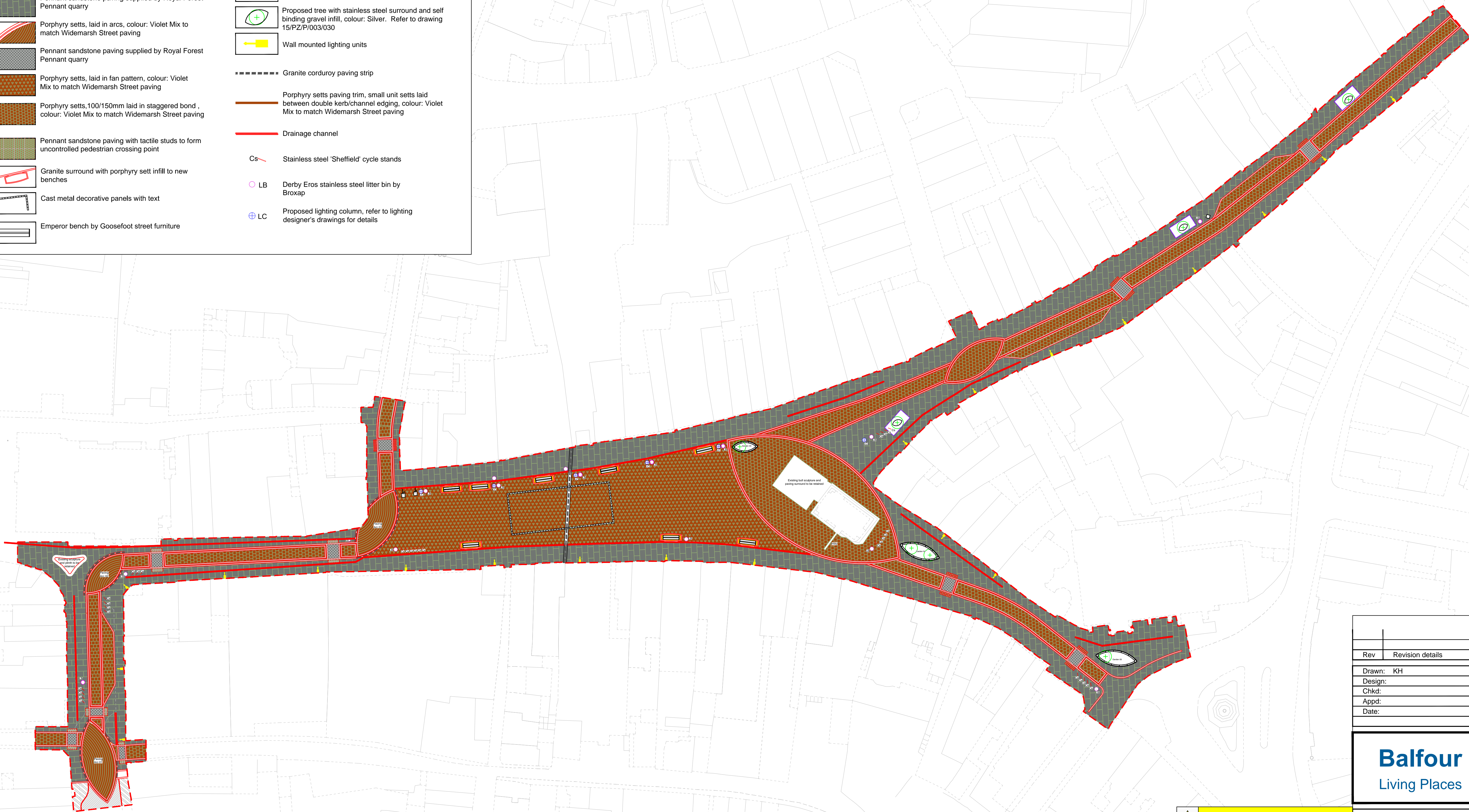
Appendix D – City centre improvements consultation report

Background papers

- None

- Key
- Scheme extents boundary
- Pennant sandstone paving supplied by Royal Forest Pennant quarry
- Porphyry setts, laid in arcs, colour: Violet Mix to match Widemarsh Street paving
- Pennant sandstone paving supplied by Royal Forest Pennant quarry
- Porphyry setts, laid in fan pattern, colour: Violet Mix to match Widemarsh Street paving
- Porphyry setts, 100/150mm laid in staggered bond, colour: Violet Mix to match Widemarsh Street paving
- Pennant sandstone paving with tactile studs to form uncontrolled pedestrian crossing point
- Granite surround with porphyry sett infill to new benches
- Cast metal decorative panels with text
- Emperor bench by Goosefoot street furniture
- Porphyry setts, 70/70 mm laid in staggered bond, colour: Violet Mix to match Widemarsh Street paving
- Proposed tree, refer to planting plan for details, drawing 15/PZ/P/003/029
- Proposed tree with stainless steel surround and self binding gravel infill, colour: Silver. Refer to drawing 15/PZ/P/003/030
- Wall mounted lighting units
- Granite corduroy paving strip
- Porphyry setts paving trim, small unit setts laid between double kerb/channel edging, colour: Violet Mix to match Widemarsh Street paving
- Drainage channel
- Cs Stainless steel 'Sheffield' cycle stands
- LB Derby Eros stainless steel litter bin by Broxap
- LC Proposed lighting column, refer to lighting designer's drawings for details

0 100



Rev	Revision details	Chkd	Appd	Date
Drawn:	KH			
Design:				
Chkd:				
Appd:				
Date:				

Balfour Beatty
Living Places

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DIRECTOR OF ECONOMIES
COMMUNITIES and CORPORATE 
Place Based Commissioning, Plough Lane, PO Box 4, Hereford, HR4 0LX

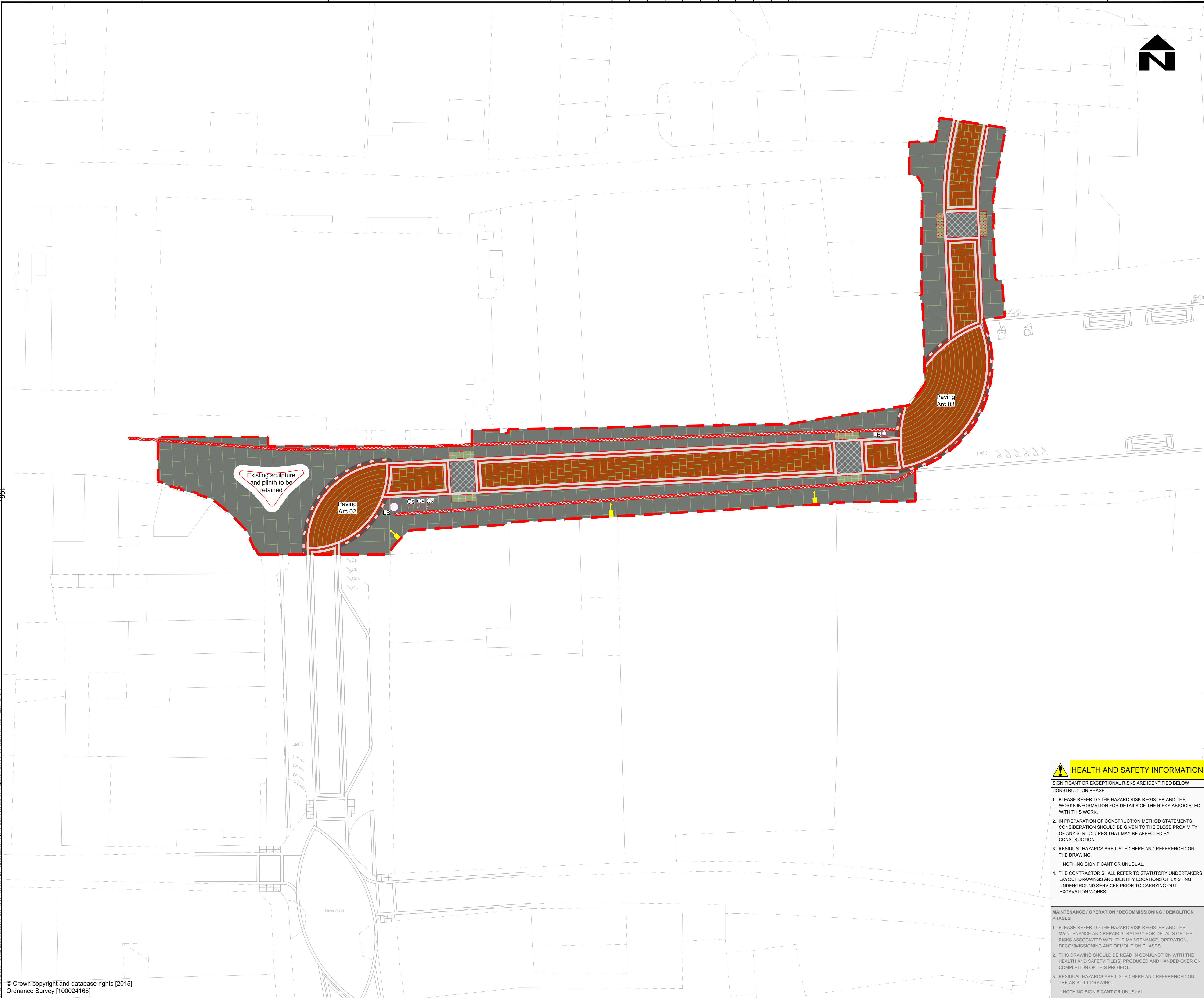
Project Name
Hereford High Town

Drawing Title
Scheme Extents

Original Drawing Size : A1
Scale : 1:500
Dimensions : m
Copyright © BBLP

Drawing No
MJ0001/I/001
Rev

- HEALTH AND SAFETY INFORMATION**
- SIGNIFICANT OR EXCEPTIONAL RISKS ARE IDENTIFIED BELOW
- CONSTRUCTION PHASE
- PLEASE REFER TO THE HAZARD RISK REGISTER AND THE WORKS INFORMATION FOR DETAILS OF THE RISKS ASSOCIATED WITH THIS WORK.
 - IN PREPARATION OF CONSTRUCTION METHOD STATEMENTS CONSIDERATION SHOULD BE GIVEN TO THE CLOSE PROXIMITY OF ANY STRUCTURES THAT MAY BE AFFECTED BY CONSTRUCTION.
 - RESIDUAL HAZARDS ARE LISTED HERE AND REFERENCED ON THE DRAWING.
I. NOTHING SIGNIFICANT OR UNUSUAL.
 - THE CONTRACTOR SHALL REFER TO STATUTORY UNDERTAKINGS LAYOUT DRAWINGS AND IDENTIFY LOCATIONS OF EXISTING UNDERGROUND SERVICES PRIOR TO CARRYING OUT EXCAVATION WORKS.
- MAINTENANCE / OPERATION / DECOMMISSIONING / DEMOLITION PHASES
- PLEASE REFER TO THE HAZARD RISK REGISTER AND THE MAINTENANCE AND REPAIR STRATEGY FOR DETAILS OF THE RISKS ASSOCIATED WITH THE MAINTENANCE, OPERATION, DECOMMISSIONING AND DEMOLITION PHASES.
 - THIS DRAWING SHOULD BE READ IN CONJUNCTION WITH THE HEALTH AND SAFETY FILE(S) PRODUCED AND HANDED OVER ON COMPLETION OF THIS PROJECT.
 - RESIDUAL HAZARDS ARE LISTED HERE AND REFERENCED ON THE AS-BUILT DRAWING.
I. NOTHING SIGNIFICANT OR UNUSUAL.



- Key
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 - Derby Eros stainless steel litter bin by Broxap

A	Altering area of extents			
Rev	Revision details	Chkd	Appd	Date
Drawn:	KH		Preliminary	
Design:			For comment	✓
Chkd:			For tender	
Appd:			For construction	
Date:			As constructed	


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Project Name
Hereford High Town

Drawing Title
Phase 1 Extents

Original Drawing Size : A1	Dimensions : m
Scale : 1:200	Copyright © BBLP
Drawing No MJ0001/1/002	Rev A

**HEALTH AND SAFETY INFORMATION**

SIGNIFICANT OR EXCEPTIONAL RISKS ARE IDENTIFIED BELOW

CONSTRUCTION PHASE

1. PLEASE REFER TO THE HAZARD RISK REGISTER AND THE WORKS INFORMATION FOR DETAILS OF THE RISKS ASSOCIATED WITH THIS WORK.

2. IN PREPARATION OF CONSTRUCTION METHOD STATEMENTS CONSIDERATION SHOULD BE GIVEN TO THE CLOSE PROXIMITY OF ANY STRUCTURES THAT MAY BE AFFECTED BY CONSTRUCTION.

3. RESIDUAL HAZARDS ARE LISTED HERE AND REFERENCED ON THE DRAWING.

1. NOTHING SIGNIFICANT OR UNUSUAL.

4. THE CONTRACTOR SHALL REFER TO STATUTORY UNDERTAKERS LAYOUT DRAWINGS AND IDENTIFY LOCATIONS OF EXISTING UNDERGROUND SERVICES PRIOR TO CARRYING OUT EXCAVATION WORKS.

