

Agenda

Cabinet

Date: **Thursday 25 February 2021**

Time: **2.30 pm**

Place: **online meeting**

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

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Agenda for the meeting of Cabinet

Membership

Chairperson Councillor David Hitchiner, Leader of the Council
Vice-Chairperson Councillor Felicity Norman, Deputy Leader of the Council

Councillor Ellie Chowns
Councillor Pauline Crockett
Councillor Gemma Davies
Councillor John Harrington
Councillor Liz Harvey
Councillor Ange Tyler

Agenda

		Pages
1.	<p>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
2.	<p>DECLARATIONS OF INTEREST</p> <p>To receive declarations of interests in respect of Schedule 1, Schedule 2 or Other Interests from members of the committee in respect of items on the agenda.</p>	
3.	<p>MINUTES</p> <p>To approve and sign the minutes of the meeting held on 21 January and 28 January 2021.</p>	11 - 36
<p>HOW TO SUBMIT QUESTIONS</p> <p><i>The deadline for submission of questions for this meeting is:</i></p> <p><i>9:30am on Monday 22 February 2021.</i></p> <p><i>Questions must be submitted to councillorservices@herefordshire.gov.uk. Questions sent to any other address may not be accepted.</i></p> <p><i>Accepted questions and the response to them will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at https://www.herefordshire.gov.uk/getinvolved</i></p>		
4.	<p>QUESTIONS FROM MEMBERS OF THE PUBLIC</p> <p>To receive questions from members of the public.</p>	
5.	<p>QUESTIONS FROM COUNCILLORS</p> <p>To receive questions from councillors.</p>	
6.	<p>HEREFORDSHIRE MARKET POSITION STATEMENT 2020-2025 FOR ADULTS AND COMMUNITIES</p> <p>That cabinet approves the Market Position Statement 2020-2025 which informs the care and support market on where the future demands on services will be so they can adapt their business models to respond and reflect the needs of the county's population.</p>	37 - 92
7.	<p>QUARTER 3 BUDGET & PERFORMANCE REPORT</p> <p>To review performance for quarter 3 2020/21 and the budget forecast and;</p> <p>To provide assurance that progress has been made towards achievement of the agreed revenue budget and service delivery targets, and that the reasons for major variances or potential under-performance are understood and are being addressed to the cabinet's satisfaction.</p>	93 - 140

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¹ The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020

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Guide to Cabinet

The Executive or Cabinet of the Herefordshire Council consists of a Leader and Deputy Leader and six other Cabinet Members each with their own individual programme area responsibilities. The current Cabinet membership is:

Cllr David Hitchiner (Leader) (Herefordshire Independents)	Corporate Strategy and Budget
Cllr Felicity Norman (Deputy Leader) (The Green Party)	Children and Families
Cllr Gemma Davies (Herefordshire Independents)	Commissioning, Procurement and Assets
Cllr Ellie Chowns (The Green Party)	Environment, Economy and Skills
Cllr Liz Harvey (It's Our County)	Finance and Corporate Services
Cllr Pauline Crockett (Herefordshire Independents)	Health and Adult Wellbeing
Cllr John Harrington (It's Our County)	Infrastructure and Transport
Cllr Ange Tyler (Herefordshire Independents)	Housing, Regulatory Services and Community Safety

The Cabinet's roles are:

- To consider the overall management and direction of the Council. Directed by the Leader of the Council, it will work with senior managers to ensure the policies of Herefordshire are clear and carried through effectively;
- To propose to Council a strategic policy framework and individual strategic policies;
- To identify priorities and recommend them to Council;
- To propose to Council the Council's budget and levels of Council Tax;
- To give guidance in relation to: policy co-ordination; implementation of policy; management of the Council; senior employees in relation to day to day implementation issues;
- To receive reports from Cabinet Members on significant matters requiring consideration and proposals for new or amended policies and initiatives;
- To consider and determine policy issues within the policy framework covering more than one programme area and issues relating to the implementation of the outcomes of monitoring reviews.

Who attends cabinet meetings?

	Members of the cabinet, including the leader of the council and deputy leader – these are the decision makers, only members of the cabinet can vote on recommendations put to the meeting.
	Officers of the council – attend to present reports and give technical advice to cabinet members
	Chairmen of scrutiny committees – attend to present the views of their committee if it has considered the item under discussion
	Political group leaders attend to present the views of their political group on the item under discussion. Other councillors may also attend as observers but are not entitled to take part in the discussion.

**The Seven Principles of Public Life
(Nolan Principles)**

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Herefordshire Council

Minutes of the meeting of Cabinet held at online meeting on Thursday 21 January 2021 at 2.30 pm

Present: Councillor David Hitchiner, Leader of the Council (Chairperson)
 Councillor Felicity Norman, Deputy Leader of the Council (Vice-Chairperson)

 Councillors Ellie Chowns, Pauline Crockett, Gemma Davies, John Harrington, Liz Harvey and Ange Tyler

Cabinet support members in attendance Councillors John Hardwick, Peter Jinman and Alan Seldon

Group leaders in attendance Councillors Terry James, Jonathan Lester and Bob Matthews

Scrutiny chairpersons in attendance Councillors Elissa Swinglehurst, Carole Gandy and Jonathan Lester

Officers in attendance: Director for economy and place, Director for children and families, Solicitor to the council and Chief finance officer

51. APOLOGIES FOR ABSENCE

It was noted that Cllr Davies would be arriving late to the meeting.

52. DECLARATIONS OF INTEREST

In relation to item 6 – Hereford Transport Strategy

Councillor Hitchiner declared a schedule 1 interest in relation to property in his ownership. He confirmed the monitoring officer had granted a dispensation for him to participate in the meeting and vote on the item.

Councillors Crockett and Matthews declared that the route of the western bypass passed through their respective wards.

In relation to item 8 – Hereford Towns Fund town investment plan submission

Cllr Tyler declared that as a member of Hereford City Council she had interests in some of the elements of the town investment plan.

53. MINUTES

Resolved: That the minutes of the meetings held on 1 December 2020 and 3 December 2020 be approved as a correct record and signed by the Chairperson.

54. QUESTIONS FROM MEMBERS OF THE PUBLIC (Pages 7 - 14)

Questions received and responses given are attached as appendix 1 to the minutes.

55. QUESTIONS FROM COUNCILLORS

There were no questions from councillors.

56. HEREFORD TRANSPORT STRATEGY

The cabinet member infrastructure and transport introduced the item. He explained that following the decision reached by cabinet in December to stop the western bypass and

southern link road schemes it was necessary to recommend to Council that these schemes be removed from the capital programme. Subject to that approval it would be necessary to reallocate finances to address spend that had been incurred, through the use of earmarked reserves.

The head of transport and access services explained the resource section of the report, setting out how the decapitalisation of the schemes would be achieved.

The cabinet member finance and corporate services reminded cabinet members of the background to the decision and the desire to deliver improvements in the travel experience in a shorter time frame by investing in public transport and walking and cycling. She highlighted where the current administration disagreed with the approach and decisions taken by previous administrations and the difficulties in meeting the terms of the grant allocation from the local enterprise partnership for the south wye transport package.

Cabinet members also noted the information presented at the cabinet meeting in December regarding the value for money of the various transport packages and the need to reflect the climate and ecological emergency. The importance of a second river crossing in the city to provide greater resilience in the network was recognised and the council would be working with partners including local MPs to secure funding to deliver this.

The cabinet member finance and corporate services confirmed that she was satisfied the necessary reserves were available to make the proposed adjustments in the accounts. Cabinet members heard that the treatment of the costs of the schemes to date was a normal practice and considered more efficient in that it spread the cost of investment over the lifetime of the asset delivered. Projects that were currently under development would need to be funded through revenue until a capital business case could be prepared.

Group leaders were invited to present the views and comments of their group. It was noted that:

- Some groups were supportive of the proposed eastern river crossing;
- There was some support for exploring how a connection between the A465 Belmont Road and A49 Ross Road could be developed if the southern link road was not to be taken forward;
- There were concerns about the impact of the decapitalisation on future revenue income;
- The previous administration had undertaken a huge amount of work to prepare the western bypass and did not agree that the grant funding could not have been spent, there was concern that the reserves needed to fund the decapitalisation could be used for many other purposes;
- There were concerns that an eastern route would present significant environmental issues and that the credibility of the council would be harmed by cancelling the existing projects which might make attracting future funding more difficult;
- The costs of the review into the transport package needed to be considered in the overall cost of cancelling the road schemes;
- Infrastructure was needed to support the economy of the county;
- Improvements to the A49 between Hereford and Ross-on-Wye were also needed.

Cabinet members concluded the discussion noting the length of time to bring forward any road schemes and a desire to focus on improvements for those people doing short journeys. The amount of traffic seeking to bypass the city was only a small percentage

and it was felt that other options gave better value for money than a bypass. The importance of recognising the climate emergency was stressed.

It was resolved that:

Following Cabinet's recommendation of 3 December 2020 to stop the western bypass and southern link road schemes THAT:

- (a) Cabinet also recommends to council that the Hereford Transport Package and South Wye Transport Package be removed from the capital programme; and**
- (b) Subject to Council agreeing to stop the western bypass and southern link road schemes, cabinet, instructs the chief finance officer to allocate the finance resilience earmarked reserve amounting to £11.833m to cover the costs associated with the western bypass and southern link road schemes being de-capitalised.**

The cabinet member commissioning, procurement and assets did not vote on this item as she had joined the meeting late and not heard the full debate.

Cllr Lester left the meeting at the conclusion of this item.

57. SCHOOLS CAPITAL INVESTMENT PROGRAMME

The cabinet member commissioning, procurement and assets introduced the report. She highlighted the importance of undertaking feasibility studies to have accurate costs for required works and that she had worked closely with the cabinet member for children and families.

The cabinet member children and families noted the importance of the learning environment for children and young people and that as well as increasing capacity as required the council also wanted to work towards better environmental standards in its buildings.

The head of educational development summarised the report and the key outputs expected from the feasibility work. He explained the different funding streams and their limitations.

Cabinet members noted that there would be a tendering process for works based on the information obtained from the feasibility studies and that there would be opportunities to reflect priorities around physical and mental health as well as environmental standards in the designs.

Group leaders expressed general support for the proposals but noted that it was important to get value for money and that strong project management was essential.

It was resolved that:

That:

- (a) Feasibility studies, within an approved budget of £475K, are commissioned to inform a programme of school capital investment work;**
- (b) The Assistant Director for Education, Development and Skills be authorised to take all operational decisions necessary to deliver the required schedule of feasibility studies within the approved budget of £475k including fees; and**

- (c) The Assistant Director for Education, Development and Skills be authorised to take all operational decisions necessary to vary the schedule of feasibility studies should any information received require them to do so.**

58. HEREFORD TOWNS FUND TOWN INVESTMENT PLAN SUBMISSION

The cabinet member environment, economy and skills introduced the report. She drew attention to the vision set out in the Hereford Town Investment Plan. She welcomed Ivan Annibal from Rose Regeneration and Lauren Rogers, chair of the Hereford Towns Fund board.

The cabinet member highlighted that the town fund board membership covered a wide range of stake holders and that it had worked closely with Hereford City Council in developing the town investment plan. A range of projects had been put forward for consideration. Although only some were able to be included in the investment plan, work would continue with those that were not able to be included to see if they could be taken forward in other ways.

The economic development manager summarised the report. He explained that it sought endorsement for the draft plan and agreement for the council to be the accountable body for the grant funding in line with guidance. The towns fund board would then put the final touches to the plan and formally sign it off for submission. He set out the next steps if the plan was accepted by government.

In discussion of the report cabinet members noted that:

- Considerable energy and enthusiasm had been generated during the drafting of the plan;
- The proposals aligned with the county plan and drew on intelligence from Understanding Herefordshire data;
- The museum project would maintain the current façade of the building;
- An independent assessment had been carried out to identify any risks and issues with becoming the accountable body for the grant funding, the council was looking into the level of support it could and should provide to the management of the projects driven by other groups to ensure risks were managed.

Ivan Annibal commented that the references to the visitor economy had been addressed and updated in the latest iteration of the plan and that the scale of public engagement was very encouraging and distinctive in his experience. This made the plan more likely to be successful and effective.

The chair of the towns fund board explained that the board would oversee the drawing up of business plans for the successful projects with the council as accountable body, agree the heads of terms for the grant funding and look at ways to continue to provide support for a pipeline of community projects outside of the town investment plan.

Group leaders were invited to present the views and queries of their group. The proposals were broadly welcomed and it was noted that:

- The future of the Maylord Centre could include a range of functions not just retail, it was hoped that modernising the centre would make better use of the space, increase footfall and deliver better social value;
- The proposal to relocate the library would allow the museum to expand and display items which were currently hidden from the public;
- The public response to the consultation was encouraging;
- Those projects which had not been included in the investment plan should be supported where possible.

It was resolved that:

That:

- (a) The council endorses the Hereford Town Investment Plan submission to government which the Hereford Towns Fund Board will prepare, approve and return before 29 January 2021;**
- (b) The council acts as the accountable body for the Hereford Towns Fund programme and any Town Deal that is agreed with government;**
- (c) The Hereford Towns Fund Board is included on the council partnerships register as a significant partnership; and**
- (d) The council accepts, on behalf of the Hereford Towns Fund Board, the grant of £162k capacity funding to support the development of the Town Investment Plan.**

The meeting ended at 4.58 pm

Chairperson

PUBLIC QUESTIONS TO CABINET – 21 January 2021

Question 1**Ms J Gallagher, Hereford****To: cabinet member, environment, economy and skills**

Could the council examine statistics around how many people use local buses in Hereford city and whether including electric buses in the Towns Fund bid is appropriate? Would a better solution be to edit this section of the Towns Fund bid to create a park and ride scheme instead and build upon the cycle initiative already started by Herefordshire council?

I don't feel electric buses have longevity, will be popular with local residents, be used or be best use of public money.

Response

The Hereford Town Investment Plan (TIP) submission is the responsibility of the Hereford Towns Fund board. This is a requirement of the government process for the Towns Fund. The Hereford Towns Fund board have undertaken a comprehensive process to draft the Town Investment Plan. This has included public consultation on local priorities where a request for better buses emerged very strongly, and an extensive process to select projects for inclusion in the investment plan for submission to government. The electric buses project proposal was submitted by Hereford City Council and Rail and Bus for Herefordshire, and has been selected for inclusion in the submission to government.

Where the TIP is of the required standard and contains viable projects, government will offer Heads of Terms to Hereford. Following the agreement of Heads of Terms the council, working with the Towns Fund board and project sponsors, will have up to one year to develop agreed projects in detail and complete and assure comprehensive business cases which will include demonstrating the project viability, expected demand, and value for money.

Should the electric busses project be supported to proceed by government, detailed work will be undertaken to design the service based on the best available evidence so that it responds to public demand, and builds on learning from similar schemes elsewhere.

Herefordshire Council is strongly committed to a sustainable transport vision and will be properly investigating the potential for park and ride as part of our commitment to that

It should be noted that the council are utilising funding from an early award of Towns Fund money to extend the Beryl Bikes initiative and offer grants for businesses to purchase electric bikes and cargo bikes. In addition, a council project selected for inclusion within the TIP will contain an element of support towards cycling and walking infrastructure within the city.

Question 2**Mr M Franklin, Bromyard****To: cabinet member, infrastructure and transport**

Re: Item 6 - Hereford Transport Strategy. We are told that stopping the Western Bypass and SLR will require a write-off of £11.833 million, which cost may eventually fall to Herefordshire residents but this is not the total cost. What is the forecast opportunity cost of these decisions, i.e. the amounts by which forecast increases in the revenue base through growth of businesses

and housing development will be reduced if these significant infrastructure improvements do not go ahead?

Response

The Hereford Transport Strategy Review has considered how different packages would contribute to growth proposals for the core strategy in terms of contributions to accessing the sustainable urban extensions and supporting a thriving economy (outcome indicators O6 and O7 in the assessment framework). Each package option was seen to provide large beneficial support for the sustainable urban extensions (O6) and beneficial or large beneficial support for thriving local economy (O7).

Assessments carried out for the Review provided forecasts to 2026 which informed the cabinet's selection of its preferred strategy. The forecasts demonstrated that all of the package options could maintain traffic conditions similar to those observed in the 2016 base year and therefore support delivery of the core strategy growth.