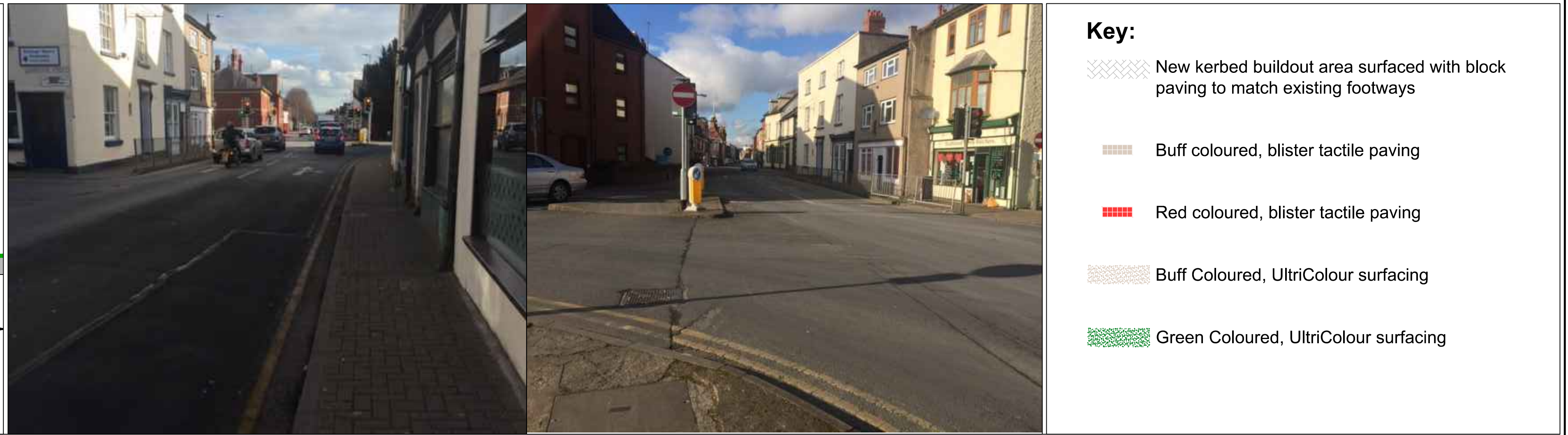
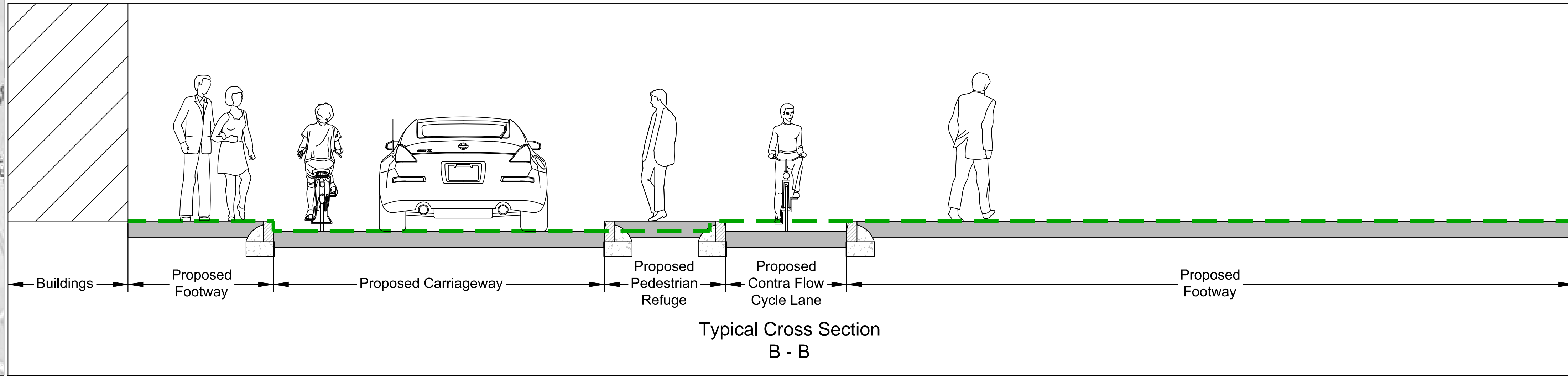
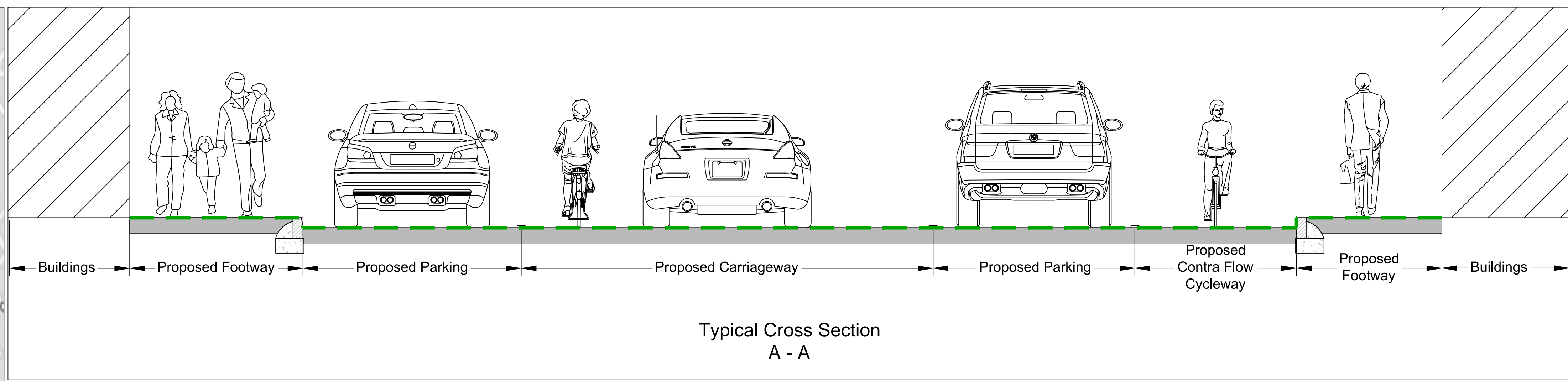
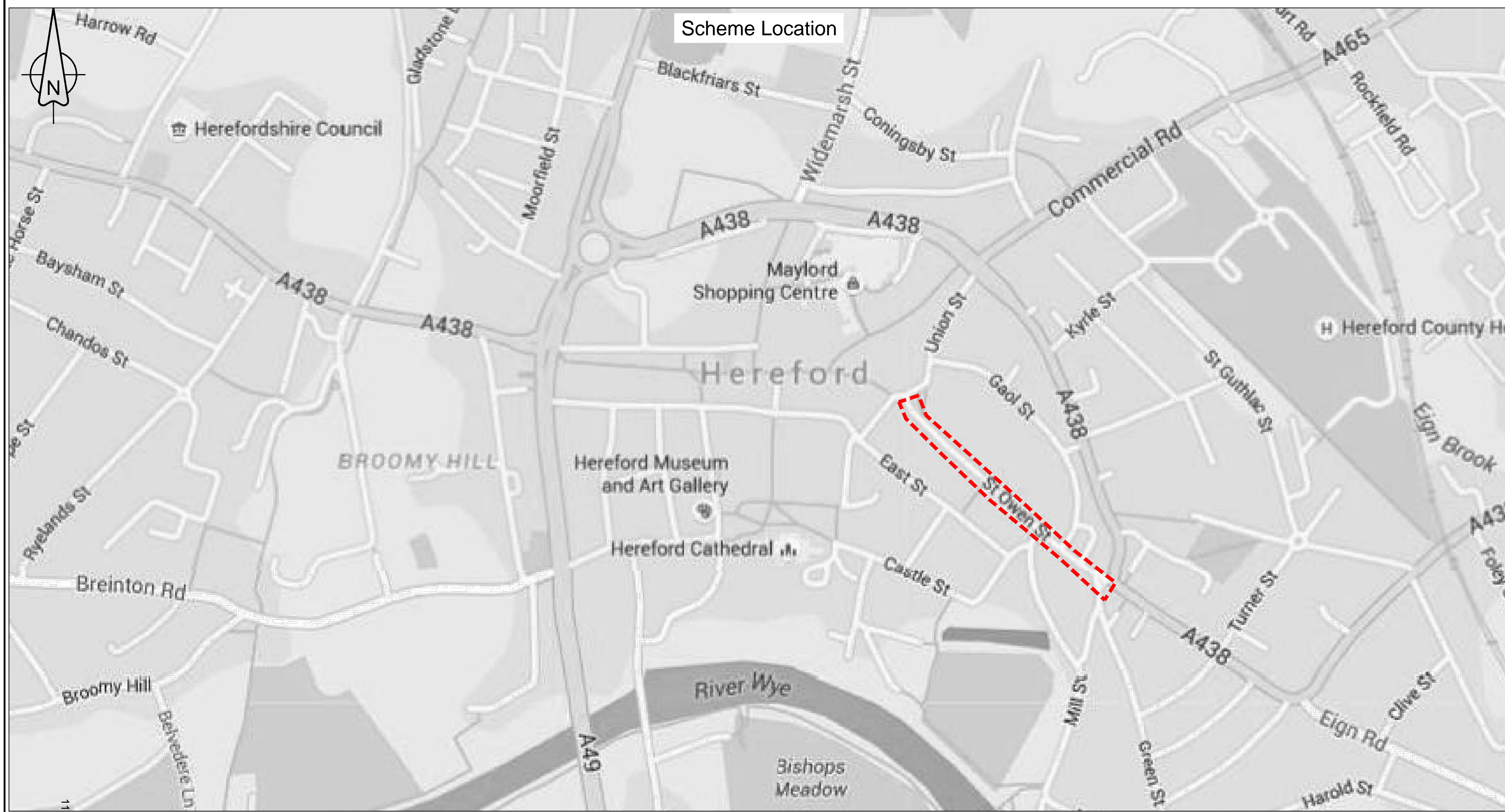
MAINTENANCE / OPERATION / DECOMMISSIONING / DEMOLITION PHASES

1. PLEASE REFER TO THE HAZARD RISK REGISTER AND THE MAINTENANCE AND REPAIR STRATEGY FOR DETAILS OF THE RISKS ASSOCIATED WITH THE MAINTENANCE, OPERATION, DECOMMISSIONING AND DEMOLITION PHASES.

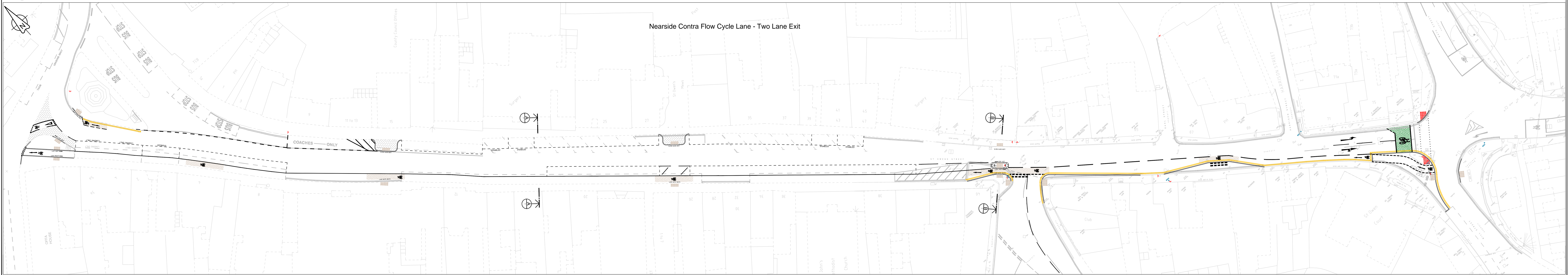
2. THIS DRAWING SHOULD BE READ IN CONJUNCTION WITH THE HEALTH AND SAFETY FILE(S) PRODUCED AND HANDED OVER ON COMPLETION OF THIS PROJECT.

3. RESIDUAL HAZARDS ARE LISTED HERE AND REFERENCED ON THE AS-BUILT DRAWING.

1. NOTHING SIGNIFICANT OR UNUSUAL.



- Key:**
- New kerbed buildout area surfaced with block paving to match existing footways
 - Buff coloured, blister tactile paving
 - Red coloured, blister tactile paving
 - Buff Coloured, UltraColour surfacing
 - Green Coloured, UltraColour surfacing





Existing/Proposed Parking Provision Totals		
	Existing	Proposed
General	42 Spaces	37 Spaces
Disabled	6 Spaces	6 Spaces
Loading	17m	15m
Coach	21m	21m
Motor Cycles	0 Space	5 Spaces
Sub-total	48 Spaces	48 Spaces
Pedal Cycles	7 Spaces	12 Spaces
Total	55 Spaces	60 Spaces

No Waiting Restriction Key (Proposed & Existing):

No Waiting at any Time

No Waiting & No Loading at any Time

Rev	Revision details	Chkd	Appd	Date
Drawn: KH		Preliminary		
Design: -		For comment		
Chkd: -		For tender		
Appd: -		For construction		
Date: -		As constructed		

Balfour Beatty

Living Places

Client

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DIRECTOR of ECONOMIES
COMMUNITIES and CORPORATE

Herefordshire Council

Place Based Commissioning, Plough Lane, PO Box 4, Hereford, HR4 0LX

Project Name

St. Owen Street

Drawing Title

Existing and Proposed Parking

Original Drawing Size : A1	Dimensions : m
Scale : 1 : 500	Copyright © BBLP
Drawing No	Rev
Sketch 10	



Hereford City Centre Improvements Consultation Feedback Report

Balfour Beatty Living Places Herefordshire

April 2016

Balfour Beatty

Contents

- 1.0 Introduction
- 2.0 Public Consultation / Exhibition
- 3.0 Key Stakeholder feedback
- 4.0 High Town Public Realm Scheme
- 5.0 High Town TRO Review
- 6.0 Widemarsh Street TRO Review
- 7.0 Resident Parking
- 8.0 On-Street Parking

Appendices:

Appendix A: Public Consultation Visuals / Layouts

Appendix B: Survey Questionnaires

Introduction

Balfour Beatty Living Places (BBLP) carried out consultation on the Hereford City Centre Improvement Schemes in November 2015, and held a consultation period for 10 weeks.

This report will review the consultation feedback and provide recommendation and reasons for these recommendations on all the Hereford City Centre Schemes.

For further information on the subject of this report is available from Jwerea Malik, Project Manager, BBLP on Tel 07976539022

1.0 Introduction

Hereford City Centre Improvements consist of six schemes within the historic core to enhance the city centre to generate economic benefits, improve vehicle movements, develop the cycle network, reduce maintenance costs and manage parking for visitors and residents.