The executive has also received legal advice from counsel that indicates that stopping the western bypass scheme does not mean that strategic housing sites cannot progress but will mean that developers will need to demonstrate appropriate mitigation in submitting their planning applications for the consideration of the local planning authority.

On this basis it is not envisaged that the selection of the preferred transport strategy and stopping the western bypass and southern link road schemes will have a significant impact on future council tax and business rates revenues.

Supplementary question

The legal advice is that stopping the western bypass scheme does not mean that the strategic housing sites cannot progress, although you say developers will need to demonstrate appropriate mitigation and no costs are indicated with that so it may be a deterrent but my question is while all things may be possible not all things are equally likely. Looking at the best, worst and most likely outcomes and taking account of the additional housing and commercial development which might be expected are you looking not just at the scheme itself but the whole economic impact of the scheme? What are the long-term revenue benefits or costs of the six proposals selected for consideration from the Hereford transport strategy review?

Response

It is fairly common knowledge that when the Core Strategy was approved in 2015 the inspector made it clear that she did not approve the allocations of land in the west of Hereford city on the basis of a road being included because in her opinion there was considerable risk associated with that being delivered. So those housing allocations were as far as I understand it allowed through by inspection on the basis that there would be, as in any other city, decent transport plans being provided at the same time as applications came forward. We took legal opinion on that and that was confirmed so as far as we think we are not slowing anything down or reducing our revenue. We can continue as we are but I will ask officers to provide a detailed written response.

Written response

The high level capital and revenue costs associated with the 6 strategic transport package options assessed in the review are set out at page 93 of the review. The review did not attempt to predict long term revenue benefits of options or packages and did not undertake benefit cost ratio assessments. It did consider support for the economy and growth in terms of qualitative assessment of the impact on accessibility for development locations provided by the various packages as referenced in the response to the original question.

In terms of any future assessment, it is likely that the council will need to determine the transport capacity which the preferred package will provide to support the growth of the city for the longer term and this will inform housing and employment land proposals in an updated local plan. Noting that it is likely that the council will be required to allocate sufficient housing to meet nationally set targets it is considered that the choice of the preferred transport strategy for Hereford will not have a detrimental impact on future revenues generated from council tax and business rates countywide but the distribution of those allocations may change and be influenced by the transport strategy.

Question 3

Ms K Sharp, Hereford

To: cabinet member, infrastructure and transport

There have been leaflets and adverts claiming that the transport review concluded that the best way to address congestion was to build a “Western bypass”. I understood this would only be achieved if any new road scheme was accompanied by demand management schemes, such as Congestion Charging schemes and ‘work place parking levies’ to limit the increased vehicle use arising from new roads? Where in the Transport Review - that was presented to Herefordshire Council – did it claim that congestion across Hereford could be reduced by a Western Bypass?

Response

Herefordshire Council has not published the leaflets or adverts referred to in the question but I am aware of them.

The Hereford Transport Strategy Review report set out the impacts on congestion of the individual transport options in the Option Assessment Framework results set out in chapter 6. Page 63 of the report includes the output for indicator 5.1 ‘What impact does the option have on delay and congestion across the city as a whole?’ and this sets out the impacts from large adverse to large beneficial. The western bypass (option 14) is shown as having a beneficial impact on this indicator alongside 7 other options out of the original 18 which were assessed. The Western Bypass package (Option A+C+D) which projected significant reduction in congestion is made up of walking and cycling elements, demand management elements and the road itself. The projected congestion reduction for this package is based on all selected options working together and indeed, congestion charging schemes and ‘work place parking levies’ are integral to that. It is confusing to me that some opposition members champion this package, the most expensive and environmentally damaging proposal – which will take a decade or more to deliver – as their obvious choice but also publicly state they oppose congestion charging, raising car park charges and ‘work place parking levies’. I cannot offer an explanation for that apparent contradiction.

It is important to note that the Eastern Link package also includes elements of demand management and also is projected to deliver significant reduction in congestion (23% compared to 29% for Western Bypass package). This Eastern Link option package is forecast to cost less than half of the cost of the Western Bypass package, which is forecast to cost £261 million.

Supplementary question

Your answer spells out a key point about the western bypass (option 14) in the review - that walking and cycling elements together with measures to restrict car use such as congestion charging and work place parking levies would be integral to significant reductions in congestion (i.e. reductions not achieved by the road itself).

So that all parties can be clear on this, what level of fees are required on congestion charging and work place parking levies to prevent the induced demand that would negate the benefit of spending over £100million on any road scheme, and how would these be applied across Hereford?

Response

I can ask the consultants to come up with an estimation of those fees but it is to me and always has to be to me an apparent contradiction that you build a road and then to try and negate the effect of induced congestion. Essentially the bigger the roads you build the more cars you're going to get on them, to try and negate that you then start charging people for using their cars. It seems a flawed logic but regarding the specific question about fees I will ask officers to try and provide a response with consultants.

Written response

Introducing demand management measures including charging mechanisms would help address both induced traffic and diverting traffic which could result from the initial relief provided by a new road. As the cabinet has ruled out congestion charging when it considered the review 3 December 2020, it is likely that any charging mechanism would be restricted to car parking charges. However, demand management can also be delivered through traffic calming and speed reduction measures which prioritise active travel modes and public transport over cars in specific locations/areas and these form part of our preferred strategy. Noting that our preferred strategy includes a road scheme we will need to review the potential levels of induced/diverted traffic as we develop the detail of the scheme and this would inform the range of demand management measures and their locations on the network to help ensure that final proposals optimise the benefits of the additional route options. It is it not possible to predict what this mean for parking charges at the present time but we do feel that they will need to increase over current levels in order to encourage shorter distance journeys to transfer to walking, cycling and bus services.

Question 4

Mrs J Richards, Hereford

To: cabinet member, infrastructure and transport

Historically capital road projects have rarely been delivered within budget, even after allowing for inflation. The City Link road is a prime example, where professional fees and land costs increased, despite the public previously being told that the funding for the Transport Hub was ring fenced and would not be affected by cost over runs on the road scheme. Can you please confirm that funding for any transport schemes will be tightly controlled and the design and development of capital transport schemes will go out for tender, rather than pursued via an extension of the Balfour Beatty Living Places contract?

Response

I can confirm that the budgets for the delivery of the transport schemes which form the transport strategy confirmed in December by cabinet will be managed using the council project management system Verto. This should ensure project spend is controlled and delivered within approved budgets. Any cost increases will be managed using a robust change control sign off process. A procurement strategy for the procurement of the professional services to develop and design these projects will be developed and approved – it is my intention to ensure an appropriate tender process is completed and projects are not delivered by default through the public realm contract.

Question 5

Mrs V Wegg-Prosser, Breinton

To: cabinet member, environment, economy and skills

Reference the New Improvement Plan for Hereford, Item 8 on the Agenda:
Advertisement Feature in Hereford Times, 14.1.21, promoted by Mr. Frank Myers, MBE.

My question concerns the decision to appoint Mr. Myers to the Hereford Town Funds Board, which will oversee the delivery of this new Plan. In his advertisement, Mr. Myers makes claims which cannot be substantiated, distorts evidence, and calls for the people of Hereford to act now to 'save the bypass'. Mr. Myers has publicised his opposition to the recommendations of the Council's democratically elected Coalition administration promoting a new sustainable vision for Hereford in a rapidly changing world. Is he fit to be a member of the Hereford Town Funds Board?

Response

The government guidance on Town Deals sets out the expected membership for Towns Fund boards. Local Enterprise Partnerships (LEP's) are required to be invited to sit on Town Fund boards. The Marches Local Enterprise Partnership were invited to put forward a member from their Board to sit on the Hereford Towns Fund board. The Marches LEP nominated Frank Myers (as an existing member of the LEP Board) to represent them on the Hereford Towns Fund board and it is in this capacity that Mr Myers is acting during Towns Fund board business. The Hereford Towns Fund board benefits both from having a range of stakeholders and partners and from a diversity of views.

Question 6

Mrs E Morawiecka, Breinton

To: cabinet member, infrastructure and transport

Many people have complained about the state of Herefordshire's roads and the lack of funds available to repair and maintain existing road infrastructure across the County. Can the Cabinet member confirm reports that both Severe Weather Reserve funds and Pot Hole Repair money has historically been used to cover the initial costs of new capital road schemes in the County?

Response

The Hereford Transport Package revenue development costs were funded from a number of council's revenue budgets, external grants (from Highways England and Midlands Connect) and reserves including the severe weather reserve. The appropriate process was followed to allocate reserve funds and the report which sets out the use of the severe weather reserve can be seen in the report on the council's website by following the link below:

<http://councillors.herefordshire.gov.uk/documents/s50053659/Hereford%20Transport%20Package%20HTP%20Options%20Consultation%20Phase%202.pdf>

The South Wye Transport Package development costs have used both external capital grant and the council's LTP grant funding. The allocation of LTP grant funding to support delivery of the South Wye Transport Package was done by means of virement and recorded in a decision report. A number of decision reports confirm the allocation of LTP funding to the SWTP which can be seen on the council's website.

Supplementary question

Thank you for the link in answer to my question, which shows that of the £5.972million planned to be spent on working up the Western Bypass, £2.422million was funded from Revenue streams and £2.45million from prudential borrowing.

When the Hereford Times are reporting that there is a "£12million bill if the road schemes are axed", would someone be able to explain that this large sum of money has already been spent, a large proportion taken from previous revenue budgets, and which should have been used to maintain or repair existing road infrastructure over previous years?

Response

Cabinet member infrastructure and transport:

It's a very important question. I noticed the headlines this morning saying that we've got a £12 million bill to cancel these schemes as if that's extra money to pay. It's not extra money to pay, the situation is that when a council tries to develop a new scheme it has to use its own revenue budgets and officers to work that up and to pay consultants. We can then go and ask for capital funding from elsewhere. It's an accounting exercise really that we need to now rebalance that and realign that. I will ask our section 151 officer to make that clear and perhaps Councillor Harvey would like to add something.

The section 151 officer confirmed that the council would not be faced with a bill for an additional £12 million. The money had already been spent so this was not new spending but a bookkeeping adjustment to move the capitalised spend on the balance sheet in effect to council revenue reserves.

The cabinet member finance and corporate services also responded:

In addition there is a certain amount of money that has been written off already in terms of revenue spend in previous years so this 11.8 simply refers to funds that are sitting on the capital lines that the decisions before us in the report paper refer to.

Question 7

Mrs C Protherough, Clehonger

To: cabinet member, infrastructure and transport

The Foundation for Integrated Transport's Fellow in Transport and Climate Change, John Whitelegg, has proposed that other Councils should "Do a Hereford" by taking a decision that puts this Council in the forefront of all councils taking transport decarbonisation seriously. He said that the cabinet member responsible for transport, Councillor John Harrington and his cabinet colleagues, are to be congratulated for recognising the importance of buses, active travel and demand management as well as decarbonisation for the future of transport policy and quality

of life in Hereford. Please confirm the level of carbonisation that would be incurred should major road building projects go ahead instead of cheaper, simpler sustainable active travel measures.

Response

For clarification, the cabinet does not intend to progress road building projects instead of active travel measures. Our recent decision confirmed that the preferred strategy would include greater investment in walking, cycling, mobility hubs and passenger transport. We also feel that a new road link to the east of the city and second river crossing is essential to increasing the resilience of the network and providing alternatives for people who need to move about the city.

The Hereford Transport Strategy Review has included high level assessment of carbon impacts in two ways and these are represented as outcome indicators O1 and O3 within the climate emergency objective for the package assessment framework. O1 provides an indication of operational carbon emissions (changes in traffic movements and fleet composition) and O3 provides a qualitative assessment of embodied carbon (carbon emissions resulting from construction). The package assessment results set out in chapter 7 of the review indicate that the packages with road schemes have either adverse or large adverse impacts in terms of embodied carbon (O3) and beneficial impacts in terms operational carbon (O1). Further detailed technical assessments will be required as specific elements of the preferred strategy are taken forward and this is likely to include appropriate assessment of carbon and biodiversity impacts.

Question 8

Mr T Meadows, Hereford

To: cabinet member, infrastructure and transport

It seems that despite my repeated questions and WSPs detailed percentages, there is no record as to what the average journey time savings in minutes would be as a result of a Western bypass. Can WSP confirm that all the percentages on journey time savings they have referenced for vehicles are on average less than 5 minutes, and that the majority of these journey time savings can be achieved more simply and cheaply by implementing sustainable transport measures?

Response

It is correct that the average journey time percentage changes referenced in the review are less than 5 minutes when expressed as time, although as these are averages, actual journey times that would be experienced by individual travellers in the various scenarios would be both higher and lower than this. Average journey times as assessed in the review for the 2016 base year are just under 17 minutes for the a.m. peak or 16 minutes across all periods of the day. This comprises an average of 4 routes assessed in the review which cross the city via main radial roads (such as the A49, A465 and A438) travelling in each direction on the route (for example the A49 northbound and southbound) during the period 8-9am. The greatest change in average journey time indicated by the modelling forecasts would be the A49 northbound in the am peak period and this would see a reduction of around 23% (do minimum vs package A+C+D) which would be a reduction of journey time of 4 minutes and 38 seconds from total journey time of 19 minutes 48 seconds down to 15 minutes 10 seconds.

In terms of which types of intervention make the biggest impact on reducing journey times the Hereford Transport Strategy Review Report indicates that package A+B+C (active travel, buses and demand management measures) could reduce journey times by 4% on key corridors (page 80 of the report) and this only reaches 5-7% when different road options are introduced (see pages 82, 84 and 86 in the Report).

The cabinet's preferred strategic transport package includes a blend of measures combining walking and cycling, investment in buses and school travel and a new road link to the east of the city. Whilst it is accepted that the sustainable measures represent the best value for money and can help reduce travel by car the cabinet is concerned that the reliance on a single river crossing has a significant impact on the resilience of the network resulting in regular disruption and the provision of a second bridge with reasonable links both north and south of the river is essential for the city going forward.

Supplementary Question

Thank you for confirming that even after spending over £200million on new roads, the average journey time saving is less than 5 minutes, which is the time someone can spend looking for a car parking space.

I note that this time saving is only achieved if new roads are accompanied by Demand Measures, such as work place parking levies and congestion charging. I understand some local politicians whilst supportive of new roads are opposed to such Demand Measures, despite them being required to prevent increased car traffic generated by new roads.

If new roads are constructed without implementation of demand measures would average journey times reduce or actually increase?

Response

The simple answer is in my opinion they would increase. The whole reason why they're included in the road option for the western bypass is to counter the effects of induced traffic. It's a very good point if you're going to spend £256 million on trying to reduce congestion and you're only going to achieve a five minute reduction in journey time and by going that you're going to have to charge people in the town more money to come in and use those roads which actually we support as an administration where it's appropriate but the opposition is totally against this idea. I will ask our consultants to give us an estimation of what a road on its own would bring without those other measures.

Written response

Page 63 of the Final Report indicates that a Western Bypass on its own would be 'beneficial' in terms of reducing journey times across the city as a whole (relative to doing nothing). However, the reductions in journey times would be less than if the Western Bypass was accompanied by demand management (and walking, cycle and bus schemes) as these additional elements would limit the extent of induced traffic which would otherwise occur. That is, the quoted reductions in journey times would be smaller if the Western Bypass was progressed on its own.

Minutes of the meeting of Cabinet held as online meeting on Thursday 28 January 2021 at 6.00 pm

Present: Councillor David Hitchiner, Leader of the Council (Chairperson)
Councillor Felicity Norman, Deputy Leader of the Council (Vice-Chairperson)

Councillors Ellie Chowns, Pauline Crockett, Gemma Davies, John Harrington, Liz Harvey and Ange Tyler

Cabinet support members in attendance Councillors Jenny Bartlett, John Hardwick and Peter Jinman

Group leaders / representatives in attendance Councillors Terry James, Jonathan Lester, Bob Matthews, Toni Fagan and William Wilding

Scrutiny chairpersons in attendance Councillors Elissa Swinglehurst, Carole Gandy and Jonathan Lester

Officers in attendance: Director for economy and place, Director for children and families, Solicitor to the council, Chief finance officer, Interim Head of Legal Services, Strategic Capital Finance Manager, Head of corporate finance and Assistant director all ages commissioning

59. APOLOGIES FOR ABSENCE

There were no apologies from members of the cabinet.

60. DECLARATIONS OF INTEREST

Cllr Norman registered a schedule 2 interest in item 9 – 2021/22 capital investment budget and capital strategy update - as a trustee of Leominster Area Regeneration Company (LARC). She did not vote on this item and left the meeting whilst it was discussed.

61. MINUTES

Resolved: That the minutes of the meeting held on 17 December 2020 be approved as a correct record and signed by the Chairperson.

62. QUESTIONS FROM MEMBERS OF THE PUBLIC (Pages 7 - 12)

Questions received and responses given are attached as appendix 1 to the minutes.

63. QUESTIONS FROM COUNCILLORS

There were no questions from councillors.

64. HEREFORDSHIRE MARKET POSITION STATEMENT 2020-2025 FOR ADULTS AND COMMUNITIES

This item was deferred to the next meeting.

65. RECOMMENDATION FOR POTENTIAL SITES TO PROGRESS AFFORDABLE HOUSING DELIVERY IN HEREFORDSHIRE

This item was taken at the end of the meeting with the consent of the chairperson.

The cabinet member housing, regulatory services and community safety introduced the report. She highlighted the need for sustainable, affordable high quality homes which

was recognised in the county plan. The report sought approval to commission a number of high level feasibility studies on council owned land and selected third party sites. The cabinet member stressed that at this stage only a short review of each site would be conducted to understand if it was worth taking forward for future consideration. The results of the studies would be brought back to cabinet in June or July.

The cabinet member housing, regulatory services and community safety highlighted that a corrected list of sites had been published and apologised for the inclusion of the fire station site in error.

The head of economic development summarised the work to date and the type of studies that would be carried out to identify opportunities and constraints on each site. It was noted that some of the sites might have alternative uses and these would not be ruled out by the feasibility work.

In discussion of the report cabinet members noted that:

- once the initial feasibility work had been completed, it would be open to the council to progress some, all or none of the sites;
- infrastructure requirements would be identified as part of the process;
- a consultant had been appointed to advise on delivery of net zero carbon housing;
- concerns previously raised regarding the suitability of some of the sites would be taken into account;
- the impact of the pandemic on projections of population growth, employment levels and the economy would need to be considered.

Group leaders were invited to present the views and queries of their respective groups. The principle of provision of affordable homes was generally supported although not all groups felt that the council should be delivering these directly. It was noted that:

- loss of the car parking at the bus station could have a negative impact, in particular for staff at the hospital;
- the ambition to deliver net zero carbon homes was supported but care should be taken on the spend on consultancy work;
- other amenities could be provided on these sites alongside or instead of affordable housing;
- expectations needed to be managed as sites could take some time to bring forward;
- attention was drawn to the links between housing and infrastructure projects and the role the council should play in facilitating housing delivery;
- there were concerns about the long term burden on the council's finances of owning affordable housing.

It was resolved that:

- (a) Cabinet agrees to proceed with the outline feasibility work for net zero carbon affordable housing at the initial selected council owned sites and any other suitable sites in third party ownership that may be available across the county. The sites will be prioritised to meet the demands based on market needs analysis**

66. 2021/22 COUNCIL TAX REDUCTION SCHEME

The cabinet member finance and corporate services introduced the report. She highlighted that the existing policy had been first approved in 2015 and approved each year since as part of setting the budget. Arrangements for pensioners were set nationally while reductions for working age claimants were set by the council. The cabinet member summarised proposed changes to the discounts for working age claimants in light of the

pressure on households from the coronavirus pandemic and additional funding from central government. The council proposed to add further one off monies from the new homes bonus.

In discussion of the report cabinet members noted that:

- Claimants would also be signposted to other forms of support under the principle of 'no wrong door';
- Support was focussed on those affected the most;
- The council had also agreed a council tax discount for council foster carers;
- It would be important to advertise the support available to residents and make this as easy to understand as possible;
- Final checks would need to be made on the document to address typographical errors.

Group leaders welcomed the proposals. In response to a query raised it was noted that a local assistance fund was also in place and could provide support for households who were just outside the criteria for the council tax reduction scheme.

The chairman of the general scrutiny committee highlighted that the committee had queried if the funds allocated would be sufficient to meet demand on the scheme. The cabinet member finance and corporate services responded that the additional £800k allocated from the new homes bonus was intended as a precaution. In the event that even this additional funding was inadequate then it was likely all councils would be in the same situation and a case would need to be made to central government for additional support. The Section 151 officer confirmed that information was regularly fed back to central government on the council's financial position and cabinet would receive regular updates.

It was resolved that:

The council tax reduction scheme for 2021/22, with increased discounts compared to the existing scheme, be recommended to Council for approval.

67. 2021/22 CAPITAL INVESTMENT BUDGET AND CAPITAL STRATEGY UPDATE

The cabinet member finance and corporate services introduced the report. She highlighted the changes to the programme since it was approved by the Council in February 2020 and the projects that were proposed to be added to the programme.

Cabinet members noted that:

- All funding requests were felt to be manageable within current borrowing limits in the medium term financial strategy;
- The council retained approximately £10.6m in the capital receipts reserve;
- It was anticipated that the income streams generated would cover the revenue costs of developing affordable housing including any borrowing costs;
- A detailed and robust approach to project and programme management had been introduced over the previous 18 months, recognising the importance of delivering to time and on budget;
- Feedback from councillors and the public consultation had been taken on board;
- Equality impact assessments should be undertaken at the earliest possible stage.

The chairpersons of the scrutiny committees provided feedback from discussions at each of the committees. A comment was raised regarding potential alternative uses for the shire hall in light of the costs of repair work to the building.

Group leaders were invited to present views and queries from their groups. Support for economic development was welcomed and the importance of good project management

recognised. It was suggested that the council should ensure it had projects ready to be able to bid for any grants that became available. The emphasis on the ecological and climate emergency and partnership was highlighted and it was also noted that delivery of affordable housing would help people to stay in the county.

It was resolved that:

the following be recommended to Council

(a) To approve the proposed capital programme from 2021/22 attached at appendix C; and

(b) approve the capital strategy document at appendix D.

68. 2021/22 BUDGET SETTING

The cabinet member finance and corporate services introduced the report. The unexpected challenges presented by 2020 were highlighted and it was noted that the pandemic had resulted in an uplift to service delivery costs and a loss of income to the council. Government support had been received which meant that with a council tax increase of 4.99% operational savings of just over £11m were required. Details of proposed savings were set out in the report and were felt to be challenging but deliverable.

Cabinet members noted that:

- the priorities had been influenced by public and stakeholder consultation;
- responses to the recommendations made by the scrutiny committees were set out in the report;
- difficult choices had had to be made and a great deal of work had gone into the final budget proposals;
- the Section 151 officer was satisfied that the position set out in the report represented a legal, balanced budget;
- there was continued pressure on adult social care services;
- the 'till receipt' showed how much was spent on those essential services that most residents would not see;
- support from central government to meet mounting pressures was important.

The pressures in the children and families directorate were discussed and the improvement work that was taking place was recognised. The cabinet member children and families reported that 9 out of 10 councils were expecting to overspend on their children's services departments.

The chairpersons of the scrutiny committees commented on the points raised and recommendations made by their respective committees.

The adults and wellbeing scrutiny committee had met for a second time to consider alternative savings proposals for the adults' directorate and were satisfied with the principle of the proposed changes.

The children and young people scrutiny committee recognised the progress achieved over the previous couple of years. The chair of the committee highlighted that the information given at the scrutiny meeting regarding the recruitment of foster carers was confusing and had it been made clear that the figure of 30 per year included replacements for the average 13 carers who left each year the recommendation put forward might not have been made. The director for children and families apologies for any lack of clarity and undertook to provide a written response which could be shared with the members of the scrutiny committee.

The general scrutiny committee had expressed doubts that reducing the hours at the waste facilities was feasible as there were reports that the booking system had deterred some people from using the facilities. The cabinet member commissioning, procurement and assets commented that a great deal of positive feedback had been received from residents and staff regarding the booking system.

Group leaders were invited to present the views and queries from their respective groups. It was noted that:

- these were difficult times to be creating a budget;
- there was no current freeze on recruitment but managers were asked to consider all options when a vacancy arose;
- details of the precepts to be set by the police and fire authorities had not been received but would be available by the March Council meeting when the council tax would be set;
- final details of the local government settlement would be received some time after the 4 February, there was no suggestion of additional funds being made available at the time of the meeting;
- there was concern about the impact of parking charges on businesses and the local economy;
- recognition of the climate and ecological emergency was important;
- alternative ways of communicating the details of council spending to residents were suggested.

The level of increase in council tax was challenged by some groups with a suggestion that this was difficult to justify alongside the proposed use of reserves to cancel and decapitalise major road projects. This was refuted as the money to be decapitalised had already been spent and the movement of reserves was not new money.

It was resolved that:

(a) the following be recommended to Council;

- a. the council tax base of 68,355.22 Band D equivalents;**
- b. an increase in core council tax in 2021/22 of 1.99%;**
- c. an additional precept in respect of adult social care costs of 3% applied to council tax in 2021/22 resulting in a total council tax increase of 4.99%, increasing the band D charge from £1,573.77 to £1,652.30 for Herefordshire Council in 2021/22;**
- d. the balanced 2021/22 revenue budget proposal totalling £161.0m, subject to any amendments approved at the meeting, specifically the net spending limits for each directorate as at appendix C;**
- e. delegation to the section 151 officer of the power to make necessary changes to the budget arising from any variations in central government funding allocations via general reserves;**
- f. the medium term financial strategy (MTFS) 2021-24 at appendix A be approved; and**
- g. the treasury management strategy at appendix D be approved.**
- h. that the growth bid to fund a Armed Forces Covenant Support Officer, attached at appendix H be approved.**

(b) the responses to scrutiny committee's recommendations as provided in paragraph 50 be approved.

The meeting ended at 8.24 pm

Chairperson

PUBLIC QUESTIONS TO CABINET – 28 January 2021

Question 1**Ms G Bradbury, Garway Hill****To: cabinet member, environment, economy and skills**

In 2016 Phase 1 of the Fastershire fibre roll out to Garway Hill terminated short leaving approximately 12 properties unconnected. These homeowners have been waiting since then, struggling with speeds of under 2 MBPS making it difficult to work from home or stream any media. We now hear Gigaclear have been awarded the contract but will not start work till Q3 2021 at the earliest. Why have Gigaclear been awarded the contract to build duplicate and parallel infrastructure up from the Forest of Dean, further delaying our connection to a fibre network and why are you not contracting BT Openreach (or any other provider) to extend their existing fibre network already on the hill, and already paid for, to connect the remaining houses. Surely this would be cheaper?

Response

Thank you for the question. The delivery of subsidised broadband infrastructure is a complex area and one where technical, legal, commercial and procurement considerations often combine to make what appear to be pragmatic solutions in one specific area look counter intuitive.

The original BT contract delivered a number of properties in your area but not all. Its coverage was heavily influenced by the existing infrastructure footprint meaning that in some instances one neighbour became connected while the other was not. More often than not this would have been a consequence of 2 separate elements of the Openreach network serving each property. Extending that network some times by a few meters would have involved a total upgrade of that secondary element of infrastructure and Openreach in this instance would have determined that this could not be done given the available public subsidy.

Gigaclear were contracted to reach more of the areas that BT couldn't the first time round. This resulted from an open procurement exercise and they were the best value tender.

The overbuild occurs because Gigaclear and Openreach are two entirely separate networks therefore to get to the hardest to reach extremities that Openreach have not reached, the new network has to go past some of the same areas to reach out further. Those that benefit twice as it were are not funded by the council but it does make the premises we do fund cheaper as it improves the financial viability of the contract for the provider (and therefore reduces the cost to Fastershire) by creating a larger market for them to sell their Full Fibre services to. As a result they're more prepared to invest more of their own funding.

The fact that they are unrelated to BT means they are not bound by the Openreach architecture hence they can reach to premises like yours. It's important also to note that due to state aid regulations and therefore by law, we could not mandate in any public procurement the use of a pre-existing infrastructure.

Question 2**Mr T Pincham, Hereford****To: cabinet member, environment, economy and skills**

Can the Cabinet Member explicitly and specifically set out, as a result of splitting the Development Partnership activities - and diverting additional funds from this to affordable housing

- what the implications of this are for investment during 2021/22 with regard to Development of Transport Hub at Station Approach and Hereford FC development and ancillary student accommodation on Blackfriars Street.

Response

The Development and Regeneration Partnership (DRP) was procured in 2017 to support the council in delivering both housing and regeneration projects from the outset. In the paper that is due to be considered at the cabinet meeting on the 28th January, it is recommended that £20m of the existing overarching DRP budget (£40.6m) is allocated specifically for affordable housing. As it was always the intention the DRP budget supported affordable housing there is no overall change to the funding allocated, with the remaining DRP funds available to support other regeneration or housing projects, such as the possible development of the Blackfriars St end of the Hereford Football Club, subject to further detailed proposals and cabinet decisions.

The development of the Transport Hub at Station Approach is part of the Hereford City Centre Transport Package and is not being brought forward as part of the DRP programme.

Supplementary question

The previous Conservative administration committed to maintaining a four-sided ground should the Council proceed with any re-development. Will the Cabinet Member today re-affirm this commitment to the many Bulls extremely worried at the prospect of Hereford FC losing the required ground standards needed to return to professional football in League 2?

Noting the council wants 115 units located on Blackfriars Street, will the Cabinet Member also personally commit to learning from the development at Leyton Orient FC which saw the development of a 116 unit affordable housing development and a 1300 seat stand?

Response

The cabinet member agreed to provide a more detailed written response but confirmed that she was keen to support the football club and committed to look into the Leyton Orient example.

Written response

Any future development of the Blackfriars St site would be in consultation and agreement with Hereford Football Club, and considerate to their future needs. Any development would be subject to a full business case and cabinet decision.

We are always happy to look at and learn from examples of developments in other locations. Thank you for flagging the Leyton Orient FC example which we will review in considering the future development of the site.

Question 3

Ms M Albright, Hereford

To: cabinet member, housing, regulatory services and community safety

Much of the Affordable/Council housing appears to be focused upon Hereford and the market towns and on large developments.

Would the council be open to exploring a range of other Affordable Housing provisions - specifically Affordable Self/Custom Build?

This type of Affordable Housing is particularly well suited to smaller, rural communities and is not catered for through any conventional social housing streams currently. It is a policy that works well in Shropshire and has the potential to provide a wide range of sustainable and architecturally interesting rural dwellings that are needs led and protected as Affordable in perpetuity. It also privately funded so has no impact upon council or RP funding.

Self-building my own home as a young Herefordian 20 years ago was a life changing opportunity - one which I passionately believe can have a positive impact upon rural communities and individuals across Herefordshire.

Response

Much of the affordable housing being delivered at present is mainly focussed on market towns and larger developments, this is because the council currently do not have a 5 year housing land supply and an unprecedented amount of developments have come forward in the aforementioned locations. There will always be a bigger demand for affordable housing in the market towns as opposed to rural locations, however, developments are still taking place in rural areas. The delivery of affordable housing is always needs led and where gaps in delivery are identified our preferred partners are encouraged to meet those needs through new delivery. A key priority for the Council is the delivery of affordable housing of all types and tenures to meet the County's identified housing need.

The council are extremely flexible with tenures and build types and always looking for opportunities to try new initiatives. The feasibility study to explore Council owned sites offers potential developments to start building, the Council is keen to engage with third parties to explore all house building opportunities that can be qualified through Community Led Housing, self-build and custom build developments. The Council will endeavour to engage with communities as sites are identified, designed and developed.

A new Supplementary Planning Document, Affordable Housing has recently been out for consultation and is due for publication in March. I believe you provided comments on this document. You will recall a section has specifically been incorporated in to the document on Custom and Self build, the extract is below.

Self and Custom Build

3.0 Self-build and custom-build housing: is defined in the NPPF as "Housing built by an individual, a group of individuals, or persons working with or for them, to be occupied by that individual. Such housing can be either market or affordable housing. A legal definition, for the purpose of applying the Self- build and Custom Housebuilding Act 2015 (as amended), is contained in section 1(A1) and (A2) of that Act."

3.1 "Self and custom build housing is an important element of the Government's housing strategy because it can contribute towards housing delivery and economic growth. The Government therefore wants to see an increase in the number of available plots for self and custom building. The Core Strategy was close to adoption when the Self and Custom Build Housing Act was passed. Therefore it does not include any policies on this matter although there are textual references to it. It intends to address this matter in the update of the Core Strategy. Nevertheless the council recognises that self-build housing provides individuals and groups the opportunity to gain lower cost home ownership with it being subsidised. However there is potential for formal affordable self-build housing to be delivered as community self-build schemes. These involve groups of local people in housing need, building homes for themselves usually as part of a Community Land Trust or Community Led Housing Group. In these cases the assets remain in the ownership of the local community group as affordable homes.