The High Town Public Realm scheme comprises of improvements to paving, feature paths, drainage, landscaping, street lighting and street furniture.

High Town traffic regulation order (TRO) scheme is a review of the existing vehicle and cycle movements for better coordination and improved traffic and pedestrian signage and thus de-cluttering the public realm.

Widemarsh Street TRO scheme is a review of the existing vehicle and cycle movements including taxi access, for better coordination. The review will also include obtaining the relevant approvals from Department for Transport (DfT) for the deviation from the standard road markings and signs.

St Owen Street Cycle scheme proposes a contra-flow cycle lane, junction improvements and the introduction of pedestrian crossings.

The Resident Parking scheme will involve a review of the introduction of permit parking in required residential areas around the City Centre core.

The On-Street Parking scheme manages the parking in the City Centre with the intention of introducing changes to waiting time restrictions, consideration of loading bays, disabled parking and parking charges.

2.0 Public Consultation / Exhibition

2.1 Consultation Format

The consultation phase began with stakeholder 1-2-1 meetings where identified key stakeholders were invited for a meeting. At the meetings there was opportunity to discuss the proposals, the reasons behind them and an opportunity to ask any questions and provide feedback.

The sessions were attended by the Civic Society, Cycle Forum, Hereford BID, Vision Links, Royal National College for the Blind, Pedicabs & cargo, Federation for Small Businesses, High Town Taxis, Stagecoach and Castle Street Resident Association. Various comments were received and are detailed further in the report.

A public consultation event was held over a 2.5 day period, beginning with an invitation only event on the evening of Tuesday 17th November. This was a preview event for traders and business to view the proposals, meet Councillors, Herefordshire Council representatives and Balfour Beatty Living Place (BBLP) representatives to ask any questions. The event was attended by approx. 40 business and trader representatives.

The 2 day exhibition was held in Lloyds Bank foyer, High Town on 18th – 19th November 2015; this event was hosted by various members of Balfour Beatty Living Places (BBLP) and Herefordshire Council and was attended by approximately 230 members of the public.

A survey questionnaire supported the exhibition on Hereford City Centre Improvements which included questions on High Town Public Realm, High Town Traffic Regulation Order (TRO) (consisting of access times, cycling, taxis and loading requirements), Widemarsh TRO and On Street Parking. A question was also asked to obtain the level of support towards Resident Parking. No further questions were asked on Resident Parking and St Owen Street Contraflow scheme as these are both due further consultation.

The survey questionnaire came in three formats; the first questionnaire was aimed at the general public which contained questions on High Town Public Realm, High Town TRO, and Widemarsh St TRO. The second questionnaire was aimed at traders and businesses where the same questions were asked alongside questions about the businesses' current economic status. The third questionnaire was available for all and specifically asked questions on On-Street Parking. The surveys were available both online and by hard copy; the online survey went live from 18th November 2015 (the first day of the main exhibition event) and paper copies were available at the exhibition for people to either complete or take away and return via a pre-paid envelope.

After the exhibition, exhibition boards showing the proposals were set up in the Buttermarket (High Town) with hard copies of the questionnaire available. The consultation period ran for 6 weeks, and was originally due to end on 3rd January 2016.

Upon review of the responses in January 2016, although the response for High Town was significant, responses to the parking surveys were lower than expected (when compared to the response rate achieved in the 2014 On-Street Parking consultation).

In order to increase awareness of the consultation and provide additional opportunity for those interested in giving their views on the parking proposals, the consultation was extended by a further 4 weeks to Friday 29th January 2016. During this period the consultation panels and hard copies of the three surveys remained in the Buttermarket. The online survey was also kept open providing an easier link to the parking survey for those wishing to comment solely on the parking proposals. Copies of the general public survey (covering High Town Public Realm, High Town TRO review and Widemarsh Street TRO review) and the On-Street Parking surveys were also posted to all the residents and businesses within the High Town and parking vicinity (approximately 1350 properties). This was to ensure the consultation had been communicated to all those affected by the proposals and ensure they had been given the opportunity to comment and provide feedback.

2.2 Consultation Responses

The number of completed questionnaires received by 3rd January was:

High Town Public Realm, High Town TRO and Widemarsh Street TRO	451
On-Street Parking and a question on Resident Parking	282

By 29th January this had increased to:

High Town Public Realm, High Town TRO and Widemarsh Street TRO	642
On-Street Parking and a question on Resident Parking	478

These included responses from the general public and traders / businesses.

A summary of some of the key aspects of the survey are as follows:

From the 642 responses on High Town Public Realm, High Town TRO and Widemarsh Street TRO;

- 94% of the respondents support the vision to develop Hereford as a vibrant, residential, commercial and tourist centre.
- 64% of the respondents support the High Town Public Realm scheme.
- 55% of the respondents feel the scheme will generate economic benefits for High Town.
- 61% of the respondents support the phased construction of the High Town Public Realm scheme.
- Over 55% of the respondents support the review of High Town movements
- Over 60% support the high quality paving, high quality street furniture and the increase in cycle parking.
- Over 70% support the improved street lighting, improved signage and high quality landscaping and planting in High Town.

From the 478 responses on On-Street Parking and Resident Parking;

- 31% of the respondents agreed with the On-Street Parking proposals, with 66% disagreeing and the remaining 3% neither disagreed nor agreed.
- 53% of the respondents thought it was appropriate to extend the residential parking area, where as 29% did not agree and the remaining 18% did not have an opinion.

Further detail surrounding these responses will be found further on in this report.

3.0 Key Stakeholder Feedback

A number of key Stakeholder 1-2-1 meetings to discuss the schemes were held during November 2015 and February 2016, the responses are summarised below;

3.1 Hereford Civic Society (HCS)

The Civic Society does not support the High Town Public Realm scheme, although they recognise that remedial works are required in areas. They suggest the remedial works that require attention and maintenance are rectified locally and thus are not supportive of the entire replacement of hard landscaping. They do not support the phased construction due to the disruption it will cause. They also do not agree that the improvements will encourage more visitors into the City Centre.

The society is concerned that Herefordshire Council's term service provider Balfour Beatty Living Places (BBLP) is acting as designer, supervisor and potential contractor to the scheme along with any deviation from the Hereford Streetscape Design Strategy 2009 that has already been developed and largely accepted by all parties in terms of City development strategy.

HCS proposed alternative use of the funding could be transferred to junction improvements contained within the City along with urgent improvements to High Town and key areas such as St. Peters Street.

The general feedback of HCS is largely supportive of the tree proposals, contemporary street furniture and increased cycle rack provision and facilities. There is some doubt over the need to consult on City wide signage as this has already been developed under Destination Hereford.

In conclusion HCS feel that High Town should be a grand open space for enjoying events and an al fresco café culture.

3.2 Cycle Hereford

Cycle Hereford welcomes the development of the Hereford Masterplan and the scheme objectives, however question the spending priority on High Town Public Realm scheme, as its areas had been refurbished in 2009, and queried the allocation of money from the Local Transport Plan (LTP) budget.

There is concern that this scheme to create 'an excellent space for pedestrians and cyclists' is being advanced ahead of much needed infrastructure improvements to support direct, safe and comfortable cycle trips to and throughout the city centre.

In line with current design guidance there is concern over material selection particularly the porphyry setts. This is because unless laid to a high quality, can cause an uncomfortable surface for bicycles and a perception of decreased skid resistance in damp conditions. There is a desire to provide a designated material change to allow movement of bicycles throughout the scheme to perhaps an asphalt wearing course or similar. The current proposals may make it more attractive for cycles to use the flag paved footway areas, which are smoother should the porphyry setts be deemed uncomfortable and potentially cause conflict with pedestrians.

Regarding the Traffic Regulation Order (TRO) reviews Cycle Hereford support the current access arrangements but strongly object to any no cycling variations that again would contradict the statement 'an excellent space for pedestrians and cyclists'.

They support the introduction of waiting restrictions and parking charges although object to the consideration of these in the absence of plans for cycling on the streets where the changes are proposed. This is because there is direct interaction between provision of on-street parking and the provision of cycle infrastructure. The demand for parking could be alleviated by the introduction of further high quality cycle routes to and throughout the city centre. The inclusion of additional cycle stands would be welcomed.

In conclusion Cycle Hereford are generally in support of the scheme providing the issues raised regards materials are taken on board and consideration is given to the wider cycle network.

3.3 Hereford Pedicabs & Cargo

The business delivers over 200,000 items of freight and mail within the City limits each year via bicycle and also offers a trade waste re-cycling programme for businesses within the City centre to over 200 companies with approximately 30% of this trade being directly affected by the proposals within the consultation.

The High Town public realm proposals are seen as a positive step and with the materials and layout being used the same as Widemarsh Street would provide continuity. Their vehicles currently operate well in Widemarsh Street where they operate at low speeds and find the stable surface acceptable for their vehicles without causing any concern to operatives or wear to the vehicles. The layout offers places for the bikes to stop and unload safely and also offers a visual guide as to where vehicles and pedestrians could be.

There is support for additional cycle stands with a view to ensuring suitability for all types of bicycles. In terms of the Traffic Regulation Order (TRO) review these should reflect in the design of High Town by supporting a blanket two way use of bicycles throughout the city centre through use of signage and a cultural change from all parties. A flat surface perhaps along the channels could benefit pedestrians and cycles by highlighting suggested areas to avoid any potential conflict. A two way order could perhaps enable cycles to be designated to use only the 'highway' section that lies between the two footway pavements.

The business feels the proposed On-Street Parking review is positive and will lead to reduced traffic and circulatory movements of vehicles.

In conclusion the business supports the proposals. They feel with minor alterations to the TRO's to ensure continuity of thoroughfare, the proposals can be of great benefit to the city and help drive a better physical and economic benefit to Hereford.

3.4 Hereford City Council

The City Council generally view the proposals as a positive in particular the emphasis and inclusion of tree planters. It welcomes the commitment to levelling areas of subsidence to alleviate ponding issues. There is concern over the phased approach and every effort must be made to ensure minimal disruption to thoroughfare and traders and to send the message that Hereford is very much open for business throughout the works.

There is confidence that the design addresses previous issues of cracking and subsidence and it is vital that no deviation or short sighted savings are made going forward that may lead to the structure being weaker than originally consulted on. The design of the pavement is to remain flush as per the existing High Town area.

With regards the lighting columns there is contentment for their removal but the City Council feel something should be provided in order to not reduce the amenity value of the space and hope to see markets, displays and public events throughout the area, perhaps with the provision of an outdoor

screen. There is a desire to remain working with BBLP to provide details of historic merit that could possibly be included within the scheme either in paving, plaques or a waymarked walk.

To conclude Hereford City Council are supportive of the proposals given that the comments above are taken on board.

3.5 Hereford Business Improvement District (BID)

The BID welcomes the refurbishment plans to bring the central area of High Town up to the same material specification and standards as Widemarsh Street. There is a desire to incorporate and highlight into the design key areas such as the entrance to Church Street and areas around the Kerry Public House that would welcome people into the city.

They felt there was a lack of information provided in order to pass comment on street furniture proposals; there is a general feel that the final choice is vitally important to the overall appearance of the scheme and City. Longevity of the street furniture is paramount, including post construction where replacements should be readily available and should take account of Herefordshire's demographic.

Where tree planters and seating are shown there is a need to ensure this is of a high quality both in choice of species and also that of the street furniture. Planters should not encourage anti-social behaviour.

There is a desire from the BID to ensure the market layout is suitably arranged to offer best use of the space, compliment the shops and include service points and demountable fixings to negate the need for unsightly counter weights. As part of this approach it is proposed the number of telephone boxes be reviewed to free up available space.

With regards to the TRO's, the scheme should ensure vehicle access is enforceable under current regulations, this should include loading/unloading and service vehicles for setting up markets and stalls.

Signage and waymarked routes have been allocated some funding from the BID and should provide a consistent approach to enable signing of key areas and perhaps tell a story of the city.

3.6 Hereford Vision Links (HVL) and Royal National College for the Blind (RNCB)

Hereford Vision Links (HVL) and Royal National College for the Blind (RNCB) felt there is a requirement to enforce vehicular movements within the High Town area as these can cause issues with stick users and partially sighted.

With regards to the street furniture, RNC and HVL would like seats with backrests placed in consistent lines, any changes to the street lighting should again consider siting the columns in a linear fashion to avoid confusion and potential hazards. A review of the current cycle racks would be welcomed as some students have walked into the current ones hurting their hands.

There is strong support to retain the existing corduroy tactile arrangement that runs across the High Town square and is used extensively for crossing and familiarisation of whereabouts. Care should be taken to ensure any future market layouts avoid setting up over this and also along building lines as it

causes difficulty for navigating through the city. Cane students also navigate extensively using the existing granite channels so any form of replication in the proposed design would be welcomed.

Commercial Street is currently an area that requires the most attention, RNCB and HVL would like some assurance that this could be looked into as part of the wider network improvements.

3.7 Castle Street Resident Association

The 1-2-1 session focused on Castle Street, St Ethelbert Street and Cantilupe Street and the difficulties arising from over parking and excessive traffic. There were also issues highlighted by double parking, road safety, air pollution, traffic entering and exiting without stopping and access to resident properties. The primary attractor of traffic was identified as the availability close to the City centre of two hour parking.

Residents were in favour of a balance of permit holder only and 30 minute limited waiting, which would provide a facility for residents and visitors to these roads, whilst removing the facility for parking for the wider City Centre. This was viewed as a more effective means of managing traffic and parking than on-street charging.

3.8 Additional 1-2-1 Consultations

Further 1-2-1 consultations were held with the following stakeholders;

Councillors: PA Andrews (Widemarsh Ward), LC Tawn (Central Ward), AJW Powers (Greyfriars Ward)
West Mercia Police, Hi-Town Taxis, Federation of Small Businesses and Coach Logistics, CEO Hereford Cathedral Perpetual Trust

Summary comments from the above stakeholders on each of the schemes are summarised below:

High Town Public Realm

There was broad acceptance and support for the refurbishment of High Town with the main points relating to signage linking not only to the Old Market and High Town but with the Cathedral and High Town for a holistic approach for visitors.