3.2 The council encourages the inclusion of a suitable number of self or custom build plots that will contribute to affordable housing supply within housing developments or as stand-alone applications in line with policies in the Core Strategy. These may be delivered in partnership with the council, registered housing providers or a community land trust. In all cases the Council will need to be satisfied that there is demand for this and that any proposals for affordable self and custom build housing meets this definition before it grants outline or full permission. The scheme proposal should meet the requirements of this SPD. Any planning permission will then be subject to conditions and/or obligations to ensure it meets this definition and that the plots are made available to those that are eligible for affordable housing. All affordable self and custom self-build plots granted on a rural exception site under Core Strategy Policy H2 "Rural exception site" will be secured as affordable housing in perpetuity in the same way as other types of affordable housing.

3.3 Where affordable self/custom build housing is proposed, the affordable housing model should be submitted to and approved by the LPA prior to the submission of a planning application and it should be detailed in the Affordable Housing Statement accompanying the planning application.

3.4 The Council maintains a register of those seeking to self or custom build. A profile of those registered can be viewed as part of the Authority Monitoring Reports⁷

In addition to the self-build register, the first affordable self-build scheme has recently completed in Leominster. The development was a collaboration between Stonewater Housing Association and the Council providing self-build accommodation for veterans. This opportunity gave a number of homeless veterans a focus, enabled new skills, to some employment and ultimately provided an affordable home for them at the end of the build. The development has been a huge success and further developments will be encouraged to replicate this model.

Supplementary question

Thank you for your detailed response. I'm reassured by your commitment to both rural Affordable Housing and Self/Custom Build.

However my question specifically relates to Affordable Self Build opportunities that are not linked to RPs, Housing Associations, Land Trusts or Council owned land. In other words - self build projects that are facilitated (and paid for) by families and individuals, but where the home is protected as Affordable in perpetuity by discounted end value, local occupancy restrictions and possibly size limitations.

Are Herefordshire Council able to confirm that they are open to the concept of a specific Affordable Self Build policy that can be delivered by individuals in rural communities without a HA, CLT or council land?

I would be very happy to share my experience of Affordable Self Build to help shape a policy for Herefordshire if needed, and hopefully enable many more local people to build their own home and strengthen our fabulous rural communities.

Response

The cabinet member confirmed that the council had looked at the Shropshire policy and she could not see that the council would be averse to considering this type of building, subject to housing need in communities and the case for building in open countryside. She offered to provide a further written response.

Written Response

Herefordshire Council are very flexible with tenures and support the tenure of Low Cost Market (LCM), often referred to as Discounted Market (DM) in other Local Authorities and within the National Planning Policy Framework. Herefordshire Council prefer LCM as the discount is calculated on the housing market for the development area not an average discounted figure for the County. This tenure works well when private developers have an obligation to deliver a small number of affordable dwellings on site but it works equally well when an applicant wants to build their own property often in a rural area. We have a small number of applicants who have chosen this route for delivery. The land has been classed as an exception site for planning purposes therefore evidence of need has been qualified and on approval of planning permission a Section 106 (legal covenant) has been necessary to protect the development and discount in perpetuity. The details of LCM are available in the Supplementary Planning Document 2008, annual Technical Data. When the Affordable Housing Supplementary Planning Document is adopted the Technical Data will sit under this document.

Self Build is a recognised initiative supported by Herefordshire Council, as per the previous response we have advised that we currently do not have a policy within the Core Strategy as this was close to adoption however, there are textual references to it. It is intended to address this matter in the update of the Core Strategy.



Meeting:	Cabinet
Meeting date:	Thursday 25 February 2021
Title of report:	Herefordshire Market Position Statement 2020-2025 for Adults and Communities
Report by:	Cabinet member for health and adults wellbeing

Classification

Open

Decision type

Key

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

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

(All Wards);

Purpose

That cabinet approves the Market Position Statement 2020-2025 which informs the care and support market on where the future demands on services will be so they can adapt their business models to respond and reflect the needs of the county's population.

Recommendation(s)

That:

- (a) cabinet approves the attached draft Market Position Statement 2020-25 in appendix a; and**
- (b) that cabinet approves the response to the scrutiny recommendation in appendix b**

Alternative options

1. Not to have a Market Position Statement (MPS) for Herefordshire; this is not recommended. Whilst a MPS is not a statutory duty of the council it is deemed as good practice and evidence that the council is supporting and developing a market that delivers a wide-range of sustainable high-quality care and support services that will be available for our communities as enacted in the Care Act 2014.

Key considerations

2. The MPS is intended to provide a summary of supply and demand needs for the care market now and in the future, signalling business opportunities and explaining how the council intends to buy/develop services. The statement will inform organisations providing care and support to be able to know who they are designing services for so they can develop the right support for the right people, at the right time in the right place.
3. Herefordshire's care market is a diverse one, predominately made up of small/medium local businesses with many of them local family run services with only a few large national organisations delivering services locally.
4. Herefordshire also has a high proportion of those referred to as "self-funders"; those who fund their own care as they are not eligible for financial support from the council. It is important to recognise that the needs of all the community must be managed, not just those eligible for social care support, however this does provide challenges to ensure all needs can be met in a cost effective way.
5. The existing MPS approved by cabinet in 2014 is no longer fit for purpose. The strategic direction for the council has changed from its previous focus on meeting formal care needs. This MPS has a wider remit, recognising that needs can be met in different ways for example utilising the strength and skills we have in our communities. The main themes within the MPS include:
 - Prevention and demand management
 - Strength based ethos across the council and its providers
 - Led by the Talk Community model and approach to support a wider community cohort
 - Strengthen its technology enabled living approach.
6. The MPS sets out some clear commissioning intentions developed with the children and young people directorate to ensure aligned focus where appropriate. These intentions will be the framework of which commissioners will ensure all activity relates to; providing providers with clarity on the future delivery models and expectations of the council. The following 12 intentions will be the focus until 2025 but continually reviewed;
 - Demand management through strength based approach and developing models and services that will support the principle that "home and family can be best".
 - Create a versatile, cost effective and sustainable market at a Primary Care Network (PCN) level.

- Increase and improve services that support complex and challenging behaviours such as autism or dementia.
 - Enhanced support for those who fund their own care.
 - Work across health services, children and young people services and adult services to integrate our commissioning and market management approach where appropriate.
 - Invest in early help prevention and community services.
 - Improve and embed mental health and wellbeing in all services design.
 - Support and develop the health, family support and social care workforce.
 - Embed technology where it delivers benefits across pathways and services.
 - Promote an inclusive customer focus to ensure fair access to services.
 - Significant development of accommodation and support to dramatically reduce homelessness in Herefordshire and ensure pathways to safe housing and independence for vulnerable people including care leavers, ex-offenders and others.
 - Design and recommission services in partnership to meet new legislative and policy changes relating to domestic abuse, advocacy, homelessness and refugees resettlement.
7. This MPS endorses the council's ambition to become a larger provider in the market recognising the opportunities this may bring and building on the existing in house services it is currently delivering to ensure needs are met and services are flexible and responsive to changing needs.
 8. The MPS for the first time reflects the all ages commissioning agenda and approach and is the beginning of an alignment to these areas and forms the basis of planning for further integration.
 9. This document will be supplemented with a dedicated webpage of data and performance information reflecting the changing priorities and the need to be flexible and adapt to changing needs. The commissioning intentions will be reviewed annually.

Community impact

10. The MPS is based on factual information and linked to the understanding Herefordshire trends and analysis.
11. The MPS contributes to the county plan 2020-24 ambition to 'strengthen communities to ensure everyone lives well and safely together' and to 'support an economy which builds on the county's strengths and resources'. It also looks to develop the use of technology to enable independent living.
12. The MPS will enhance the work with children and young people services and ensure appropriate support and services are available to those who will transition into adult services.
13. Having the right services and a highly skilled and compassionate workforce to support the counties most vulnerable in our communities is essential if we are to meet the needs of our growing ageing population.

Environmental Impact

14. Upon approval the MPS will seek to support to deliver the council's [environmental policy commitments](#) and aligns to the following success measures in the County Plan. It will

Further information on the subject of this report is available from
 Laura Tyler, Tel: 01432 260641, email: ltyler@herefordshire.gov.uk

aim to support the reduction of carbon emissions through the service specifications, and delivery in geographic locations to cut down journeys whilst also encouraging other modes of transportation where possible including walking, public transport, car sharing and bicycle routes.

15. Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.
16. Whilst much of this decision relates to back office functions and will have minimal environmental impacts, consideration has been made to minimise waste and resource use in line with the council's Environmental Policy
17. The environmental impact of this proposal will be considered through any future service specification and includes appropriate requirements on the contractor/delivery partner to minimise waste, reduce energy and carbon emissions and to consider opportunities to enhance biodiversity. This will be managed and reported through the ongoing contract management.

Equality duty

18. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
19. 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. Our providers will be made aware of their contractual requirements in regards to equality legislation.
 20. The Equality Act 2010 established a positive obligation on local authorities to promote equality and to reduce discrimination in relation to any of the nine 'protected characteristics' (age; disability; gender reassignment; pregnancy and maternity; marriage and civil partnership; race; religion or belief; sex; and sexual orientation). In particular, the council must have 'due regard' to the public sector equality duty when taking any decisions on service changes.

Resource implications

21. There are no specific resource implications relating to this report, the current and future work of adults and communities commissioners along with children and young people will be informed by these commissioning intentions if they are adopted and will subsequently impact on the way the council reviews, develop and potentially commissions services in the future.

Legal implications

22. Under the council's constitution, it is the role of this committee to review and scrutinise the decisions and actions in connection with the discharge of any council statutory duties, in particular concerning adult social care.
23. Whilst no legislation requires a market position statement to be made, the council under the Care Act has an on-going duty to support and develop the care market within Herefordshire to assist with the delivery a wide-range of sustainable high-quality care services.

Risk management

24. None in the relation to this report. The MPS will however have future implications on the market by the nature of the commissioning intentions and the direction of travel for the council.
25. Any risk in the care and support market has been identified and in the council's risk register which is regularly reviewed. In light of the recent challenges Covid-19 has brought and will continue to bring, the market is reviewed continually through market surveys and discussions both locally, regionally and nationally.

Consultees

26. The views of the market have been sought in the development of this strategy, along with commissioners in the children and young people's directorate and health colleagues.
27. No comments were received from the political groups.
28. The MPS went to scrutiny for review on the 23 November 2020 and the recommendations and responses can be found in appendix 2.

Appendices

Appendix a: Herefordshire Market Position Statement 2020-2025

Appendix b: Summary of recommendations to the executive and executive responses (Herefordshire Market Position Statement 2020-2025 for adults and communities)










Background papers

None



**Herefordshire Market
Position Statement
2020-2025**

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The Market Position statement (MPS)

Intends to signal clear direction for providers on the future ambitions for the support and care market.

It has a much wider focus than any previous Market Position Statement (MPS); with a stronger emphasis on community-based commissioning within localities and recognising the strength and contribution of communities in prevention and supporting people's wellbeing across all ages.

It aims to focus on prevention through being proactive rather than reactive with a clear focus on demand management.

We hope you find it informative and useful in shaping your business to meet the needs of Herefordshire residents, it is only by working in collaboration we will meet our commissioning intentions.



Our commissioning intentions for 2020 onwards:

1. Demand management through strength based approach and developing models and services that will support the principle that "home and family can be best".
2. Create a versatile, cost effective and sustainable market at a Primary Care Network (PCN) level.
3. Increase and improve services that support complex and challenging behaviours such as autism or dementia.
4. Enhanced support for those who fund their own care.
5. Work across health services, children and young people services and adult services to integrate our commissioning and market management approach where appropriate.
6. Invest in early help prevention and community services.
7. Improve and embed mental health and wellbeing in all services design.
8. Support and develop the health, family support and social care workforce.
9. Embed technology where it delivers benefits across pathways and services.
10. Promote an inclusive customer focus to ensure fair access to services.
11. Significant development of accommodation and support to dramatically reduce homelessness in Herefordshire and ensure pathways to safe housing and independence for vulnerable people including care leavers, ex-offenders and others.
12. Design and recommission services in partnership to meet new legislative and policy changes relating to domestic abuse, advocacy, homelessness and refugees resettlement.

45 This document forms part of the Market Position Statement. Additional up to date information can be viewed on the Understanding Herefordshire website.





1. Introduction

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This document summarises the supply and demand of care and support needs across Herefordshire. It signals potential business opportunities within the care and support market and, whilst it is not a statutory document, it provides evidence of how the council fulfils its duties under the Care Act 2014, the Children & Families Act 2014 and other relevant legislation to manage and shape its market.

This document will form part of the MPS as we move to a ‘digital by default’ approach with up to date data presented by localities accessed via the [Understanding Herefordshire](#) webpage.

Adult social care has experienced many challenges in ensuring continuity and quality care across the system over the last three years where the council has made savings of just over £14 million. This has been achieved through a change in approach and focus on a strength based approach (sba) and working collaboratively with stakeholders and providers. Unpaid carers are one of Herefordshire’s most valuable assets and play a crucial role within the county’s health and social care sector. The approach in adult social care builds up upon the strength of individuals and what they can do themselves, with the help of family, friends, and support from their wider community and from commissioned services. This is the key ethos driving our commissioning strategy. The council has seen this approach successfully manage demand and costs whilst ensuring peoples need are met.

45 Our [Children & Young People’s Plan](#) describes how local partners aim to give children and young people a great start in life. Together, we are continuing to develop our early help approach and build on the strengths of children and their families so they can be safe, be healthy, be amazing and be part of their communities. We are investing in direct support and workforce development to help families to become more resilient, as well as specialist approaches to prevent children from becoming looked after. For those children that do need to be looked after, we are developing local fostering and residential home capacity so that more of them can stay close to their family, school and community where it is in their best interests. This will also mean developing targeted education, health and care services to wraparound children who are looked after to maximise their potential and achieve good personal outcomes as they grow-up and transition to adulthood.

The council moves to an all ages commissioning approach from 2020 onwards and this document whilst focussed on all ages, it is the first step in producing one market position statement for both adults and children, this will be reviewed on an annual basis; the ambition is to have a fully integrated MPS from 2025.

The council is fortunate to work with providers who are dedicated to providing high quality care and support. The council recognises the essential part communities play in keeping people well, safe and independent with its resources, skills and diverse offer. The challenge is linking these together to set solid ground for innovation and further development in areas such as technology, which will contribute to the challenges faced by the sector.

It is a time for innovation and for providers to align to a strength based approach where the focus is on meeting need and not diagnosis, only by doing this where appropriate will the county ensure sustainable and diverse services and inclusive communities. A key focus for all commissioning approaches will have an expectation to contribute to reducing climate change in line with the County Plan.

The council is clear that where the market cannot meet these challenges and meet the needs of individuals it will consider its role within the market and has already started to insource some services and is currently exploring these options to ensure choice, quality and cost effective delivery.

It is worth noting that this document was developed before the Covid-19 pandemic began and as such we need to reflect that the council is working especially closely with its market to ensure a stable and strong market through these difficult times. This document will therefore be continually reviewed in line with data and intelligence from the market but it is recognised that the council will need to monitor and respond to the challenges we will face together as one system. The pandemic has built some strong working relationships and highlighted some good examples of what can be achieved and what can be done differently, which we can learn from to implement in the future.

What has been done since the last market position statement?

Since the previous market position statement in 2016, several key areas have been developed:

<p>Adult social care has developed and redesigned its pathway to focus on a strength-based approach.</p>	<p>The Home First service has been developed as the in-house reablement service, supporting referrals from hospitals and the community.</p>	<p>Workforce support through development with market on 'Care Hero' brand.</p>
<p>Talk Community has emerged as one of the council's primary approaches to Demand Management and Prevention.</p>	<p>The development of a unified care home contract and quality assurance framework between the council and Herefordshire Clinical Commissioning Group (HCCG).</p>	<p>Closer working with public health, with a focus on 'Making Every Contact Count (MECC).</p>
<p>Improvement in data and performance information through the creation of commissioning dashboards.</p> <p>Improved customer satisfaction.</p>	<p>Introduction of a Community Broker team that contributes to care and support plans, offering personalised advice on the activities and support that can be accessed in the community.</p>	<p>Leading investment and transformation of urgent care pathways to deliver significant improvement in Delayed Transfers of Care (DToC).</p>
<p>Herefordshire has welcomed refugee families, with more to be resettled in future years, along with commitments to asylum programmes.</p> <p>Herefordshire council opened Hillside a 22 bedded residential home in 2020 which is part of our in-house provision within the county.</p>	<p>New approved lists have been developed for supported living and care at home.</p> <p>Shared Lives scheme returned to the management of the council.</p> <p>Continuing work to redevelop the market for accommodation and support for care leavers and vulnerable young people.</p>	<p>New 10 year Joint Learning Disability Strategy and implementation plan 2018.</p> <p>Developed and implemented a Joint Carers Strategy for Herefordshire.</p> <p>New 3 year Autism Strategy 2019 and implementation plans.</p> <p>Adopted and implemented a new whole system for domestic abuse.</p>

Since the previous Children and Young People's Plan was introduced in 2015, there have been many achievements to be proud of in Herefordshire. Just some of these are highlighted below:

As part of its commitment to support looked after children into adulthood, the council has introduced a council tax exemption for care leavers (up to the age of 25).

A review into special educational needs and disabilities by the CQC and Ofsted in September 2016 acknowledged the low waiting times and flexible provision by Child and Adolescent Mental Health Services.

Great progress has been made in implementing Education Health and Care (EHC) plans – all children and young people with a Special Educational Need Statement now have a plan in place.

The teen pregnancy rate has reduced year on year in Herefordshire and is now 13.2% per 1,000, which equates to just 39 pregnancies (2017). This is the lowest rate in the region and one of the lowest compared to other similar areas (the rate has more than halved since 2010).

2018 saw Herefordshire young people outperforming pupils nationally in the Year1 Phonics Screening Check. Eighty four per cent of Herefordshire pupils achieved the threshold mark or better compared to 82 per cent across England. This represents a rise of 16 percentage points since 2013.

In total 366 families with significant challenges and in need of early help have been supported to make sustainable change (up to December 2018).

Changes in models of care to support children in mental health crisis have been implemented, including extended provision for urgent assessments for young people experiencing a crisis. This is now available seven days per week in partnership with the local Children's Ward.

There is clear evidence that standards are rising in both primary and secondary schools and academies across the county. In 2018 the performance of all pupils in Reception year in Herefordshire ranked in the top 25% (top quartile) of all local authorities, with 74.1% achieving a good level of development. Boys in Herefordshire outperformed the England average in 2018 and Herefordshire girls were amongst the highest performers in the country.

The rate (per 100,000 youth population) of first time entrants to the criminal justice system has reduced (from 565.2 in 2015 to 529 in 2016 to 447.2 in 2017), although this is still higher than the national average (295.1) and is currently a priority for the Community Safety Partnership.



2. National Context

Nationally adult social care has been high on the agenda with a particular focus on significant budget reductions, increasing need for services and poor quality care. Several national providers have pulled out of the market, causing significant pressure to some councils and requiring other providers to step in to pick up either care packages at home or additional placements within their care homes.

Funding is a challenge for many councils and Herefordshire is no exception. The Local Government Association (LGA) estimates that between 2010 and 2020 councils will have lost 60p in every £1 of central government funding. The LGA predicts that councils will face a funding gap of £3.2bn in 2019/20, rising to £8bn by 2024/25. This gap reflects the minimum funding needed to sustain services at current levels and does not assume the reinstatement of services that have been cut, or significant service improvements. The pressures are particularly acute in adult social care, children's services and homelessness support.

Carers UK estimate around 6.5 million people are carers who save the economy £132bn per year, an average of £19,336 per carer*. Source: Carers UK Facts about Carers Policy Briefing August 2019.

The government has continued to delay the publication of the 'Social Care Green Paper' first announced in the spring budget 2017. The NHS long term plan on the other hand has been published and focusses on prevention, tackling health inequalities, better use of digital technology, workforce development and improving value for money. There is a clear national strategy for integration of health services, especially in the community, and wider integration of health and social care services.

This has been the drive for the development of Primary Care Networks (PCNs) to give people more control over their own health and the care they receive, encourage more collaboration between GPs, their teams and community services, and to increase the amount services provided jointly. Herefordshire is in the process of devolving care planning and commissioning to four PCNs. (see Fig 2).

Nationally, the alignment of health and social care has been encouraged through funding schemes such as the Better Care Fund (BCF) and through Sustainability Transformation Partnerships (STPs).

STPs have been created to bring local health and care leaders together to plan around the long-term needs of local communities. Herefordshire and Worcestershire STP has prioritised:

- Doing more to prevent illness and encouraging people to live healthier lives;
- Encouraging people to self-care or self-manage more of the routine aspects of their conditions;
- Improving access to GP appointments;
- Improving community services which care for people at home, including making better use of technology;
- Changing the role of community hospitals so more care and treatment is available closer to home;
- Easier access to emergency/urgent care;
- Making acute and specialist services more sustainable.



3. Local Context

Herefordshire council has put itself in a strong position to realign resources at a local level. This transformation began with the development of the Adults and Wellbeing Blueprint which was adopted in 2015 and since developed into an agreed system integration blueprint

It has a focus on integrated care and support as the guiding approach to prevention and to supporting vulnerable people. It places the individual at the centre and focuses on early intervention and upstream prevention to keep people as well as possible, remaining safely in their own homes as long as possible, and supporting people with eligible needs to be as independent as possible.

Locally the political leadership has changed with a renewed focus on People and Communities, the council has recently produced its ambition and priorities for the county set out below:

Aim: Respecting our past, shaping our future – we will help encourage and strengthen our communities, create a thriving local economy and protect and enhance our environment.

Priorities



Environment

Protect our environment and keep Herefordshire a great place to live



Community

Build communities to ensure everyone lives well and safely together



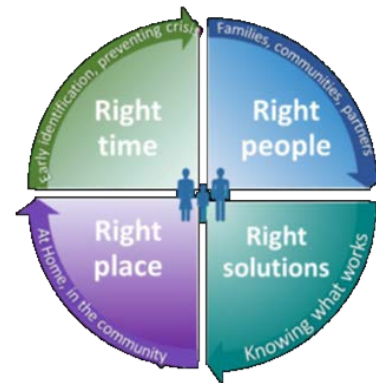
Economy

Support an economy which builds on the county's strengths and resources

Herefordshire's Children and Young People's partnership has pledged to:

1. Keep children and young people safe – **BE SAFE FROM HARM**
2. Improve children and young people's health and wellbeing – **BE HEALTHY**
3. Help ALL children and young people succeed – **BE AMAZING**
4. Ensure that children and young people are influential in our communities – **FEEL PART OF THE COMMUNITY**

Those who have worked alongside us in the development of the plan are passionate about making a difference and improving lives and building on the strengths of children and young people across Herefordshire – it's not just about what we do but also how we do it. We have therefore agreed four principles that we will use to help guide the plan's delivery. These are:



Right time: Early identification of families and early intervention to prevent crisis

Right people: Recognising and involving all key partners in achieving change, including families, communities and children and young people.

Right solutions: use evidence to understand what works

Right place: wherever possible, supporting children, young people and families at home, in their communities.

We will ensure the child and young person is at the centre of all we do.

The Adults and Communities directorate concluded a comprehensive review and redesign of adults' social care pathways in 2017 and re-launched its services based around a model of strengths-based social work practice, the key aspects are set out below:

- Focus on the individual and their family/carers;
- Begin with people's interests, aptitudes and identify what they can do for themselves;
- Explore what the person *could* do with the right opportunities and support to maintain or increase their independence;
- Identify the current and potential role of the carer and their support needs;
- Focus on formal (where appropriate) / informal support and opportunities in the person's local community in creating a support plan; and
- Support by signposting and information services and a rich network of informal and volunteer based support throughout the county.

The council is committed to working in collaboration with the NHS locally to protect, develop and join up the local health and care economy. It is well placed to lead the further evolution of aligned and joined-up services, building on existing progress and partnerships. Opportunities for future development are being explored through the following arrangements:

- Sustainability and Transformation Partnership (STP) and Integrated Care System;
- One Herefordshire and place-based models of delivery;
- Primary Care Networks (PCN).

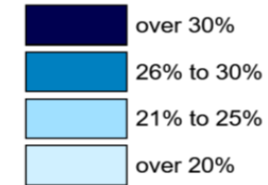
Fig.2 Primary Care Networks (PCN) localities



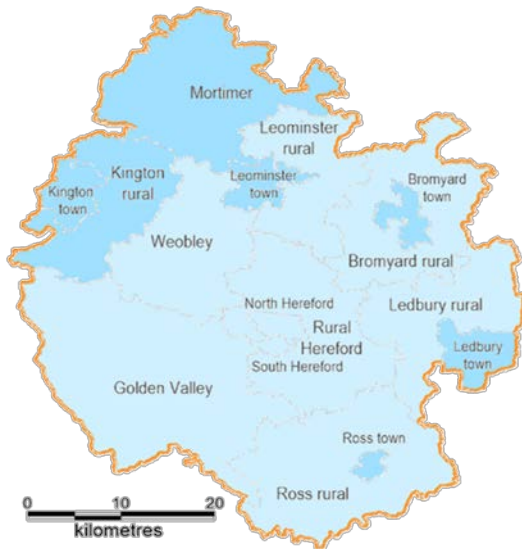
The Ageing Population

The county will face significant changes to its ageing profile over the next 20 years and can be seen by locality in the maps below:

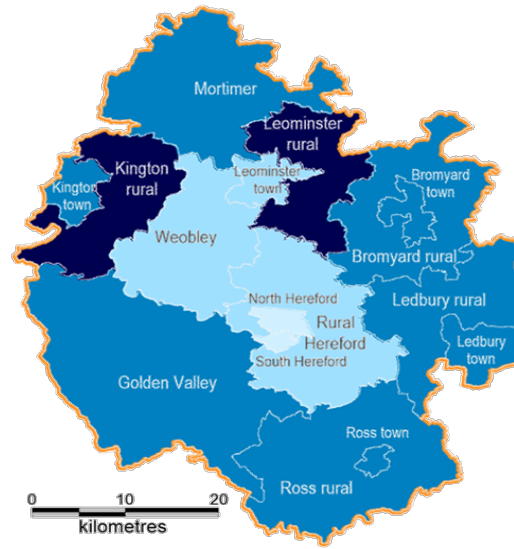
% aged 65 and over by sub-locality



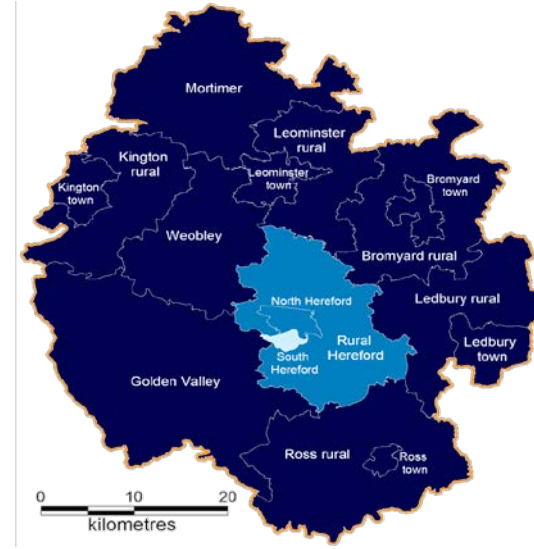
Proportion of the population aged 65+ by sub-locality - 2001



Proportion of the population aged 65+ by sub-locality - 2018



Proportion of the population aged 65+ by sub-locality - 2028



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The recent Children's Integrated Needs Analysis provides an overview of the population needs.

- Overall numbers of children have declined by around 7% over the last decade. However, the number of under-fives and births have been rising for the best part of the last decade. The next five years are expected to show a gradual increase in the numbers of children, to around 33,200 by 2023.
- A larger proportion of school-aged children (2017/18 academic year) have a statement for SEN or EHCP locally (3.1%) compared to nationally (2.9%). However, local figures are in line with those for the West Midlands region (3.1%).
- Herefordshire has a higher rate of looked after children than its statistical neighbours, the council's placement sufficiency strategy provides further detail.

Talk Community is an all-encompassing approach to communities and their partnership with the council. It is about all communities and people of all ages. Talk Community recognises that the council cannot and should not commission or deliver everything required to promote wellbeing and manage demand for formal care or support for all vulnerable people in the future. A successful strengths-based, prevention focussed system depends upon the council finding the right ways to support, promote, inspire and enable local communities to develop their own assets.

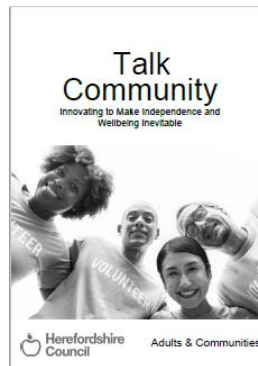
The Talk Community vision is that the council will be “innovating to make independence and wellbeing inevitable”.

The plan is set out under three main areas, indicating how Talk Community will focus on:

People; creating sustainable vibrant communities;

Place and space; where people live, work, study and get together;

Economy; how promoting wellbeing and supporting vulnerable people benefits from the local economy and contributes to it.



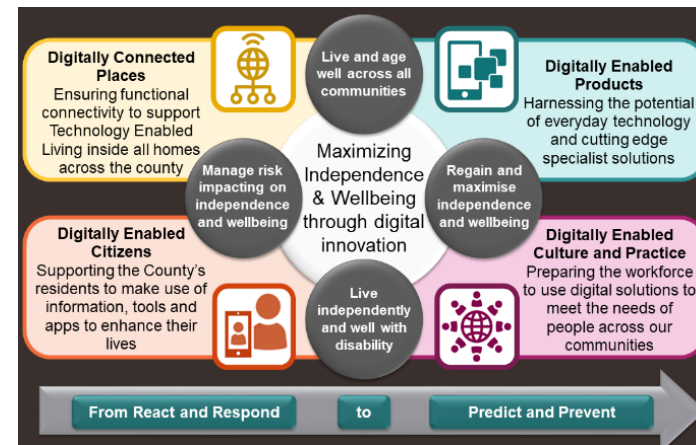
Adults and Communities commissioning is focused on innovation and the development of markets which are versatile and sustainable in the context of a changing and uncertain economy.

The directorate commissions across a wide spectrum encompassing social care, public health, community safety, mental health and accommodation. In seeking end to end integrated solutions, commissioners are focussing on whole community wellbeing and people of all ages. Talk Community offers opportunities to think differently about markets and the role of community based and informal support, with greatest focus on:

- Developing community-led commissioning models based on need and demand, and diversifying the nature of the market;
- Improved opportunities for employment and training for learning disabled people and people with autism;
- Greater and more targeted social value contributions from providers;
- Proactive services which make more innovative use of technology;
- A new integrated offer for self-funders;
- Developing more holistic, community based support and choices for people, including those with dementia; and
- More participative procurement methods, with an evolving approach to measuring quality.

Technology

Technology is a cross cutting theme throughout this document. It presents the movement required from simply monitoring commissioned services which will look at proactive and predictive technologies in supporting the wider health and wellbeing of the county’s population. A Technology Strategy is being drafted.





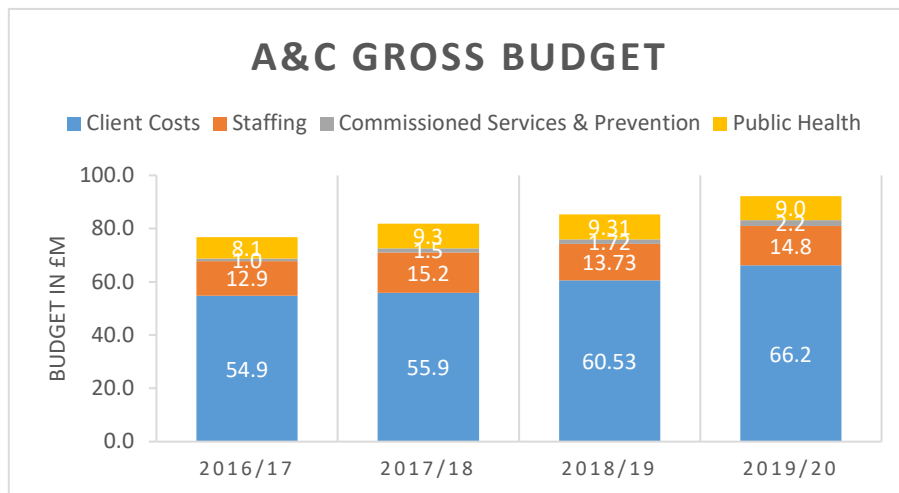
4. Finances

Herefordshire Council continues to set a balanced budget and is in a relatively stable financial position due to a robust savings plan over the last few years.