Additional planting in High Town was supported as it was felt there was a need to break up the space. Moveable planters were suggested so that the shape of the High Town space could be changed for different events. It was suggested that outdoor staging and a large screen was provided in High Town for watching sporting and other events, which would help make it a more friendly and accessible place and promote evening activities.

The May Fair is a significant event in High Town and reassurance was sought on the new surfacing and its suitability to sustain the heavy vehicles used for the fair.

A reduction in the number and design of the lamp columns in High Town was supported, but retaining the ability to be multi-functional for hanging poster and decorations. There was a minority view that High Town refurbishment was not needed at this time but majority support for the High Town proposals was clear.

Residents Parking and On-Street Car Parking Schemes

It was felt that the public had taken up parking in residential streets since the increase in the parking charges in Merton Meadow car park. Commuters were choosing to use the free street parking and thereby preventing residents from parking outside or near their own homes.

There was concern there would not be enough long stay parking available in Hereford with the Merton Meadow car parking reducing in size. This reduction in long stay parking was also seen as a concern for visitors coming by coach, as Merton Meadow was the nearest coach party parking place.

There was agreement there were sufficient disabled parking spaces and for the loading bays to be made open to all. There was a majority request that Sundays be kept free of any parking charges and a request by the Cathedral CEO for additional coach drop off points near to the Cathedral.

It was felt that the residents' car parking area did not cover a wide enough area out from the City Centre. While parking restrictions should be from 8.30 am to 6.00 pm Monday to Saturday in the City Centre, there was agreement in favour of 30 minutes free car parking in High Town, particularly St Owen's Street and Castle Street. There was also support for the use of a mobile phone app for parking charges.

It was felt that an Oxford style park and ride scheme would benefit commuters and visitors. There was concern that proposed parking charges would discourage people from coming to the city centre and increase use of out of town supermarkets and shopping in other towns that had lower parking charges.

3.9 High Town Traders / Businesses

Alongside the formal consultation Balfour Beatty Living Places (BBLP) undertook further 1-2-1 conversations with an additional 61 businesses during November 2015 and January 2016. Here a framework covered the key themes and considerations to carry out the survey. Of the 101 properties within the survey area, three were closed for refurbishment, 18 properties were unoccupied and 13 retailers declined or were not surveyed. Discounting the six banks and the post office, of the remaining potential respondents 82.4% of the retailers in the area were represented.

The vision

Of these 61 businesses, there was 84% support for the vision. 75% were in favour of the High Town Public Realm scheme and over 80% supported all of the proposed elements of the improvements.

When asked if High Town Public Realm would economically benefit them, 56% of these businesses felt it would and also suggested alternatives that they felt would better improve the local economy.

26 comments pointed to increases in parking charges affecting trade, some cited the recent introduction of Sunday parking charges and how that has significantly reduced Sunday footfall as an example. There were 17 comments saying priority should be given to fill empty shops and 11 comments requested improvements to Hereford's roads.

There were supportive comments too with 14 businesses positively agreeing with the need for the scheme. A further 16 suggested additional considerations for the improvements including seven specific comments directed at addressing and avoiding further hard-to-see low kerb.

Delivery

77% of the businesses were positively in favour of the phasing while 14% disagreed and wanted to reverse the order of the phasing so that Commercial Road came first or for High Town to be done as a single phase. The remaining 9% did not comment.

There was significant concern about the timing and impact of the work and 26 comments (43%) asked that the works avoided the peak shopping period from October to the January sales. Some businesses claimed 40% of their trading for the year occurred in this period.

Access review

77% of the businesses surveyed wanted to retain the existing cycle access for both High Town and 80% wanted the existing conditions to retain in Widemarsh St. Of those that wanted a change they were polarised between a full ban or no ban on cycling. There were eight comments (13%) asking for better enforcement of no cycling periods and seven comments suggesting a designated cycle path through High Town.

On loading and unloading times, there were some individual businesses asking for tweaks to access times, but overall there was 89% support for the current arrangement in both High Town and 84% for Widemarsh Street. There were 15 comments (25%) about better enforcement for both Widemarsh Street and St Peters St/Commercial Street, five of which were aimed at the market traders and May Fair.

On taxi access, there was 42% support towards evening access for taxis to St Peters Street and Commercial Street. A lot of businesses did not have a view and said keep the same, but a handful were outspoken against further taxi access. Several businesses commented that there could be benefits to taxi access with the extra traffic deterring some of antisocial behaviour problems in Commercial Street, which otherwise has very low footfall in the evenings.

Travel mode and parking

These questions were difficult for most businesses to answer; only Laura Ashley had a close enough relationship with their customers to identify how many travelled a distance to them. None could link spend to mode of transport and all were estimating how their customers travelled to Hereford to shop.

Businesses were asked how they believed their customers travelled into the City Centre. In the survey questionnaires we asked people how they actually travelled into the City Centre. Both results are compared in Table 1 below. The results below show that more people walk into the City Centre than estimated and less travel by bus. The remaining mode estimates were alike to the actual results.

Mode	Businesses' estimate	Actual level
Car	58%	51%
Bus	21%	6%
Walk	13%	30%
Cycle	6%	11%
Taxi	3%	2%

Table 1: Customer Mode of Travel into City Centre

Twenty six retailers provided an average spend per customer, which averaged at about £13 with cafés having the lowest average spend of £3 and shoe shops having the highest average spend of between £50 and £100.

The parking questions provoked the most comments on the subject. Several businesses had noticed a change in shopper behaviour since parking prices had increased. Shoppers were attempting to avoid the higher parking fees by using Tesco's free two-hour parking or buying the minimum parking. This has led to frustration among shoppers rushing to avoid their parking running out. Retailers suggested converting the parking to pay on exit could remove this issue. Retailers wanted shoppers to be relaxed, to linger and enjoy the shopping experience rather than have to clock watch.

Economic snapshot

84% of businesses in the target area were surveyed. Between them they employ 835 staff, an average of 13.7 per business although the majority employed between four and ten staff. With all the businesses were trading, this average would suggest between 1150 and 1400 people would be employed.

Geographically, while there are more shops in Commercial Street businesses in High Town, High Street and Widemarsh Street employ more staff. Commercial Street businesses employed 8.6 people on average whereas High Town businesses averaged 18.7 employees.

Confidence in future growth is a good indication of business health and overall there was significant optimism, with 45% of businesses expecting good to very good growth and overall 79% expecting some growth.

Actual profit figures paint a slightly different picture and 51 businesses were willing to share assessments of how their takings had changed over the last 12 months. The responses showed that; 49% of the businesses in High Town grew in 2015, but elsewhere 16% saw no change and 18% lost business in comparison to 2014.

In the last year £1.2m has been invested in the properties by businesses in the surveyed area with £0.96m of this coming from new businesses.

4.0 High Town Public Realm Scheme

The Vision

Overall, of the 642 responses, 94% supported the vision of Hereford, with 64% support for the High Town Public Realm scheme.

Of the 36% who did not support the High Town Public Realm Scheme, the majority of comments related to;

- Concerns of introducing the variable kerb face as per Widemarsh St (11%) – (NB: the existing High Town area is of flush finish)
- The scheme was a waste of money and not required (12%)
- The scheme funding should be prioritised elsewhere (11%)
- They would prefer more trees and landscaping (5%)

There were additional comments supporting the improved seating arrangements, providing for full time cycle movements and more cycle parking. There were comments towards better signage being required and the Booth Hall building being refurbished.

55% of the respondents felt the scheme will generate economic benefits for High Town, the 45% who did not agree commented that they did not understand how the public realm scheme could achieve this, and comments towards the high rental rates of the properties being the cause of vacant properties.

Delivery

- 61% of the respondents supported the phased construction of the High Town Public Realm scheme
- 39% did not support the phased construction
- 4% commented towards prioritising Commercial Street and St Peter's Street
- 2% commented that the three year delivery period would be too disruptive.

Access review

Over 55% of the respondents supported the review of High Town movements (TRO review). The result of this will be summarised later in the report but the majority of comments related to the policing of cyclists in High Town.

Over 60% supported the high quality paving, high quality street furniture and the increase in cycle parking, and over 70% supported the improved street lighting, improved signage and high quality landscaping and planting in High Town. There were comments for better signage, soft landscaping including trees, cycle parking and following on a requirement for public toilets and better layouts for the markets.

Summary

In summary there is;

- 64% support from the survey questionnaires.
- 75% support from the businesses surveyed.
- Support from key stakeholders such as Hereford City Council, Hereford BID and Pedicabs & Cargo (with considerations).
- 55% believing that it will generate economic benefit. This is also supported by a study in Oxford Street, Southampton; which showed that after the public realm improvements the local businesses average profit increased by 5%, six new businesses opened in the area and 54 jobs were created.
- 61% support towards phased construction from the survey questionnaires
- Support from key stakeholders for the phasing (but to ensure high level of business liaison)
- 77% of businesses / traders supporting the phased construction
- The proposed phasing will ensure high quality finish due to the continuation of the paving

5.0 High Town Traffic Regulation Order (TRO) Review

5.1 Cycling

There were approximately 520 responses relating to the cycle access review in the High Town Area.

These responses are summarised in the table below:

Question	Answer	% Response (Approximate)
During what times do you think cyclists should be allowed to cycle in the High Town Area?	No cycling allowed at all	41%
	Retain existing arrangement allowing cycles outside of the 10:30 to 16:30 window only	34%
	Allow cycling at all times	22%
	Other time period	3%

Table 2: High Town Cycle Access Response Data

The majority of respondents were in support of cycling being permitted at one time or another in High Town. On that basis it would not be appropriate to recommend that cycling be totally prohibited, despite the answer 'no cycling allowed at all' being the most frequently selected answer.

Of the options presented which permit cycling through High Town, 'Retain existing arrangement allowing cycles outside of the 10:30 to 16:30 window only' was the most frequently suggested by respondents. It is therefore considered that this is the arrangement most suitable for High Town. It also represents a compromise between the 41% who would prefer to see cycling totally prohibited and the 22% who would permit it at all times. This time period has the benefit of prohibiting cycling in High Town during the middle of the day when pedestrian movements are highest.

There were less than 3% comments recommending the complete prohibition of cycling in High Town. The most frequent reason cited for the recommendation to prohibit cycling in High Town has to do with pedestrian safety. There were concerns expressed about the interaction of cyclists and pedestrians. It is recommended that this is mitigated in the designs for the improvement of High Town Public Realm scheme, which will be the subject to a Road Safety Audit (RSA) and a Non-Motorised User (NMU) audit.

Summary

To summarise consultation indicates that there is support to maintain existing arrangements for cycle access.

5.2 Loading and Taxis

There were approximately 470 responses relating to questions about loading times and the provision for taxis. Around 86% of responses recorded that loading and unloading arrangements should be unchanged, while approximately 55% considered the prohibition of taxis in High Town should be retained.

It is considered that although public support for the present prohibition of taxis is marginal, the prohibition should not be discontinued, as repealing the prohibition would not be in keeping with the wider vision for High Town supported by a large majority of respondents to the questionnaire.

Summary

To summarise consultation indicates that there is support for retaining existing provision for loading and unloading; between 07:00-10:30 and 16:30 -19:00, whilst prohibiting taxi movements and retaining existing access arrangements for other users.

6.0 Widemarsh Street Traffic Regulation Order (TRO) Review

6.1 Cycling

There were approximately 470 responses relating to the cycle access review in the Widemarsh Street area.

These responses are summarised below:

Question	Answer	% Response (Approximate)
During what times do you think cyclists should be allowed to cycle on Widemarsh Street?	No cycling allowed at all	23%
	Retain existing arrangement allowing cycles outside of the 10:30 to 16:30 window only	42%
	Allow cycling at all times	32%
	Other time period	3%

Table 2: Widemarsh Street Cycle Access Response Data

A majority of respondents indicated cycling should be permitted along Widemarsh Street at some time or another. Of this majority, the option attracting the largest share of support was to 'Retain existing arrangement allowing cycles outside of the 10:30 to 16:30 window only'.

Summary

To summarise, consultation indicates that there is support to maintain the existing arrangement for cycle access.

6.2 Loading and Taxis

There were approximately 450 responses relating to loading times and taxi provision. Around 86% of responses agreed loading and unloading arrangements should be unchanged on Widemarsh Street, while around 55% considered that the arrangements for taxis are acceptable.

Summary

To summarise, consultation indicates that there is support to maintain existing provision for loading and unloading and for taxis.

7.0 Resident Parking

From the 478 responses, 53% of the respondents thought it was appropriate to extend the residential parking area, whereas 29% did not agree and the remaining 18% did not have an opinion. The opposing comments from members of the public reflected the fact that although there was acceptance that the parking issues needed to be resolved there was little desire to have to pay for parking. Key stakeholder 1-2-1's with local Members gauged support for the resident parking scheme, with an extension to the Greyfriar's ward where parking is also an issue.

Summary

To summarise, consultation indicates support for further consultation on the Residents Parking scheme with members of the public, local business owners and local ward

8.0 On-Street Parking

8.1 Background - Summary of 2014 consultation

An initial survey in 2014, with 490 responses found that while 40% of respondents were satisfied with On-Street parking, the remaining 60% were dissatisfied. Residents highlighted traffic issues with shoppers searching for spaces, while visitors and businesses valued convenient and free on-street parking. The outcome of this survey was detailed in the Hereford City Centre On-Street Parking – Round 1 Consultation report.