The pressures facing local services are likely to grow, mainly due to rising demand and the escalating costs of delivery. Rising demand for key statutory services such as social care and public health will continue to threaten services communities rely on, including libraries, street cleaning and the maintaining of green spaces.

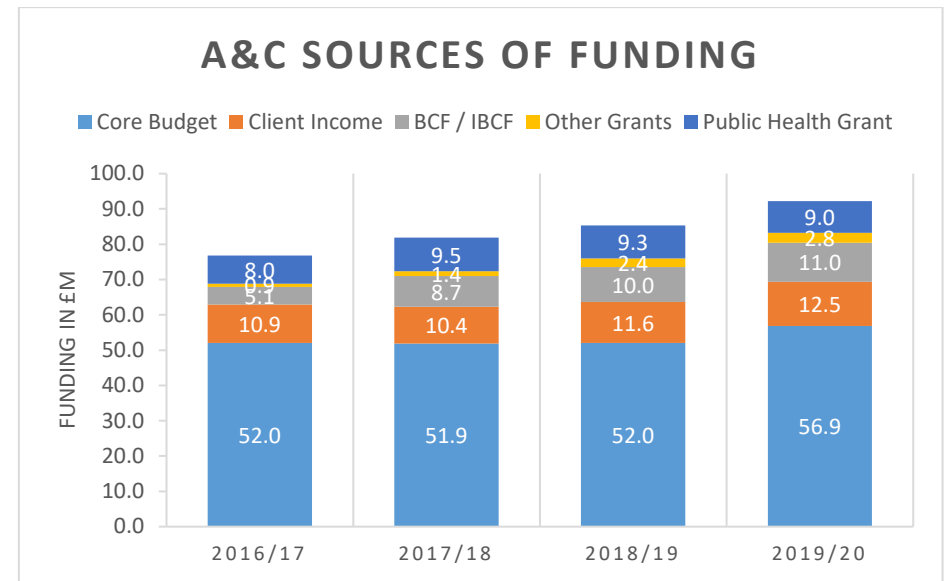
Adults and Communities has had to make significant savings to meet the twin challenges of increasing demand and costs coupled with reducing funding. Adults and Communities has risen to the challenge by redesigning its pathway and investing in strength-based practice, demand management and investment in other services which has contributed towards cost reductions of just over £14m in the past three years.

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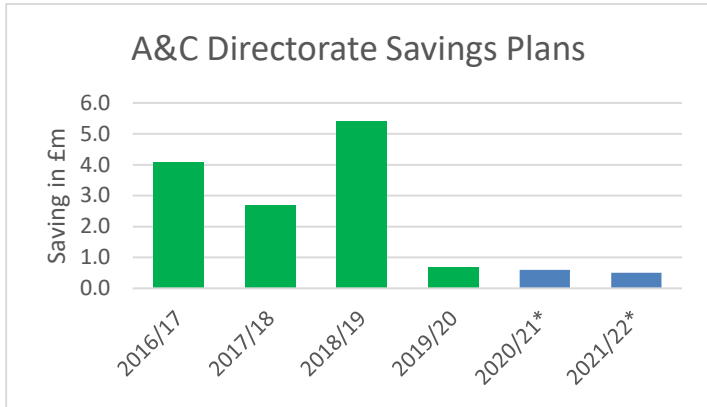


Even with considerable savings being delivered the Adults and Communities budget has grown through each of the last four years.

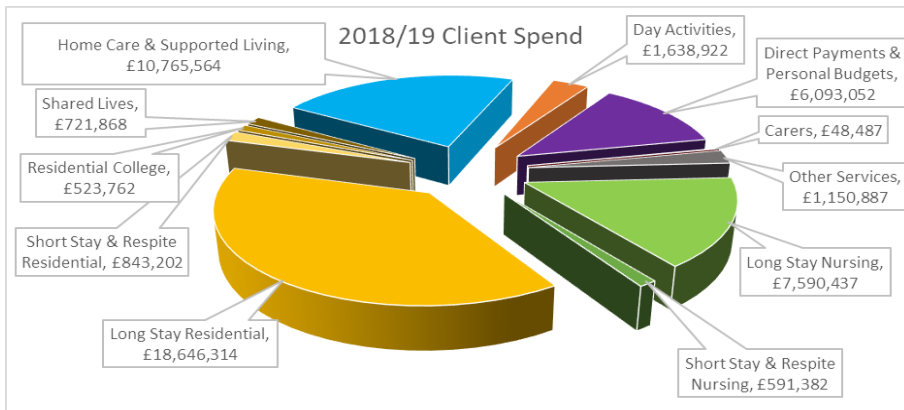
Approximately two thirds of the budget is funded from the council's own resources, either general revenues such as council tax and business rates or revenues dedicated to social care such as the adult social care council tax precept. The remainder of the budget is funded from external resources such as specific grants from central government and revenues raised from client contributions to the costs of care packages commissioned by adult social care.



The transformation process has delivered considerable savings and by delivering challenging savings target early in previous years, means that the directorate faces much more moderate saving's targets in the next few years, allowing for investment in upstream support and technology.

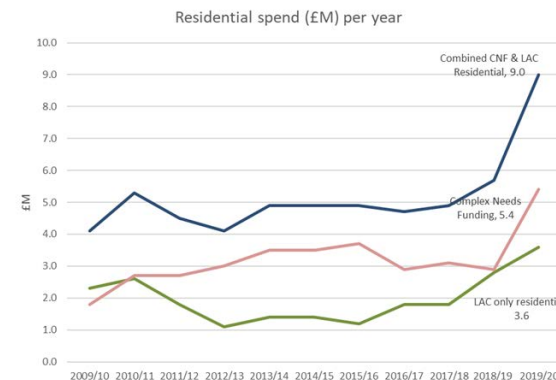
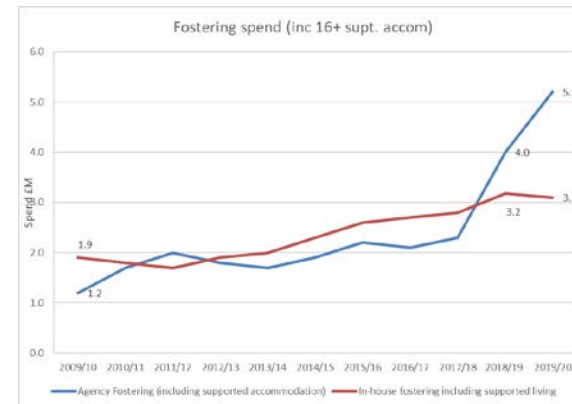


Over 70% of the Adults and Communities budget is spent on clients.



The council provides a wide range of support for children and families. This includes early years support, education and training, services for disabled children and those with complex needs, and much more. As in other areas, resources for this support remains limited while demand and expectations may increase. The council continues to seek best value and social value in the support that it provides and commissions to ensure that services are of good quality, are sustainable, and deliver demonstrably good outcomes for children and families.

One key financial pressure arises from further growth in the numbers of looked after children, as has happened across the country. In particular, costs related to their accommodation in either fostering or residential children's homes have increased significant in recent years. Both the number of children looked after by the council, which is higher than comparator areas, and the increasing cost of placements is not sustainable in the long-term. The council is, therefore, seeking better ways of working internally and with its partners to safely reduce the number of children that need to be looked after. This means investing in early help, family support, and edge of care, and reunification services, as well as improving the range and value of locally available accommodation places for those children that do need to be looked after.





5. Demand and predicted growth

Accommodation - Care homes

At any one time the council supports approx. 850 people to meet their assessed eligible social care needs in a care home. This approximate split is **60%** of these are in a residential home and **40%** in a nursing home but this can vary. At the present time **11%** of care home placements are in homes outside of the county.

Every month on average 30 new placements are made in care home settings and on average 30 placements end, meaning the number of people supported remaining broadly static over time. The average length of stay is 1.7 years in residential care and 1.6 years in nursing care.

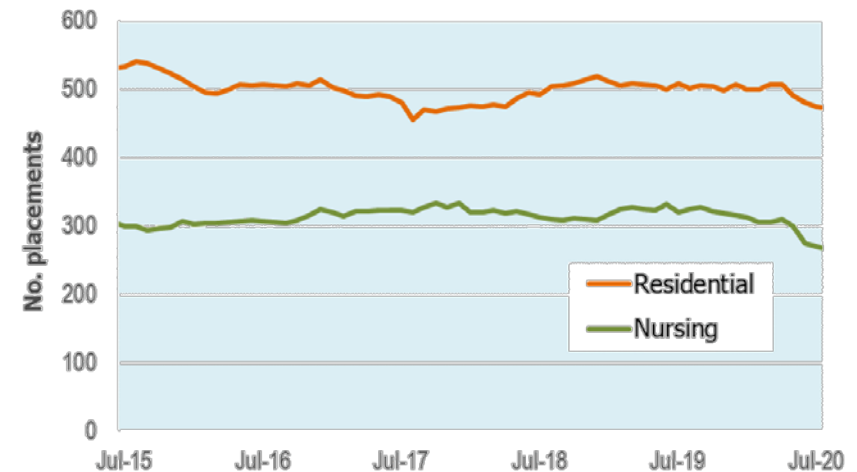
There are **87** private sector registered care homes in Herefordshire of which **21** are owned by medium-sized or major regional providers; In-county care homes provide a total of **2,113 beds**. Of in-county care homes just over a third (36%) are located in Hereford and the immediate surrounding area, just under a quarter (23%) are located in each of the north and south Herefordshire areas and just under a fifth are located in the east Herefordshire area. The west Herefordshire area has limited care home provision.

In 2016 the Market Position Statement signalled a 20% increase in the need for nursing care placements moving forward.

Actual in nursing growth was **1.4%** and **0.93%** for residential over the previous 5 years.

The council utilises around **35%** of the total Herefordshire care home capacity. The remaining care home beds are used by other groups of people: self-funders, the NHS, other local authorities, or are vacant.

The council has seen trends in care home placements relatively stable see below.



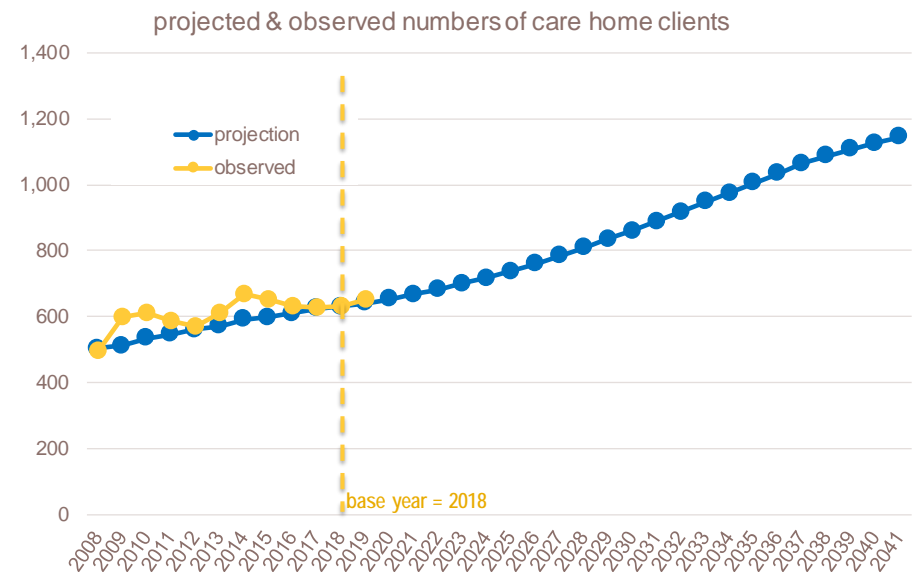
However, the Council and HCCG hold individual contracts with 300 care homes nationally with the council paying just under £24m annually on care home placements. £9.2m (57% of the total residential spend) is on Learning Disability (LD) placements. Whilst placements have remained stable, LD placements is the only growth area for residential placements which has seen the highest cost increase. Between 2014/15 and 2018/19 the costs of all LD residential packages increased by 31.41% (nearly 12% more than residential as a whole), of which only 5.70% can be accounted for by the inflation applied to fees, while the number of LD residential packages increased by 20.66%, if this trend were to continue unchecked it would represent a significant budget pressure for the council.

Historic trends show broadly stable numbers of council commissioned clients, increasing slowly in line with population growth while costs have risen considerably. Between 2014/15 and 2018/19 the costs of all residential packages increased by 19.96%, of which 5.70% can be accounted for by the inflation applied to fees. The number of packages increased by 0.93%, so a significant proportion of the increase in costs cannot be accounted for by council fee uplifts and the increase in activity, however it is believed that the increased acuity of individuals is behind this cost increase. Changes in the age structure alone would suggest that the proportion of nursing home beds will need to increase slightly in future and will take over the number of residential beds. The council will look at realigning these

numbers with the higher proportion being needed for nursing rather than residential as further investment and support is put into other accommodation and support models.

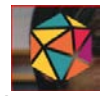
The council has also approved a large capital investment to build its own care home to support the growing need for nursing placements particularly.

It is of concern that the ageing demographics for Herefordshire will put additional pressure on services if the council does not change the approach. The increase in need can be seen in the diagram below:



Over 65 The total need for care home beds, for people aged 65 and over, is projected to increase from around 1,550 in 2018 to around 2,000 in 2028 (an increase of 450 over this 10-year period); and to around 2,650 people by 2038 (an increase of 1,100 over this 20-year period).

Under 65 The total need for care home beds for people aged under 65 will remain static at around 500 people over the next 20 years - approximately 1/3 who are Herefordshire Council (HC) funded and approximately 2/3 who are non-HC funded.



Further analysis can be viewed via the Understanding Herefordshire webpage

[ASCOF/ASC data via Power BI](#) is also available



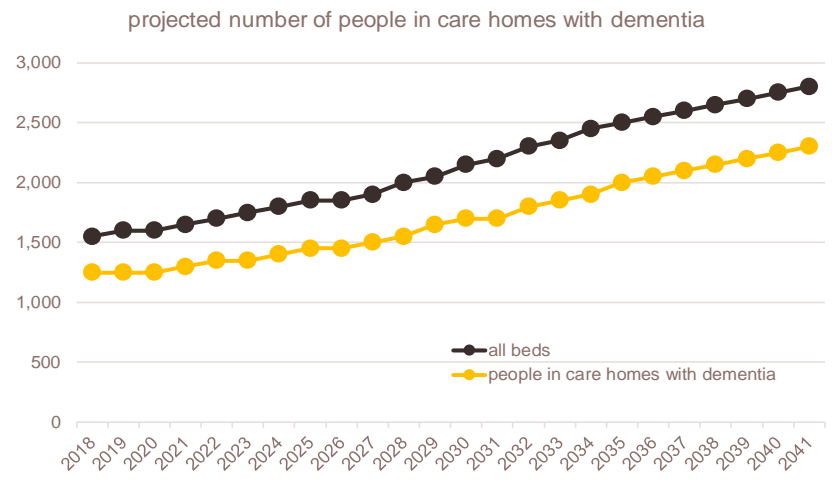
This increase is simply not affordable or practical and social care will focus on alternative pathways particularly into residential care and for those with a LD will seek to be supported in alternative accommodation provision.

5

It is also concerning as potential demand increases, so will the proportion of people living with dementia in Herefordshire and particularly, in care homes. The graph shows the projected number almost doubling from 1,200 in 2016 to 2,300 in 2036.

Just over a third of all care homes (36%) are located in the Hereford & surrounds area, just under a quarter (23%) are located in each of the north and south Herefordshire areas and just under a fifth were located in the east Herefordshire area, this is where the council is predicting growth.

Challenges will be securing placements at an affordable rate, securing in county complex care at a small scale; workforce issues (recruitment & retention) particularly nursing staff; high number of self-funders helping to drive up placement costs and reducing negotiating opportunities. Viability and sustainability of small care homes and small specialist provision in the county.



Accommodation Services for Care Leavers

Adults and Communities commission accommodation services for various user groups with a particular focus on care leavers and vulnerable young people. Commissioners are working closely with Children and Families colleagues to develop the local market for accommodation based and other services for care leavers and 16/17 year olds with a wide range of needs.

The aim is to improve quality and value for money whilst ensuring more young people can live and be supported locally in Herefordshire. Of Herefordshire's 287 care leavers aged under 25, up to 20 at any one time have a complex need or multiple complex needs.

The council's approach in this work is guided by the Accommodation Strategy for Vulnerable Young People 2017-21, which is currently under review.

- 💡 Further investment in supported living accommodation, domiciliary care and technology provision to manage demand.
- 💡 The council will become a provider within the care market by developing a new care home facility.
- 💡 The Broker role will be expanded to support more self-funders.

Supported living

The council has done a lot of work on supported living over the past two years to align its offer and continues to work with the market to support people to live as independently as possible and to have their 'own front door'. The council commissions several different categories of supported living from high to low level support. This offer will be further enhanced by the creation of a complex supported living framework which will be developed to support those individuals with forensic histories and dual diagnosis.

Supported living has a number of challenges: bringing new developments on line takes time, matching people within a shared house environment can be difficult, providing support to the most complex and challenging individuals, and, due to the small numbers of people in Herefordshire, delivering complex care models of supported living is not attractive to providers as economies of scale cannot be realised, which is why we will develop services across the STP footprint

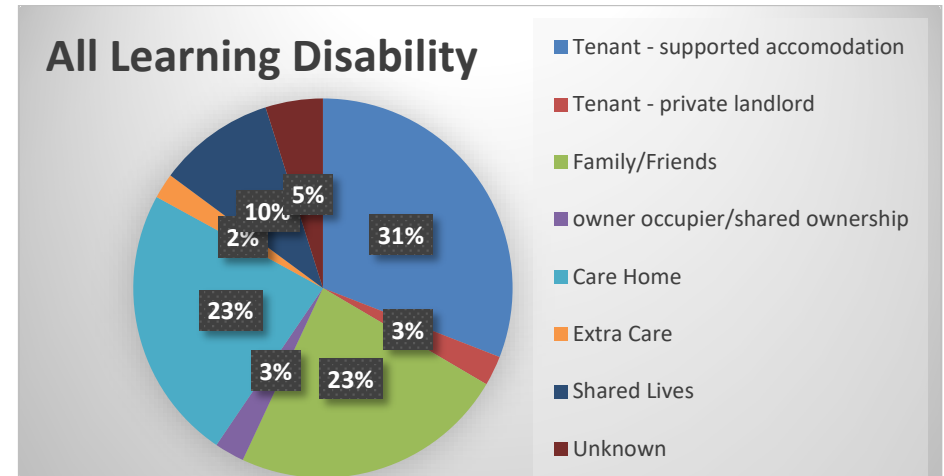
Herefordshire's small population means that there are few new supported living placements each year. There are between 6-10 new placements each year, but much of the activity in this sector is related to people moving placements, with 48 moves taking place during 2018. The council is working to utilise the existing provision wherever possible in order to ensure sustainability of models for commissioner and provider, as well as work with housing development colleagues and housing management providers to grow the available models within the local community to meet the demands of customers who haven't been able to peruse supported living opportunities due to lack of growth in the market.

The majority of supported living customers have a learning disability. People with a Learning Disability are set to rise by 4% over the next 10 years therefore sustainable accommodation solutions are integral, ensuring sustainability, quality and cost effective models can be delivered. There are opportunities here to reduce access to residential placements by introducing accommodation and support models which deliver on core and cluster models as well as developing the night support offer to embrace Assistive technology.

The council would like to consider how models such as Home Share could provide not only accommodation but offer opportunity to gain valuable experience in the care sector.

- 💡 Commissioning new accommodation based services for care leavers with complex needs through block contracts in accommodation owned by the council.
- 💡 Redesign and recommissioning of support for care leavers and homeless young people with light touch or moderate needs including different accommodation models and floating support or outreach models.
- 💡 Development of a new local framework for placements to accommodation based support, across a range of needs.
- 💡 Redesigned accommodation pathways for vulnerable young people.

Those in supported living accommodation are predominately those with a Learning Disability see below:



It is anticipated that numbers of people in supported living may increase further as the number of residential care home beds for people with LD reduce as some providers exit that market, either by deregistering their home or by retiring.

There are also few registered Housing providers with a local presence with a specialist focus upon this client group, and to move from a high number of people in residential to a majority in supported living we require a registered provider who is able to work within a wider risk base.

There is a need for forensic support within the county, however the numbers are very small and demand is unlikely to be such that affordable, sustainable dedicated provision is developed in-county so other solutions such as working at a regional level are being developed.

The council took Shared Lives back in house in 2017, it is a CQC-regulated service providing personal care. It currently supports 65 people in long term arrangements and 10 people in respite/short breaks and currently has 42 approved Shared Lives carer households within the scheme which is growing.

The scheme faces some challenges in the recruitment of sufficient carers to meet the potential growth of the service, but this can be met with co-ordinated recruitment campaigns and general awareness raising across the county. The scheme should see 10-20% growth in the first year.

Over the next 3 years, Shared Lives will expand from providing care and support for people with a learning disability and/or mental health issues, into providing support to older people and those being discharged from hospital; the scheme will also develop a strong respite/short breaks offer across the county.

- 💡 General needs/ordinary housing to be accessed wherever possible.
- 💡 Assistive technology considered for every contact.
- 💡 Less 'shared' and more 'own front door' provision.
- 💡 New schemes taking into account the geographical gaps in our offer.
- 💡 Deregistration of small residential homes.
- 💡 Complex forensic needs solutions- to include in county crisis provision.
- 💡 Redevelopment of council owned sites.
- 💡 Remodel of internal pathways and introduction of move on plans for individuals.
- 💡 Develop a property management company by local authority.
- 💡 Develop the 'live in' carer and the shared lives offer and the Home Share concept.
- 💡 Develop an Accommodation Strategy.

Community activities

There are 16 Community Activities providers currently delivering support in Herefordshire on an approved list.

Currently the council commissions 327 client places at a cost of c£1.6m per annum. In addition, clients with Direct Payments (DPs) use a range of services, some of which are not on the council's current framework. Over 50% of ASC customers who use community activities purchase them with their DP making the DP market greater than the commissioned market for this sector.

The client mix for these services is mainly people with Learning Disabilities who benefit from structured day activity services that enable them to access the wider community, with some day services supporting people with mental health support and also Acquired Brain Injury.

Community activities is a link into communities with the role of Community Brokers making these links and supporting people to access a wider and more diverse offer. A model and method aligning roles and responsibilities under the Talk Community approach will be reviewed to support individuals with different needs and abilities. A further challenge and opportunity will be to increase the throughput of clients into opportunities such as employment. This is providing people with choices and work placement opportunities which many want. People with a Learning Disability want the opportunity and support to have meaningful work and be able to be independent and have equal access to services that anyone would else would have.

The geographical imbalance in the provision of services is a challenge. This could be addressed through an increased use of community-based facilities through developing the "Talk Community" initiative currently being rolled out across the county. Ensuring travelling time and cost is minimised by

accessing local provision will not only reduce cost and greenhouse emissions but also ensure people are embedded into local communities. Also the use of universal services such as Job Centre Plus and DWP initiatives in combination with social care support will enable individuals to have better access to paid work opportunities and schemes, which will increase their social networks and also personal wealth.

This is an area which has seen substantial increases in cost for a small number of individuals. Providers need to consider the offer to people and move away from 'traditional place based' services particularly if they are to offer services to a wider customer base.

- 💡 Grow a wider offer range and style of services away from the 'traditional' day opportunity model.
- 💡 Expand services to include access to universal services through a range of solutions which focus on employment.
- 💡 Community activities to diversify their support offer to sit alongside the developing agendas through new support models such as peer support, enabling background support and risk enablement to empower, integrate and challenge expectations.

Home Care

Herefordshire Council currently has 33 approved providers delivering commissioned care; these providers support around 750 customers at any one time and deliver just under 10,000 hours of care per week. The council spends around £10 m on home care services per year. Please note that demand for care services is subject to change and all performance data is available on the [Understanding Herefordshire](#) webpages.

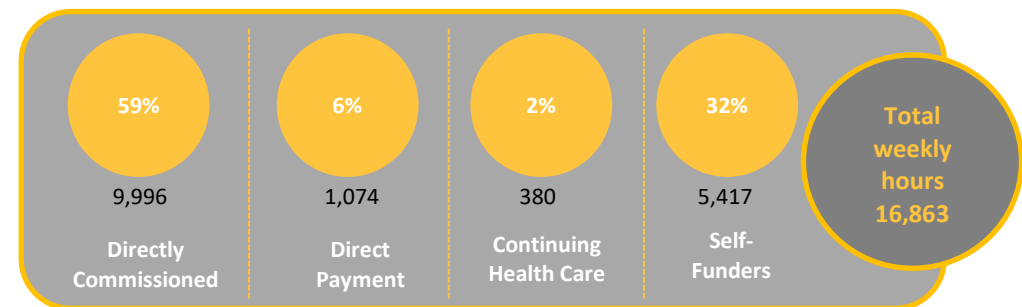
Providers support customers with a range of eligible assessed

needs. However, the majority of commissioned provision is in response to physical support needs and the associated need for assistance with personal care. The cohort of customers is predominately elderly with over 60% aged over 85 years of age.

The table below is derived from information collated from approved providers and confirms that council commissioned care equates to roughly 60% of the total services delivered.

Despite the county's aging population, adult social care has managed to reduce the demand for domiciliary services despite a national increase of between 11% - 16%.

At the highest point in August 2017 the council commissioned 13,184 hours, at October 2019 this had reduced by 22% see diagram below.



The introduction of a strengths based approach to assessment, improvements in the information and advice service and the introduction of the Home First Service have all contributed to the reduction. However, the associated increase in the competition for commissioned packages has had a significant impact on the financial and operational viability of providers.

In spite of the challenges the sector faces packages are generally picked up in a timely manner, however, the length of delays does increase due to seasonal factors including school holiday and Christmas.

The majority of delays occur in rural areas including the Golden Valley, the south and the west of the county. The fees paid for rural care packages (locations outside a four mile radius of the city and market towns) were uplifted in 2019/20 by 20% to incentivise providers to deliver care in more rural areas.

The council's significant investment in the rural fee structure has been successful in keeping providers in the sector. However, the comparatively low numbers of customers and the difficulty developing and maintaining viable rounds of care calls results in delays in allocating packages.

The recruitment and retention of care workers is a challenge nationally furthermore, the issues are exacerbated at the local level by the reduction in the numbers of hours being commissioned and the higher costs of delivering care to a sparse and dispersed population: factors that combine to make rural packages economically unattractive for many providers.

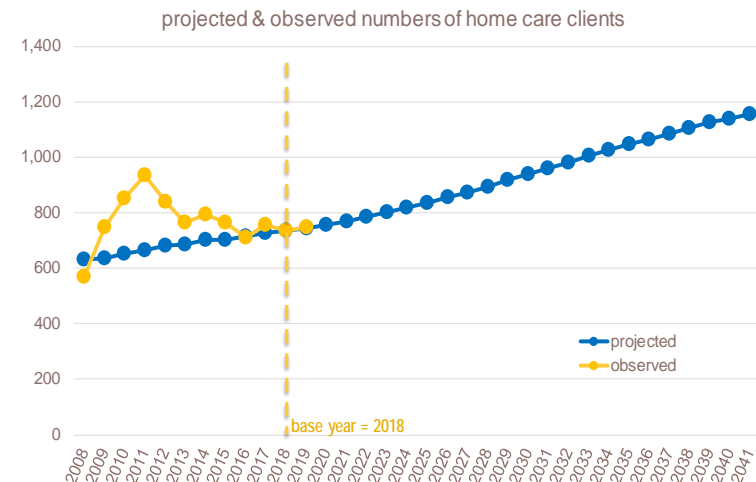
Over 70% of Providers deliver less than 300 hours a week. This is well below the commonly accepted threshold for viability of providers and it is difficult under the current model to assure the continued stability of the market and the sustainability & viability of providers.

As previously stated adult social care has helped Herefordshire buck the trend in demand for home care hours in recent years. However, the council's strategy of supporting as many people as possible to live at home for as long as possible suggests an increase in demand for home care as the council aims to reduce the use of residential care.

Further modelling suggests that in line with demographic changes similar to the care homes sector, demand will increase in line with projected increases please see graph below:

- 💡 Develop new locality based model(s) by PCN, only where appropriate
- 💡 Consolidate the number of providers per PCN to improve their operational and financial viability and reduce the environmental impact.
- 💡 Introduce a new service specification and terms and conditions.
- 💡 Work with the market to address the challenges of recruitment and retention by improving terms and conditions of the workforce.
- 💡 Work with providers to use technology to improve the outcomes for the individual and potential need for workforce.

The council plans to remodel home care delivery to align with the Primary Care Network localities structure. This will also offer opportunity to work collaboratively with health and partners to maximise community resilience and support people in their own homes.



Learning disabilities

People with a learning disability have been mentioned throughout the document as they are a cohort who will stay in the system and need support for a number of years. Over the 20 year period between 2015 and 2035 it is estimated that the number of all age registered LD cases in Herefordshire will increase from 976 to 1,019, which represents a proportional rise of 4.4%. It is predicted that by 2035 the number of people living with a learning disability in the majority of age groups will increase, particularly in those aged 70 and over with a predicted rise of 36.7% for the 70–74 age group and 71.4% for the 75+ cohort. This reflects a general improvement in life expectancy for people with LD. Although the number of LD cases are predicted to rise over this 20 year period, the overall prevalence is predicted to fall, with the all age figure falling from 0.52 to 0.49% and the adult figure from 0.61 to 0.57%.

The council reports measures including the proportion of adults with a learning disability who live in their own home or with family below which as you can see Herefordshire bench mark is low in comparison to the region and England as a total. This indicates that Herefordshire places too many individuals into a residential care home setting.

Year	Herefordshire Score	Applicable Service Users	Total Service Users	West Midlands Region	England
2018-19	71.2	366	514	72.4	77.4
2017-18	66.4	336	506	72.3	77.2
2016-17	58.0	-	-	70.3	76.2
2015-16	58.0	-	-	67.9	75.4
2014-15	60.2	310	515	62.6	73.3

Similarly the proportion of adults with a learning disability in paid employment is below the region average and that of England as a whole.

Year	Herefordshire Score	Applicable Service Users	Total Service Users	West Midlands Region	England
2018-19	4.3	22	514	4.3	5.9
2017-18	3.4	17	506	4.3	6.0
2016-17	2.9	-	-	4.2	5.7
2015-16	11.3	-	-	4.5	5.8
2014-15	6	30	515	4.3	6.0

It is recognised that in order to provide the right support, work needs to be done early on in a person's life and adult social care are working closely with the Children and Families Directorate to help those who will transition into adult services ensuring that the strength based approach is implemented expectations about life outcomes are raised, with easier routes into employment support.

Autism

The Council and CCG have produced an All Age Autism strategy 2019-2022 for Herefordshire - Think Autism

It is estimated that more than half a million people in England have autism. This is equivalent to more than one per cent of the population and similar to the number of people that have dementia. Historically, four times as many males as females are diagnosed with autism, however this is being challenged and it is thought that this ratio could be as little as 2:1 It is the statutory duty of Herefordshire Council and Herefordshire Clinical Commissioning Group, through the Health and Wellbeing Board, to produce a joint

strategic needs assessment (JSNA) of the health and social care needs of the local area.

Herefordshire captures limited data in relation to people with autism, this is indicative of a wider national issue. This is due to a number of reasons:-

- There is currently no national driver to capture this data, but indicators from the department of health suggest this will change in the near future.
- Not all people with autism are known to the council, as they do not seek support from the council or have eligible adult social care needs.
- Autism is often not the primary diagnosis within social care and so the council will not record the prevalence of autism in a reportable format.
- General Practitioners (GP) surgeries operate a system where the diagnosis of autism is captured on the patient record, but only 0.4% of patients are captured (where we know the national average is 1%).
- There is a low diagnosis rate in Herefordshire compared to the national average. The diagnosis rate in Children in Herefordshire is 0.81% of the population, in comparison to the national average of 1% of the population.