The summarised proposals from the 2014 consultation are as follows:

- To introduce on- street parking charges on the following streets; Bridge Street, King Street, Aubrey Street, Broad Street, East Street, St John Street, Gaol Street, St Owen Street, Mill Street.
- Introduce on-street parking charges on the above streets to be in operation between 08:00 and 22:00 (Monday to Sunday including Bank Holidays), maximum period 1 hour, with no return within 2 hours
- To introduce on-street parking charges on the following streets; Castle Street, Cantilupe Street
- Introduce on-street parking charges on the above streets to be in operation between 08:00 and 22:00 (Monday to Sunday including Bank Holidays), maximum period 2 hours, with no return within 4 hours
- Proposed charges; 30 minutes £0.20, one hour £1.50, two hours £3.00.
- Proposed restriction: two hours, no return within four hours.
- Convert two disabled bays to general use in Gaol Street
- Introduce two parking bays in Broad Street
- Introduce three disabled bays in Berrington Street

8.2 Summary of 2015 Consultation

The 2015 survey consulted the above proposals. From the 478 responses there was 31% support for an On-Street Parking scheme, with 66% against the scheme and 3% offering no comment.

A summary of the consultation is summarised as follows:

8.2.1 Charges, Restriction Period and Coverage

On-Street Charging

An overall response to on-street parking charges with 31% in favour and 66% opposed is not unexpected given that this is a traffic management measure which would introduce charges for on-street parking, with concerns from businesses over any impact on customer footfall.

Where respondents recorded specific objections to the principle of introducing on-street parking charges this was predominantly related to concerns over the potential impact on the city centre economy, through deterring visitors from coming to the City Centre. Respondents highlighted the existing challenges retailers face with on-line shopping and the attraction of free parking in other towns. Also that if the Council wished to attract more visitors to the city centre, it needed to reduce the cost of parking.

Days of Operation

- 42% of respondents were in favour of Monday to Friday
- 50% would extend the restriction to include Saturday
- 11% would prefer the scheme to operate on Sundays, particularly with concerns on the impact of visitors to the Cathedral.

Restriction period

- 52% of respondents were in favour of 8am to 4pm
- 30% were in favour of 8am to 6.30pm
- 3% supported the evening charges up to 8pm
- 4% supported the evening charges up to 10pm, as respondents highlighted that the traffic was lower and the need to attract more visitors to promote the night time economy.

Maximum Stay

- 48% of the respondents were in favour of two hours
- 36% of the respondents were in favour of one hour
- 11% of the respondents were in favour of 30 minutes

Many respondents highlighted that for many visits, one hour was too short to carry out a number of retail, leisure, financial and health-related needs.

30 Minute Parking Charge

75% recorded the view that a 30 minute stay should be free of charge.

One Hour Parking Charge

- 32% favoured the lower charge of £1.50
- 8% favoured the charge of over £2.00
- 58% of the respondents highlighted 'other' as an option.

This preference choice was divided as follows;

- 25% - free
- 10% - under £1
- 22% - £1 to £1.50
- 1% - over £2.00

Whilst there is an indication of a higher level of acceptance for charging for 1 hour stays, there is still concern from many respondents that the suggested charges were too high.

Two Hours Parking Charge

- 40% favoured the lower charge of 3.00
- 6% favoured the charge of £3.50
- 54% of the respondents highlighted 'other' as an option.

This preference choice was divided as follows;

- 19% - free
- 13% - under £2
- 20% - £2 to £2.50
- 1% - over £3.50

Whilst there is an indication of a higher level of acceptance for charging for 2 hour stays, there is still concern that the suggested charges were too high from many respondents.

Residential (Permit) Parking Bays:

Responses from the St James and Bartonsham Community Association and Castle Street and District Resident's Association (CSDRA) highlighted that residents were not in favour of on-street charging applying in their roads. This opposition would also be reflected in the responses above to the principle of introducing on-street charging. CSDRA are however keen to reduce the limited waiting period within their area to 30 minutes and to introduce permit holder only parking places to make these over parked roads unattractive to wider city centre visitors.

8.2.2 Payment Methodology

The initial outline design for the On-Street Parking (OSP) was based on meter-based payment infrastructure. This is supported by research by the AA of around 18,000 motorists in 2015 which showed a significant majority of drivers are currently unwilling to use Pay by Phone. Cycling Hereford however highlighted the importance of developing app-based payment solutions, that would promote alternative modes of travel, park and choose and off-street parking availability and locations. On this basis, Pay by Phone could be considered as an alternative payment methodology, to be developed as a preferred payment choice. The Civic Society also expressed concerns over how intrusive meters would be in a heritage public realm.

As there is a range of installation, operating and transactions costs that can apply to different payment methodologies, it is recommended that these are further consulted with Parking Services (Herefordshire Council) so that these can be considered by Cabinet Member prior to any final decision of implementation of On-Street Parking (if approved through due process).

8.2.3 Loading bay operation

The consultation responses show similar responses for each street; there is a majority of responses in favour of loading facilities being available to all vehicles.

8.2.4 Disabled Parking

There was a high level of 72% support for the current provision for disabled parking being right, as opposed to 7% being either inadequate or overprovided. There is therefore no basis for proposing changes in the overall provision at this stage, other than minor changes highlighted below:

- Blue badge holders currently park for three hours on the no waiting at any time in the vicinity of Gala Bingo on Berrington Street. This encourages turnover and access for loading/unloading during the day. A no waiting restriction 8am to 8pm would retain this facility, but allow Blue Badge holders to park for a longer period during the evening (with preferential access up to 8pm).
- To replace the three substandard length disabled parking bays in Gaol Street with two standard 6.6m bays

8.3 Summary

A wide range of responses were received in response to parking and traffic order elements of the city centre improvements consultation. Responses were received both for and against. The Traffic Regulation Order formal consultation process will allow response and objections to be considered further in the development parking and traffic order proposals.

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W: balfourbeatty.com

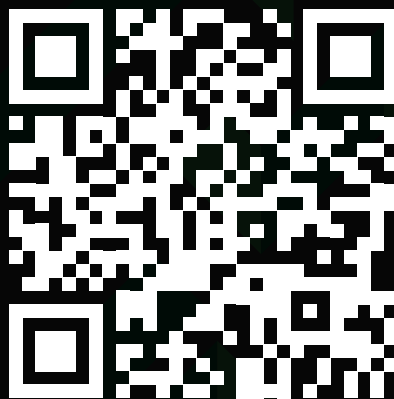
Appendix A

PUBLIC CONSULTATION VISUAL LAYOUTS



Hereford is changing

High Town consultation



 [hereford_2020](#)

 [Hereford2020](#)



Balfour Beatty



Working for Herefordshire



Hereford is changing. The High Town refurbishment will create an attractive, vibrant city centre to help support existing businesses and create new opportunities to encourage more visitors and retailers to our city centre. With a range of exciting retail, leisure and cultural opportunities, Hereford can continue to grow and be a great place to live, work and visit.

**Cllr Graham Powell, cabinet member for economy
Herefordshire Council**



Balfour Beatty



Working for Herefordshire



I am committed to improving the public realm in Hereford. The refurbishment of High Town will create an excellent experience for pedestrians, cyclists and those choosing greener ways to travel. A clean, modern, clutter-free city that we can all be proud of, now and in the future.

**Cllr Paul Rone, cabinet member roads and transport
Herefordshire Council**



Balfour Beatty



Working for Herefordshire



Retail and Leisure Quarter

Modern, safe environment

Vibrant city-centre marketplace

Investment opportunities

Café culture

Independent retail quarter

Urban Village

800 new homes including affordable homes

City Link Road

Transport Hub

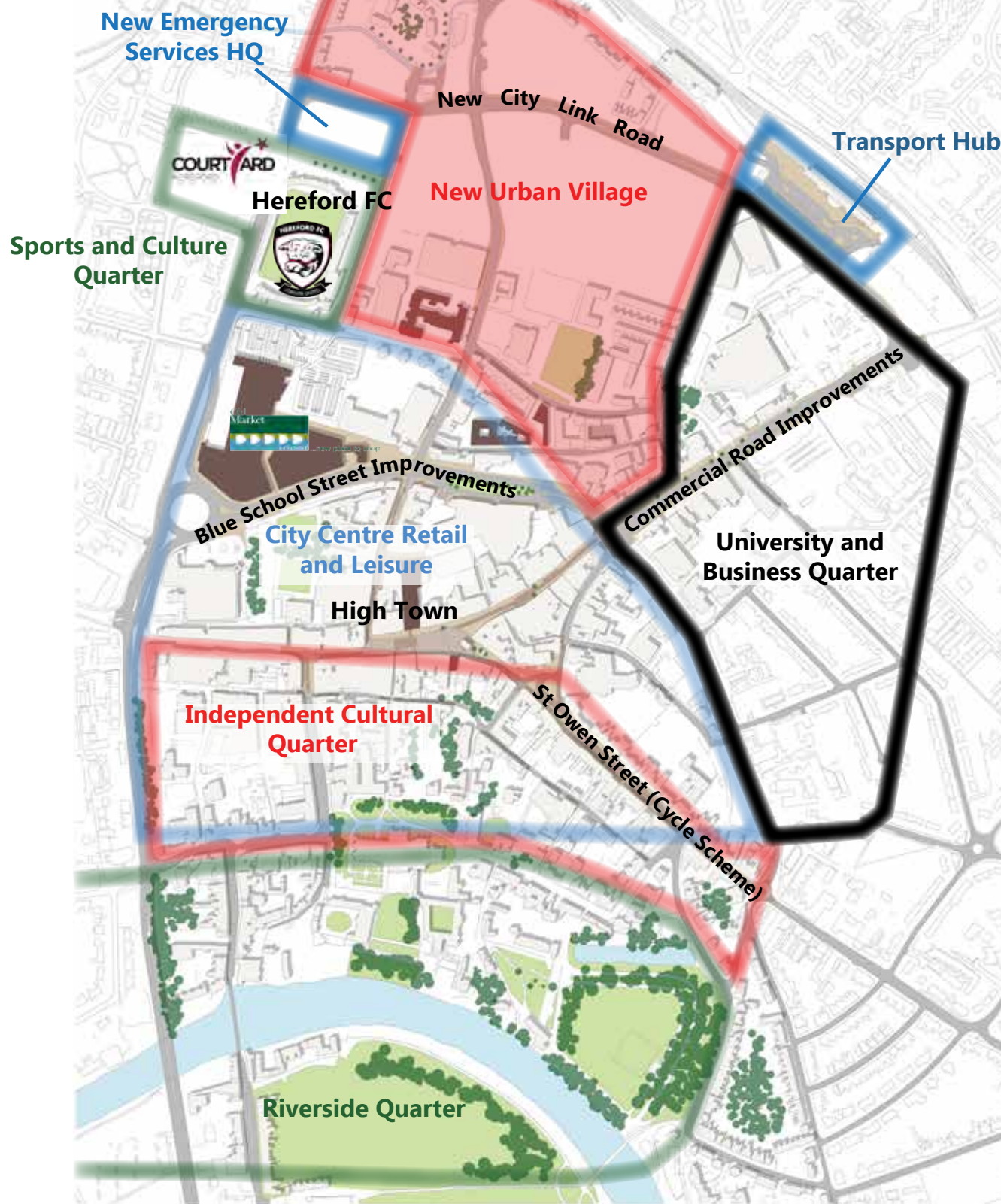
Refurbishment of Commercial Road and Blueschool Street



Balfour Beatty

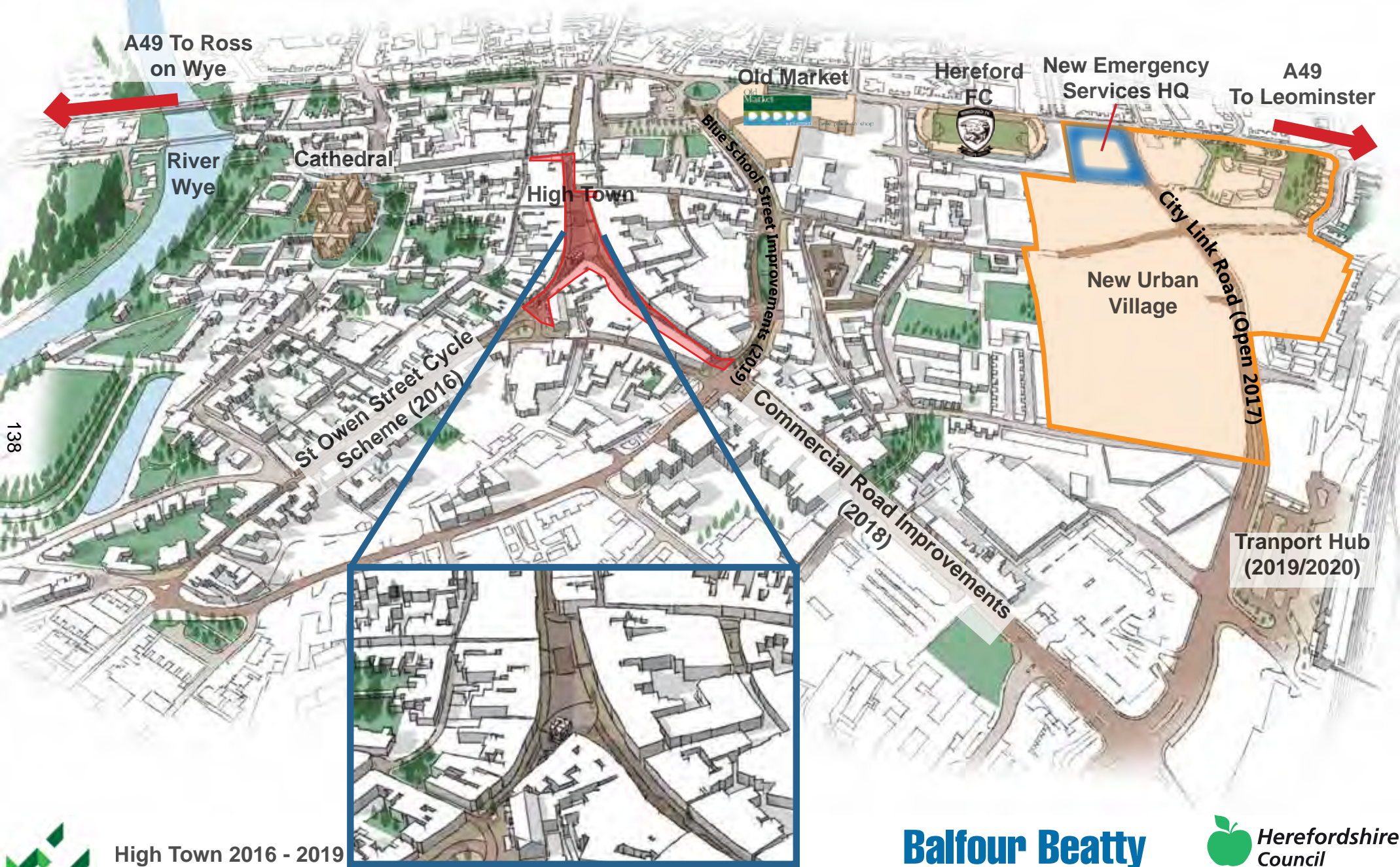


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High Town 2016 - 2019

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High Town, Hereford

High Town Plan



Scheme developed using Streetscape Strategy

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New street furniture

Increase cycle racks

New trees and planters

Buttermarket refurbishment

De-cluttering

City Centre markets

Cafe culture

Vibrant markets

Improved movement

Investment opportunities

Entertainment

High quality paving

Historic City Centre core

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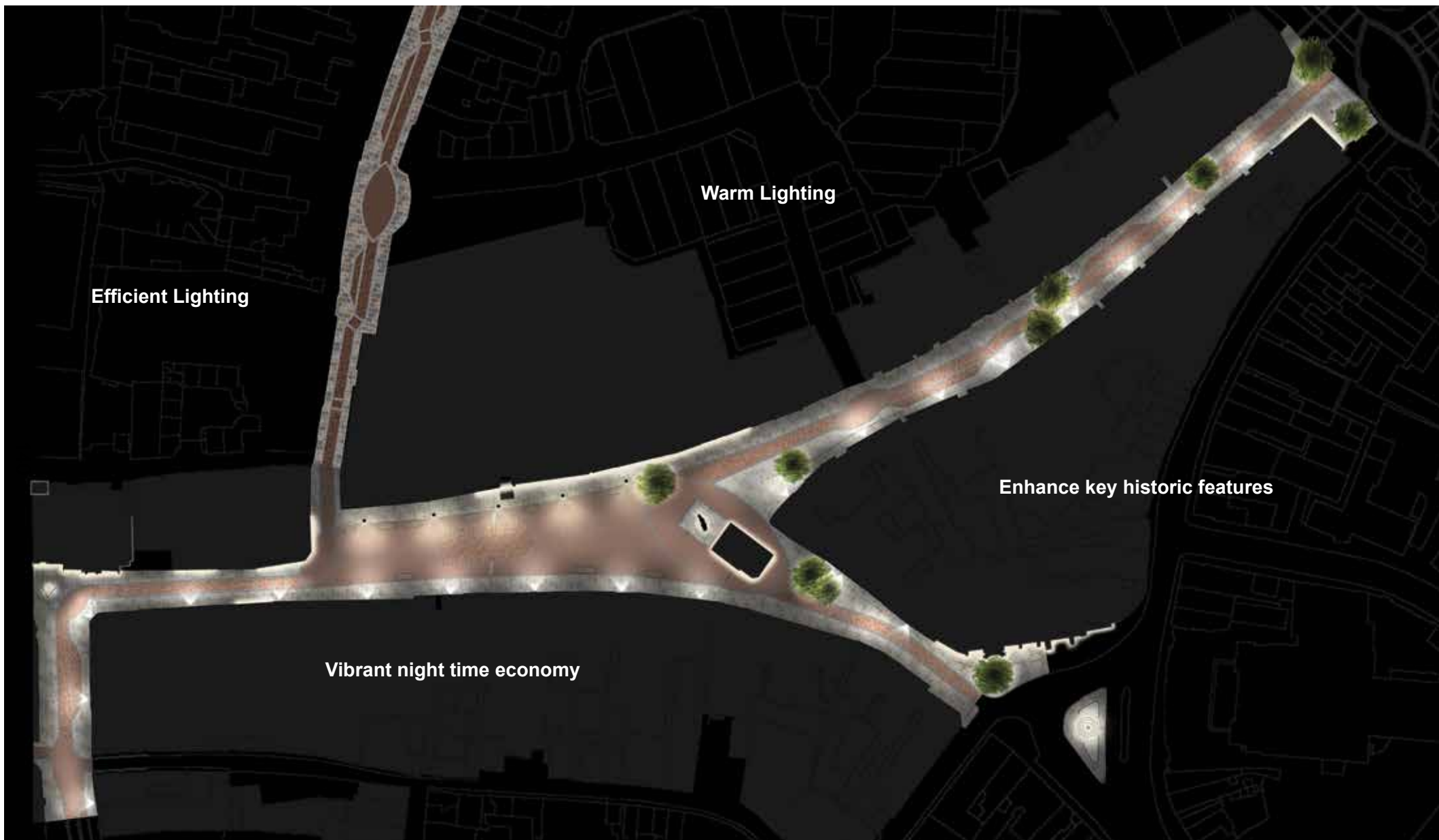
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High Town, Hereford

Indicative Lighting Plan



High Town, Hereford

High Town



View of High Town looking towards the Old House



Balfour Beatty



Working for Herefordshire

High Town, Hereford Commercial Street



View along Commercial Street looking towards Commercial Road

High Town, Hereford

High Street



View along High Street looking towards High Town

High Town, Hereford

Broad Street



View along Broad Street looking towards All Saints Church

High Town, Hereford

St Peter's Street



View along St Peter's Street looking towards the Old House

Proposed Construction Phasing Plan



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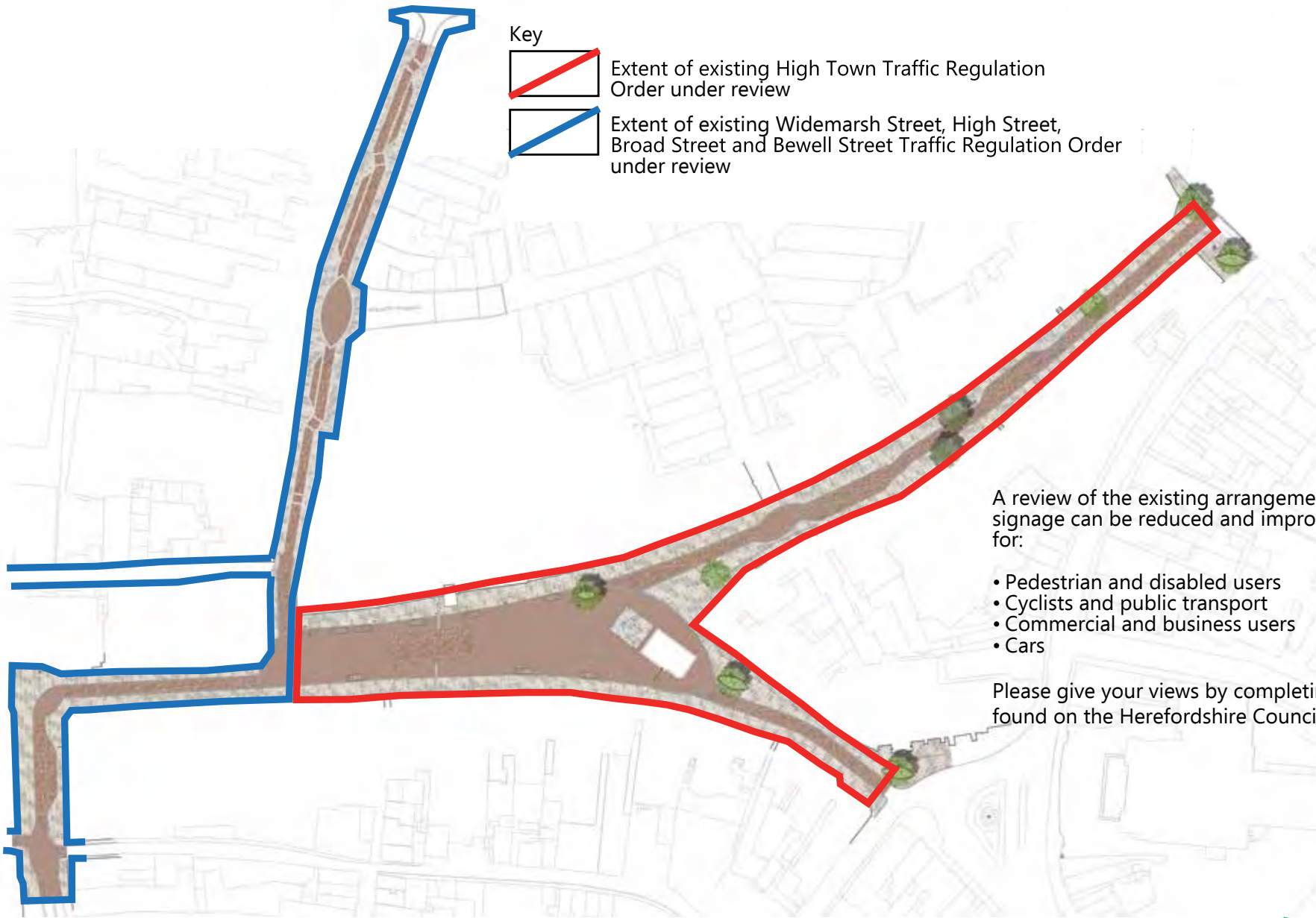


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High Town, Hereford

Controlling Movement

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Key



Extent of existing High Town Traffic Regulation Order under review



Extent of existing Widemarsh Street, High Street, Broad Street and Bewell Street Traffic Regulation Order under review

A review of the existing arrangements and how signage can be reduced and improvements made for:

- Pedestrian and disabled users
- Cyclists and public transport
- Commercial and business users
- Cars

Please give your views by completing the survey found on the Herefordshire Council website

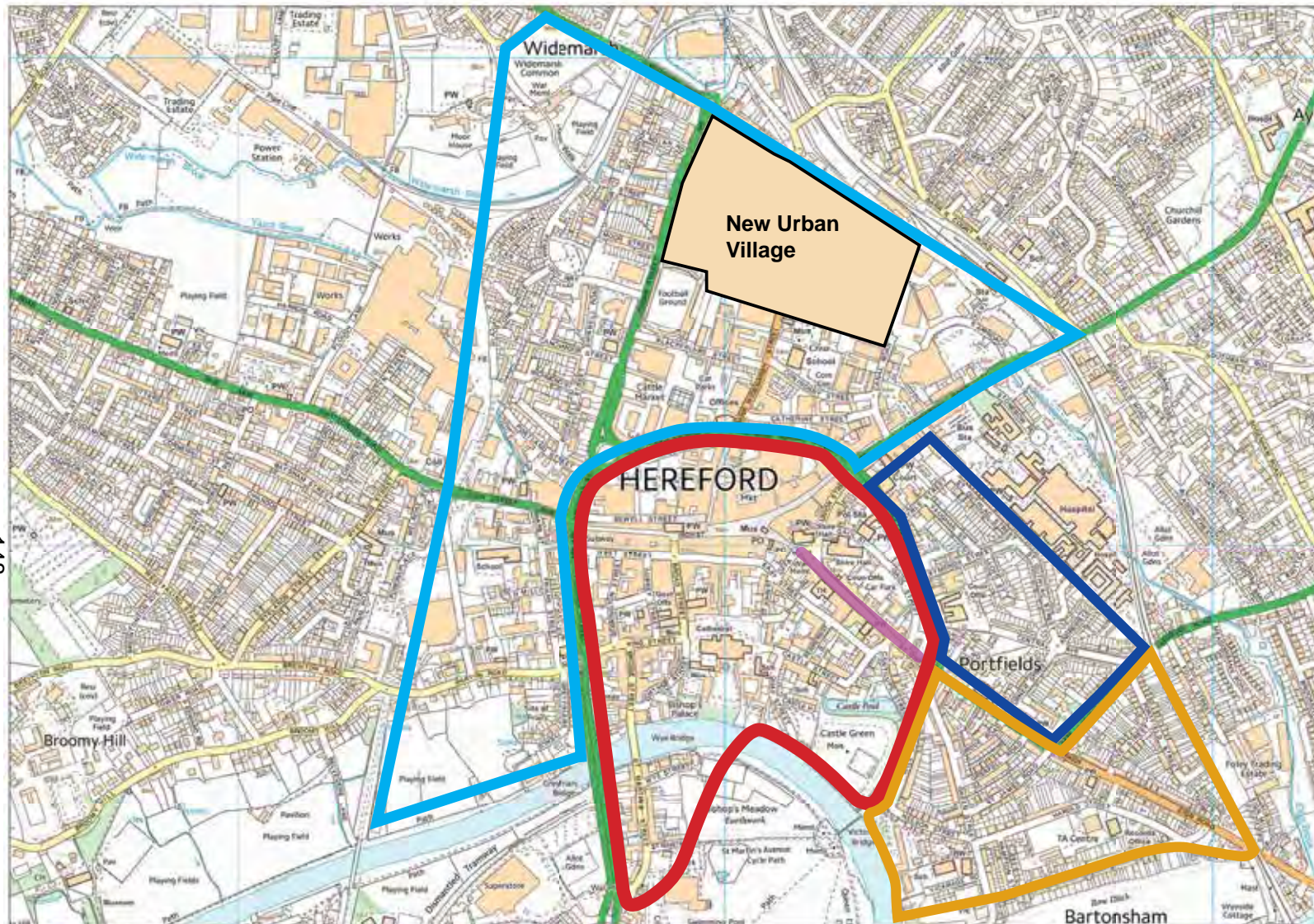


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Potential Residential Parking Review

The review will consider:

- Accommodating residents and their visitors parking close to their homes
- Introduction of restrictions for other vehicles
- Consultation with residents January 2016
- Urban Village parking provision will be developed as part of the detailed design

St Owen Street Contraflow Cycle Lane & Parking Review

- Public consultation January 2016

Existing Residents Parking

- Portfields / Central Avenue

Existing Residents Parking

- St James and Bartonsham

Central Area

The review will consider:

- Where charges will apply
- How residents will be accommodated
- Loading & disabled parking
- Waiting time restrictions
- Parking charges

Please give your views by completing the survey found on the Herefordshire Council website.

High Town, Hereford Materials Palette & Street Furniture

Materials Palette



Example of proposed cast metal panels with text to replace existing lettering in paving



Paving finishes used in Widemarsh Street to be used in High Town proposals



Granite kerb and Porphyry setts, kerbs to be laid flush with paving

Street Furniture



Proposed timber and metal frame seating; High Town seats to be supplied with armrests



Stainless steel cycle stands



Stainless Steel Litter Bin



*Thank you for
attending the
exhibition.
Please leave us
your feedback or
complete the
questionnaire online*



Balfour Beatty



Working for Herefordshire

Appendix B

SURVEY QUESTIONNAIRES



Thank you for visiting the exhibition to view the proposals for the High Town Public Realm Improvement Scheme

We would welcome your comments and views on the proposals

Please visit www.herefordshire.gov.uk/high-town to view the exhibition panels and complete surveys online

Please visit www.hereford2020.com/ if you would like to view in more detail the future plans for Hereford.

Thank you



Balfour Beatty



Working for Herefordshire

This section helps us understand your responses but it is optional:

Age Gender

Postcode *(Only first three characters needed)*

Are you:

Resident in the City Centre Yes ☐ No ☐

Visitor to the City Centre Yes ☐ No ☐

Employee in the City Centre Yes ☐ No ☐

City Centre Business Owner Yes ☐ No ☐ *(If Yes, please fill out the trader survey pack)*

The Hightown scheme is part of an emerging masterplan for Hereford City.

The scheme will create an attractive vibrant city centre to help support existing businesses and create new opportunities to encourage more visitors and retailers to the city centre.

It will create an excellent space for pedestrians and cyclists and will ensure a clean, modern and clutter free city centre.

This consultation seeks to understand the impact this scheme will have on retailers, residents, shoppers and visitors to the city and enable individual feedback to be considered and to inform the design and delivery of the scheme.

If you are completing this survey online you can view the exhibition panels using the following link:

www.herefordshire.gov.uk/high-town

1. Do you support the vision to develop Hereford as a vibrant, residential, commercial and tourist centre? Yes ☐ No ☐
2. Do you support the High Town public realm improvement scheme? Yes ☐ No ☐
3. Do you feel the scheme will generate economic benefits for High Town? Yes ☐ No ☐

4. Are you in favour of the following scheme proposals for High Town;

High quality paving similar to Widemarsh St Yes ☐ No ☐

High quality landscaping and planting in the High Town area Yes ☐ No ☐

New high quality street furniture Yes ☐ No ☐

Improved street lighting Yes ☐ No ☐

An increase in cycle parking Yes ☐ No ☐

Improved signage to City Centre landmarks Yes ☐ No ☐

A review of movements in the High Town area Yes ☐ No ☐

Please give comments:

.....

.....

.....

.....

.....

5. Do you support the phased construction of the public realm improvement scheme as shown below:

Yes ☐

No ☐



Please give comments:

.....

.....

.....

.....

.....

6. Please provide any additional comments about the proposals.

In particular, could you give reasons as to why you like or dislike a particular aspect of the proposals?

.....

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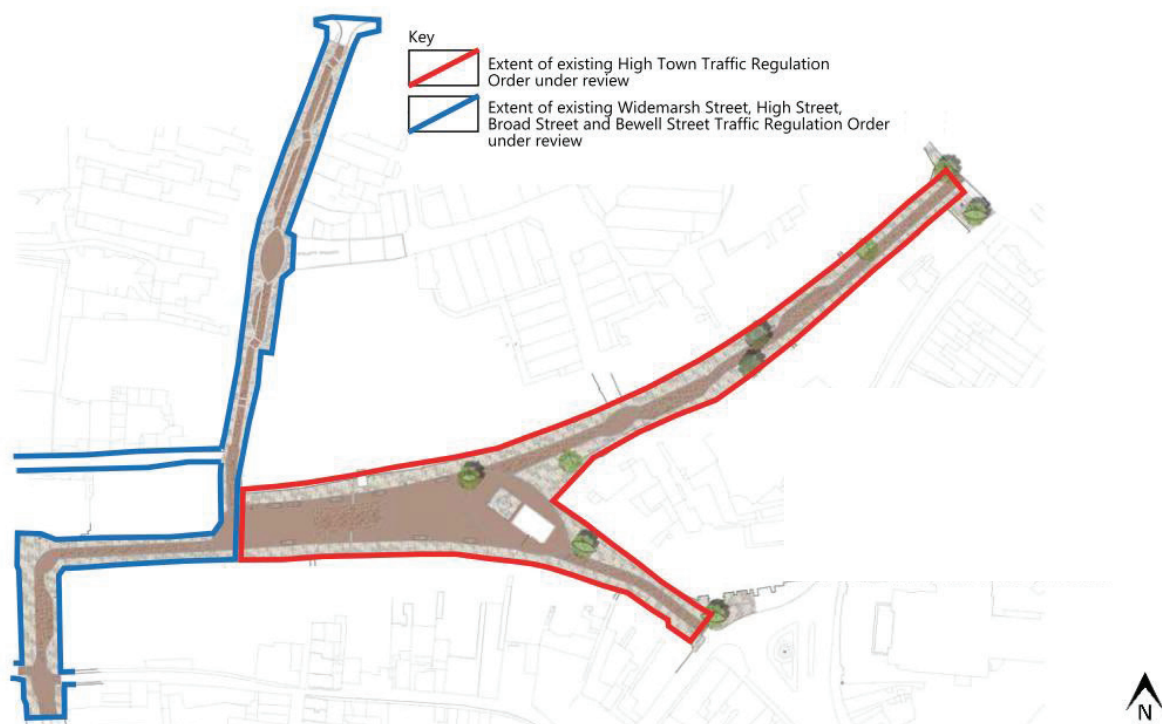
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As part of this improvement scheme we are reviewing traffic regulation orders in High Town, Widemarsh Street, High Street, Broad Street and Bewell Street. This review will seek to reduce signage and determine how these areas can be improved for:

- Pedestrian and disabled users
- Cyclist and public transport
- Commercial and business users
- Cars



In High Town the following arrangements are currently in place (red boundary):

Vehicle Type	Vehicle prohibited between 10:30 and 16:30	Vehicle prohibited outside of 10:30 and 16:30
Private cars	Yes	Yes
Pedal cycles	Yes	No
Goods vehicle involved in loading and unloading	Yes	No
Refuse collection	Yes	No
Taxis	Yes	Yes
Buses	Yes	Yes
Other exempt vehicles	No	No

On Widemarsh Street, Bewell Street, High Street and Broad Street the following arrangements are currently in place (blue boundary):

Vehicle Type	Vehicle prohibited between 10:30 and 16:30	Vehicle prohibited outside of 10:30 and 16:30
Private cars	Yes	No
Pedal cycles	Yes	No
Goods vehicle involved in loading and unloading	Yes	No
Refuse collection	Yes	No
Taxis	Yes	No
Buses	Yes	No
Other exempt vehicles	No	No

7. Please let us know your views on the following potential changes that could be introduced:

7a. Cycling

During what times do you think cyclists should be allowed to cycle in the High Town area?

	High Town	Widemarsh Street, Bewell Street, High Street & Broad Street
Retain existing arrangement allowing cycles outside of the 10:30 to 16:30 window only (no change)	<input type="checkbox"/>	<input type="checkbox"/>
Other time periods': at all times except for the below time period (Please complete): : to :	<input type="checkbox"/>	<input type="checkbox"/>
Allow cycling at any time	<input type="checkbox"/>	<input type="checkbox"/>
No cycling allowed at all	<input type="checkbox"/>	<input type="checkbox"/>

7b. Loading and unloading

	High Town	Widemarsh Street, Bewell Street, High Street & Broad Street
Retain existing arrangement allowing loading and unloading outside of the 10:30 to 16:30 window only (no change)	<input type="checkbox"/>	<input type="checkbox"/>
Other time period': at all times except for the below time period (please complete): : to :	<input type="checkbox"/>	<input type="checkbox"/>
Allow loading and unloading at all times	<input type="checkbox"/>	<input type="checkbox"/>

7c. Taxis

Do you feel that the current arrangements for taxi's are appropriate?

	High Town	Widemarsh Street, Bewell Street, High Street & Broad Street
Yes	<input type="checkbox"/>	<input type="checkbox"/>
No	<input type="checkbox"/>	<input type="checkbox"/>
No Opinion	<input type="checkbox"/>	<input type="checkbox"/>

If you select 'No' please provide comments in the box below as to why.

.....

.....

.....

.....

We would like to understand how you travel to and park in High Town and your shopping habits.

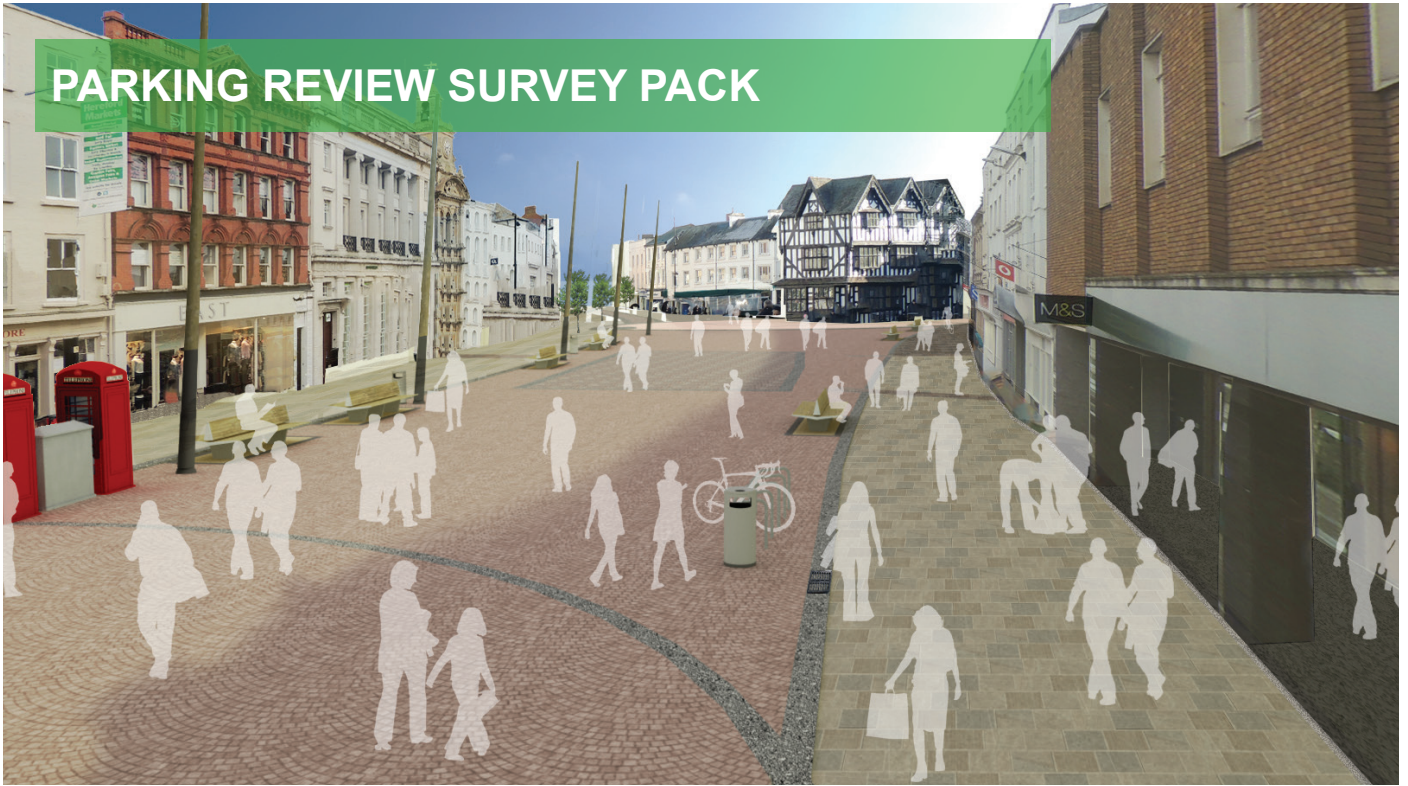
8.

Transport mode	Visits Per Week	Av. spend (£)
Car
Bicycle
Bus
Walk
Taxi

9. How do you park when visiting High Town?

On street parking	<input type="checkbox"/>
Council or Private car park	<input type="checkbox"/>
Cycle stands	<input type="checkbox"/>
None	<input type="checkbox"/>

PARKING REVIEW SURVEY PACK



Thank you for visiting the exhibition to view the proposals for the High Town Public Realm Improvement Scheme

We would welcome your comments and views on the proposals

Please visit www.herefordshire.gov.uk/high-town to view the exhibition panels and complete surveys online

Please visit www.hereford2020.com/ if you would like to view in more detail the future plans for Hereford.

Thank you



Balfour Beatty



Working for Herefordshire

This part helps us understand your responses but it is all optional:

Age Gender

Postcode (*Only first three characters needed*)

Are you:

Resident of the City Centre Yes ☐ No ☐

Visitor to the City Centre Yes ☐ No ☐

Employee in the City Centre Yes ☐ No ☐

City Centre Business owner Yes ☐ No ☐

The roads within the historic city centre of Hereford play a vital role in providing access to premises and roadside space is allocated to a variety of uses including short term parking and deliveries. It is important that we make best use of the available space to support the economy of the city centre and make sure that the area functions well for business, residents and visitors.

Following consultations and discussions with stakeholders in 2014, the approach to managing the use of on street parking in the area has been reviewed.

As a result, consideration is being given to:

- 1. The introduction of charges for on street parking to improve the management of the available space to improve access to the city centre**
- 2. The arrangements for loading bays to ensure space for deliveries**
- 3. Provision of additional residents parking areas to accommodate the needs of residents**
- 4. Provision for disabled people needing to parking in the centre**

If you are completing this survey online you can view the exhibition panels using the following link:

www.herefordshire.gov.uk/high-town

Introduction of on street parking charges is being considered in the following historic core streets Monday to Sunday 08:00-22:00:

Street	PS1 Waiting Restrictions
Broad Street St Owen Street Aubrey Street Harrison Street Bridge Street East Street Gaol Street Mill Street King Street St John Street	1 hour, No Return within 2 hours
Cantilupe Street Castle Street St Ethelbert Street	2 hours, No Return within 4 hours

The following charges are being considered:

20p for the first 30 minute

£1.50 for 1 hour

£3.00 for 2 hours

We are interested in your views on these proposals.

1. Do you support the principle of introducing on street parking charges?

Strongly agree ☐

Agree ☐

Don't care ☐

Disagree ☐

Strongly disagree ☐

If on-street parking charges are introduced for the city centre:

2. Should they apply:

Monday to Friday	<input type="checkbox"/>
Monday to Saturday	<input type="checkbox"/>
All days	<input type="checkbox"/>
Other	<input type="checkbox"/>

Please provide your comments:

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3. Should charges apply:

8am to 4pm	<input type="checkbox"/>
8am to 6.30pm	<input type="checkbox"/>
8am to 8pm	<input type="checkbox"/>
8am to 10pm	<input type="checkbox"/>
Other	<input type="checkbox"/>

Please provide your comments:

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4. Maximum waiting time should be:

30 mins	<input type="checkbox"/>
1 hour	<input type="checkbox"/>
2 hours	<input type="checkbox"/>
Other	<input type="checkbox"/>

Please provide your comments:

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5. Parking charge for 30 minutes should be:

Free	<input type="checkbox"/>
20p	<input type="checkbox"/>
30p	<input type="checkbox"/>
40p	<input type="checkbox"/>
Other	<input type="checkbox"/>

Please provide your comments:

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6. Parking charge for 1 hour should be:

£1.50	<input type="checkbox"/>
£2.00	<input type="checkbox"/>
Other	<input type="checkbox"/>

Please provide your comments:

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7. Parking charge for 2 hours should be:

£3.00	<input type="checkbox"/>
£3.50	<input type="checkbox"/>
Other	<input type="checkbox"/>

Please provide your comments:

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8. Should there be restrictions for loading on the followings streets. If yes can you indicate what loading restrictions you would prefer:

Please circle:

Road Name	Classes of vehicle allowed	Max Loading Period	Return Period
Aubrey Street	All vehicles / good vehicles only	15m / 20m / 30m	1h / 2h / No return
Bridge Street	All vehicles / good vehicles only	15m / 20m / 30m	1h / 2h / No return
Broad Street	All vehicles / good vehicles only	15m / 20m / 30m	1h / 2h / No return
Cantilupe Street	All vehicles / good vehicles only	15m / 20m / 30m	1h / 2h / No return
Castle Street	All vehicles / good vehicles only	15m / 20m / 30m	1h / 2h / No return
East Street	All vehicles / good vehicles only	15m / 20m / 30m	1h / 2h / No return
Gaol Street	All vehicles / good vehicles only	15m / 20m / 30m	1h / 2h / No return
Harrison Street	All vehicles / good vehicles only	15m / 20m / 30m	1h / 2h / No return
King Street	All vehicles / good vehicles only	15m / 20m / 30m	1h / 2h / No return
Mill Street	All vehicles / good vehicles only	15m / 20m / 30m	1h / 2h / No return
St Ethelbert Street	All vehicles / good vehicles only	15m / 20m / 30m	1h / 2h / No return
St John Street	All vehicles / good vehicles only	15m / 20m / 30m	1h / 2h / No return
St Owen Street	All vehicles / good vehicles only	15m / 20m / 30m	1h / 2h / No return

9. If parking charges were to apply on the following streets and should there provision / exemption for residents:

Please circle:

Road name	Pay & Display parking on-street	Permit Parking exemption for residents
Aubrey Street	Yes / No	Yes / No
Bridge Street	Yes / No	Yes / No
Broad Street	Yes / No	Yes / No
Cantilupe Street	Yes / No	Yes / No
Castle Street	Yes / No	Yes / No
East Street	Yes / No	Yes / No
Gaol Street	Yes / No	Yes / No
Harrison Street	Yes / No	Yes / No
King Street	Yes / No	Yes / No
Mill Street	Yes / No	Yes / No
St Ethelbert Street	Yes / No	Yes / No
St John Street	Yes / No	Yes / No
St Owen Street	Yes / No	Yes / No

10. Do you think it is appropriate to extend residents parking areas to all residential areas immediately surrounding the city centre (see exhibition panel).

Yes ☐

No ☐

No opinion ☐

Please provide your comments:

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11. Previously you told us that there was about the right level of disabled parking. Do you agree this should be retained when we develop detailed street by street proposals?

Yes ☐

No ☐

No opinion ☐

Please provide your comments:

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Thank you



Balfour Beatty



Working for Herefordshire

This part helps us understand your responses but it is optional:

Name Business Name

Your Role..... Business Type

Business Address

The High town scheme is part of an emerging masterplan for Hereford City.

The scheme will create an attractive vibrant city centre to help support existing businesses and create new opportunities to encourage more visitors and retailers to the city centre.

It will create an excellent space for pedestrians and cyclists and will ensure a clean, modern and clutter free city centre.

This consultation seeks to understand the impact this scheme will have on retailers, residents, shoppers and visitors to the city and enable individual feedback to be considered and to inform the design and delivery of the scheme.

If you are completing this survey online you can view the exhibition panels using the following link:

www.herefordshire.gov.uk/high-town

1. Do you support the vision to develop Hereford as a vibrant, residential, commercial and tourist centre? Yes ☐ No ☐
2. Do you support the High Town public realm improvement scheme? Yes ☐ No ☐
3. Do you feel the scheme will generate economic benefits for High Town? Yes ☐ No ☐

4. Are you in favour of the following scheme proposals for High Town;

High quality paving similar to Widemarsh St Yes ☐ No ☐

High quality landscaping and planting in the High Town area Yes ☐ No ☐

New high quality street furniture Yes ☐ No ☐

Improved street lighting Yes ☐ No ☐

An increase in cycle parking Yes ☐ No ☐

Improved signage to City Centre landmarks Yes ☐ No ☐

A review of movements in the High Town area Yes ☐ No ☐

Please give comments:

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5. Do you support the phased construction of the public realm improvement scheme as shown below:

Yes ☐

No ☐



Please give comments:

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6. Please provide any additional comments about the proposals.

In particular, could you give reasons as to why you like or dislike a particular aspect of the proposals?

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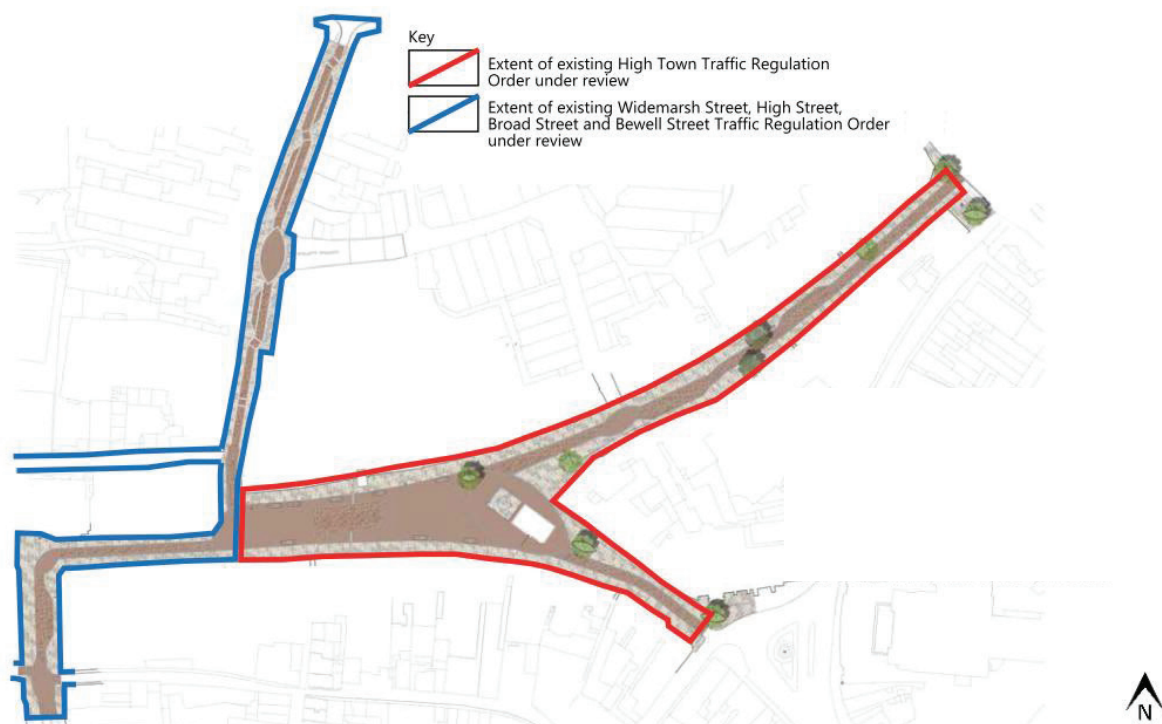
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As part of this improvement scheme we are reviewing Traffic Regulation Orders in High Town, Widemarsh Street, High Street, Broad Street and Bewell Street. This review will seek to reduce signage and determine how these areas can be improved for:

- Pedestrian and disabled users
- Cyclist and public transport
- Commercial and business users
- Cars



In High Town the following arrangements are currently in place (red boundary):

Vehicle Type	Vehicle prohibited between 10:30 and 16:30	Vehicle prohibited outside of 10:30 and 16:30
Private cars	Yes	Yes
Pedal cycles	Yes	No
Goods vehicle involved in loading and unloading	Yes	No
Refuse collection	Yes	No
Taxis	Yes	Yes
Buses	Yes	Yes
Other exempt vehicles	No	No

On Widemarsh Street, Bewell Street, High Street and Broad Street the following arrangements are currently in place (blue boundary):

Vehicle Type	Vehicle prohibited between 10:30 and 16:30	Vehicle prohibited outside of 10:30 and 16:30
Private cars	Yes	No
Pedal cycles	Yes	No
Goods vehicle involved in loading and unloading	Yes	No
Refuse collection	Yes	No
Taxis	Yes	No
Buses	Yes	No
Other exempt vehicles	No	No

7. Please let us know your views on the following potential changes that could be introduced:

7a. Cycling

During what times do you think cyclists should be allowed to cycle in the High Town area?

	High Town	Widemarsh Street, Bewell Street, High Street & Broad Street
Retain existing arrangement allowing cycles outside of the 10:30 to 16:30 window only (no change)	<input type="checkbox"/>	<input type="checkbox"/>
Other time period': at all times except for the below time period (Please complete): : to :	<input type="checkbox"/>	<input type="checkbox"/>
Allow cycling at all times	<input type="checkbox"/>	<input type="checkbox"/>
No cycling allowed at any time	<input type="checkbox"/>	<input type="checkbox"/>

7b. Loading and unloading

	High Town	Widemarsh Street, Bewell Street, High Street & Broad Street
Retain existing arrangement allowing loading and unloading outside of the 10:30 to 16:30 window only (no change)	<input type="checkbox"/>	<input type="checkbox"/>
Other time period': at all times except for the below time period (please complete): : to :	<input type="checkbox"/>	<input type="checkbox"/>
Allow loading and unloading at all times	<input type="checkbox"/>	<input type="checkbox"/>

7c. Taxis

Do you feel that the current arrangements for taxi's are appropriate?

	High Town	Widemarsh Street, Bewell Street, High Street & Broad Street
Yes	<input type="checkbox"/>	<input type="checkbox"/>
No	<input type="checkbox"/>	<input type="checkbox"/>
No Opinion	<input type="checkbox"/>	<input type="checkbox"/>

If you select ‘No’ please provide comments in the box below as to why.

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Any additional comments

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8. Your customers

How many of your customers do you believe travel by the following modes of transport each week and how much they spend on average per visit?

Transport mode	Customers Per Week (%)	Av. spend per customer (£)
Car
Bicycle
Bus
Walk
Taxi

9. What parking provisions do you believe are available for your customers?

On street parking	<input type="checkbox"/>
Council or Private car park	<input type="checkbox"/>
Cycle stands	<input type="checkbox"/>

We would like to understand the impact of the scheme on the local economy and would like to gather data before the scheme is delivered, which can be compared with post scheme data. This information will be really valuable and will help the Council plan future investment and improve the chance of successfully securing future funding from the Government.

Any information you provide will be treated in absolute confidence. Individual businesses will not be identified in any future reports.

10. Can you tell us the total number of staff you currently employ in your High Town business:

Total number of employees at this location

11. Over the next three years how much growth are you expecting your business in Hereford to achieve?

Please tick one box

Very good growth ☐

Good growth ☐

Average growth ☐

No growth ☐

Negative growth ☐

12. Please could you state if your takings are up, down or unchanged at this point in the year over the previous two years: (Please give an estimated change as a percentage i.e up by 3 %)

Takings are up by

Takings are down by

Takings are unchanged ☐

13. In the last 12 months (September 2014 to September 2015), could you give us an approximate value (to the nearest £500) for the amount you have invested in:

Internal refurbishment: (new fixtures and fittings, new furniture, painting or decorating)

Frontage: (e.g. new livery, signs, canopy, painting or renovation costs)

Outdoor trading: (e.g. purchasing an outdoor license, new outdoor furniture)