There is currently no overall register of adults on the autism spectrum in the county. The National Autistic Society has published estimates of the prevalence of autism in the UK which note that although the figures for the prevalence of autism cannot be precisely fixed, it appears that a rate of around 1 in 100 is a best estimate of the prevalence in children.

A prevalence rate of around 1% would mean that the number of people with autism in Herefordshire can be estimated at around 1,860 including approximately 380 children age 0-18. This though is only an estimate. Accurate figures have continued to be difficult to source and it is one of the ambitions of this

strategy to engage with various health professionals across the county to enable an accurate and reliable figure of the incidence and geographic location of the autistic population of Herefordshire.

Transition into Adults Services

The council recognises the challenge of those young people transitioning into adult services and further work to align practice and market management will be a focus for adult social care along with the all ages commissioning agenda which will be a key development over the next few years.

- 💡 Work with children and young people who will transition into adult services, creating alternative pathways and cost effective solutions.
- 💡 Reduce the need for residential setting and support people into alternative accommodation with a focus on security of tenure and independence.
- 💡 Develop a pathway and support people who want to and can into employment in partnership with universal services.

Self-funders

Self-funders represent a significant influence in markets across the county. The council is undertaking work to map and understand self-funder demand and choices more fully and whether they have the information needed to make informed decisions. This will be a key focus for the Talk Community work, ensuring people have the right advice and support to make informed decisions for themselves or their family/friend. The council brokerage function will be enhanced to improve the support available to self-funders across the county.



6. Commissioning in Communities

The council with a wide range of public, voluntary and community sector partners launched a new Suicide Prevention Strategy in 2019 and has finalised an initial action plan. The Strategy focuses on community based prevention and support, working with the media, peer led bereavement support and improving data and understanding about suicide and self-harm.

Through Talk Community, Herefordshire Council is committed to promoting positive mental wellbeing through communities and establish effective, volunteer led support for people with emerging and moderate needs in communities. There will be a key focus on self-care and mutual/peer support. This will complement wider work promoting community inclusion and new services supporting people in crisis.

Integrated Community Equipment Store (ICES)

Community equipment loan services are jointly commissioned with Herefordshire NHS CCG. The council is the lead commissioner. Community equipment services have now been recommissioned, with a new contract to begin in April 2020.

The council commissions a comprehensive service including equipment for children and under Continuing Health Care (CHC) to meet complex health needs. There is an absolute commitment to high quality logistics and optimising recycling, with a focus on whole life cost of equipment.

The council will be innovating in the way in which it uses technology to promote wellbeing in the community and support independence and protect vulnerable people. This will inevitably see some change in the nature of equipment prescribed and the way it is used. There may be opportunities over time to develop services which are complementary or parallel to community

equipment, including; continence, services, wheelchair services and others. The council is seeking continuing innovation to improve the customer experience and whole life costs, along with ways of delivering social value.

Community Safety

The council provides a strategic leadership across key community safety priorities and commissions services in relation to;

- Domestic abuse
- Refugee resettlement
- Asylum
- Substance misuse
- Hate crime
- Anti-social behaviour

Increasingly, Community Safety Commissioning Strategy will be developed in the context of the Talk Community initiative and through the Talk Community safety and cohesion programme. This will involve raising awareness of community safety issues among communities and finding new community based approaches, linking with schools, children's centres and Talk Community Hubs. In doing so it will deliver some of the outcomes set in both the Learning Disability and the Autism Strategies. Priorities developed through local co-production and community engagement will include hate crime, antisocial behaviour, domestic abuse and suicide prevention.

In 2019, the council has published new whole system strategies for domestic abuse and suicide prevention. The council is unlikely to invest directly in brand new community safety services but will continue to maximise external funding opportunities and recommission existing services in due course. There may be new procurement opportunities relating to refugee resettlement during for first half of 2020. Services

procured will follow a strengths based approach, optimising independence of refugee families on a tapering basis.

Carers

A Joint Strategy for Carers was co-produced and published in 2017, aligned to a substantial redesign of services for carers. This identified a number of priority areas including information and signposting, self-help and mutual support, universal services, and valuing the skills and knowledge of carers. The implementation of the Strategy is now being reviewed.

A new form of service for carers was mobilised in April 2019 on a five year contract based upon a locality delivery model, promoting a strengths based approach through time limited support and planning with individual carers. The assessment and support planning pathway for carers is currently being reviewed and the council is adopting the Adult Directors Association Social Services (ADASS) regional carers' scorecard approach.

Substantial engagement is underway with carers and other key stakeholders to understand what the priorities are for carers now to revise the Carers Strategy from 2021. This will include reviewing the impact on carers due to the COVID pandemic.

The council continues to arrange and purchase replacement care for a range of user groups which provides benefit for unpaid carers.

Advocacy

The council currently commissions all statutory advocacy services for adults from a single provider in one contract, including IMCA, IMHA, Care Act, NHS complaints and DOLS RPR and other roles. Advocacy for children and families is commissioned separately.

Herefordshire has experienced significant growth in demand for DOLS related advocacy in particular and continues to monitor demand and capacity locally. . Advocacy services will be required to change as a result of the new legislative framework for Liberty Protection Safeguards (LPS) and the anticipated changes to the role of the Independent Mental Health Advocate following the review of the Mental Health Act. The impact of these legislative changes will require consideration of some investment in capacity and redesign of delivery models in the recommissioning of services from 2021.

- 💡 Develop the technology enabled living model.
- 💡 Focus on LPS framework and advocacy support.
- 💡 Working with communities to increase support for carers.
- 💡 Linking the work with community safety and Talk Community to ensure safe and inclusive communities.
- 💡 Working with employers to improve support for carers.

Mental Health

The council is reviewing mental health needs and models of delivery. It will put particular emphasis on whole population mental wellbeing, preventing crisis and the role of communities in supporting people with emerging and moderate mental health needs.

This is a time of significant development for mental health support, with much national attention, leading to;

- Significant focus within the NHS 10 year plan
- A new mental health concordat, directed towards prevention
- New investment and redesign of community based mental health services.

In addition, in April 2020 NHS mental health and learning disability services has transferred from Gloucestershire Health and Care NHS Foundation Trust (formerly 2gether Trust) to Worcestershire Health and Care Trust. The council will be working with partners at STP level to manage and support this change.

A review and refresh of the all age mental health needs assessment will be completed in 2021, focusing on prevention, mental wellbeing and the role of communities. An STP mental health strategy will also be finalised during 2021, in partnership with NHS partners.

Herefordshire is one of 12 pilot sites for the investment in and redesign of community mental health services in the NHS. Extensive engagement and consultation is underway to develop ideas for services which are more consistent and responsive and provide continuity and flexibility for people with enduring needs.

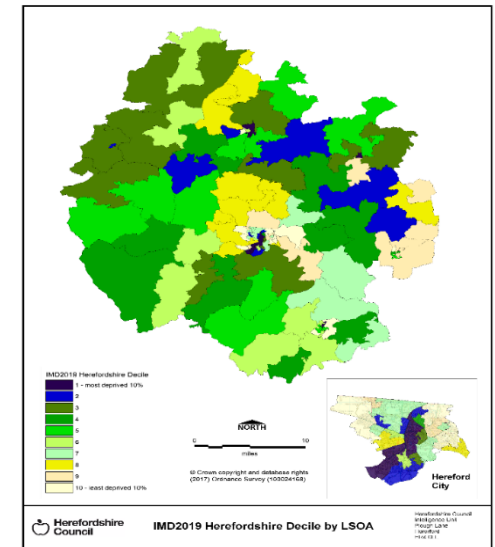
Prevention and wellbeing

Ensuring “wellbeing in all council decisions” and “wellbeing in all commissioning” are key for the council: this will include working with providers to support the health and wellbeing of the wider public as well as the people for whom services are provided. Communities will also have a part to play in supporting people to be healthy and the council is committed to improving health and mental wellbeing and reducing health inequalities.

Preventing ill-health, putting in place early interventions and supporting people who need additional help will be a focus for the council and will be reflected in all tender proposals, together with a need to demonstrate social value – which should respond to local community needs.

Population health information indicates that Herefordshire is in line with the national England average for preventable mortality (for adults aged under 75) related to the following preventable diseases:

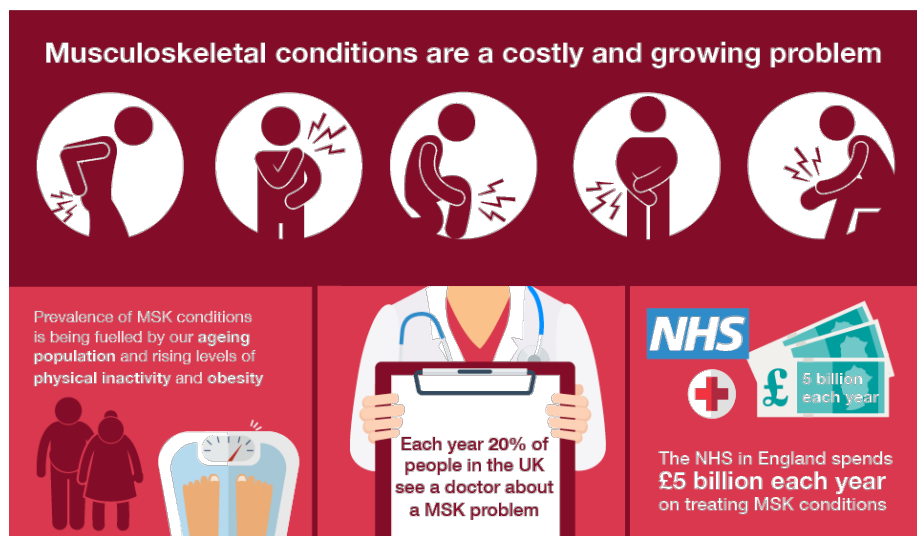
- Coronary Heart Disease (male and female)
- Cancer (male and female)
- Liver disease (male and female)
- Respiratory disease (male and female)



However, we aspire to achieving more to reduce premature mortality and also to enable our residents to live a longer life and have a better quality of life.

There is much that we can do collectively to achieve this, including specialist programmes, training and resources, but it will also need to include Provider services ensuring that access to screening and immunisation programmes are made available and accessible to clients and that clients and families are aware of what is available locally to improve health and wellbeing.

An example of this is of musculoskeletal conditions and the impact of falls on the health of individuals, as well as the impact on providers (see infographic below).



Falls

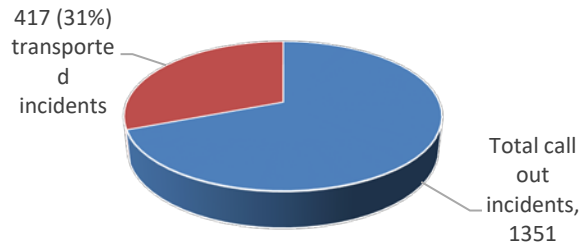
In 2017, over 12,000 older people in Herefordshire experienced a fall, with the number expected to rise by 19% by 2025 to around 14,500 and to over 18,100 by 2035. Falling can have serious consequences, especially among older people. It can result in a fracture, admission to hospital, disability, and admission to a residential or nursing home. Falls prevention forms part of the England priority of productive healthy ageing, and should continue to be a priority for Herefordshire.

Falls can often occur at home and go unreported but it is estimated that approximately one third of adults over 65 fall each year (NICE, 2018) and that approximately 95% of hip fractures in over 65s are a result of a fall (CDC, 2017). In Herefordshire, the population of older adults aged 65 and over in 2018 was 46,625 (PHE, 2018), and in this same year approximately 114 people aged 65 and over were admitted to hospital with a hip fracture; this follows on from a consistent trend of previous years. Osteoporosis is associated with changes in balance and physical performance and has psychosocial consequences which increase the risk of falling and the risk of sustaining a neck or femur/hip fracture. Data from the Quality Outcomes Framework (QOF) demonstrates that the rate of osteoporosis amongst adults aged 50 and over in the year 2018/19 in Herefordshire was 871 per 100,000 - which is worse than the national benchmark. More should be done to target and improve management of this preventable risk factor for fragility fractures. Multiple medications is also a risk factor for falls in older adults, and according to the GP Patient Survey 2018 for Herefordshire CCG, 34% of over 65s are on 5 or more regular medications. This highlights the opportunity for effective case-finding of patients and appropriate medicines management for patients at risk of a fall.

West Midlands Ambulance Service (WMAS) falls activity

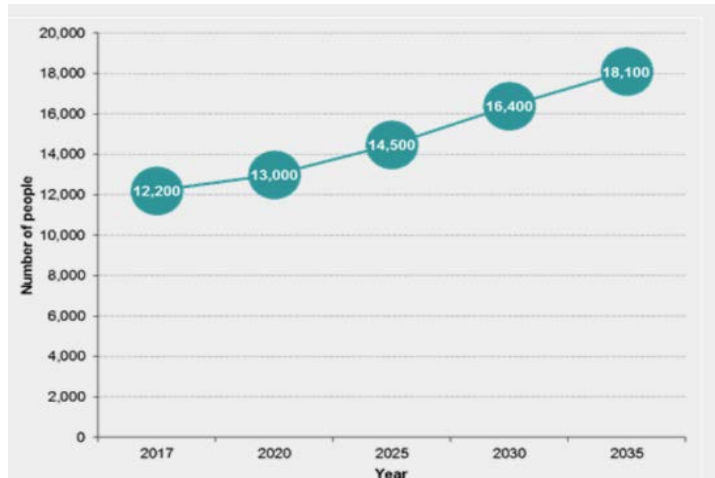
Falls account for around 40% of all ambulance call-outs to the homes of people over 65 nationally. In Herefordshire CCG, WMAS activity data shows that in 2018-19, of those 1351 older adults aged 65 and over who were attended by an ambulance following a fall, 31% were transported to A&E.

Total volume of WMAS call-out incidents and volume of transported incidents (%) for falls in adults aged 65 and over in Herefordshire 2018-2019.



Estimated number of people aged 65 and over predicted to have a fall in Herefordshire 2017 to 2035

(Prepared by Joint Strategic Needs Assessment Herefordshire, data source; Institute of Public Care. Projecting Older People Population Information (POPPI) System)



- 💡 Prevent falls and improve access to falls prevention and management services, including digital solutions.
- 💡 Reduce obesity and improve dental health.
- 💡 Focus on workplace health to improve adult health and mental wellbeing will impact on healthy ageing.
- 💡 Health protection measures to increase screening and immunisation across settings are a priority.
- 💡 Inter-generational approach to service delivery/community-led approaches.
- 💡 Target resources to deprivation areas to support demand management.
- 💡 Use the health and wellbeing survey with children and young people to inform future commissioning intentions.
- 💡 Development of resources and tools to support the shared agenda's e.g. Reasonable Adjustments through MECC+, working with Healthwatch and providers.

The council takes a life-course approach across children and families, adults and communities, the economy and places where people live, so all prevention and wellbeing action includes planning, services for families, schools and colleges and links directly with the Talk Community approach.

Workforce

The adult social care workforce is growing. Across England it has increased by 21% since 2009, and in the West Midlands region, by 9% since 2012. In 2017 the adult social care sector in England had an estimated 21,200 organisations, 41,000 care providing locations and 1.6 million jobs. In Herefordshire there were an estimated 6,300 jobs in adult social care split between local authorities (5%), independent sector providers (84%) and jobs for direct payment recipients (11%). As at March 2020 Herefordshire contained 143 CQC regulated services; of these, 87 were residential and 56 were non-residential services.

If the workforce grows proportionally to the projected number of people aged 65 and over then the number of adult social care jobs in the West Midlands region will increase by 35% (from 170,000 to 229,000 jobs) by 2035. Skills for Care produce workforce forecasts at a local level.

Skills for Care estimates that the turnover rate in Herefordshire was 38.4%, higher than the region average of 29.5% and higher than the England average at 30.70%. Not all turnover results in workers leaving the sector, nearly two thirds (61%) of those recruited came from within the adult social care sector; therefore, although employers need to recruit to these posts, the sector retains their skills and experience.

Adult social care has an experienced 'core' of workers. Workers in Herefordshire had on average 8.3 years of experience in the sector and 68% of the workforce had been working in the sector for at least three years.

The council and partners have worked together to promote the care sector particularly through the 'care hero' brand and this will continue to build upon a strong relationship with the market to improve terms and conditions for the workforce.

www.careheroes.co.uk



The ageing demographics highlighted in the maps at the beginning of this document also highlight the potential issues with an ageing workforce and therefore this is considered a priority for the council and providers.

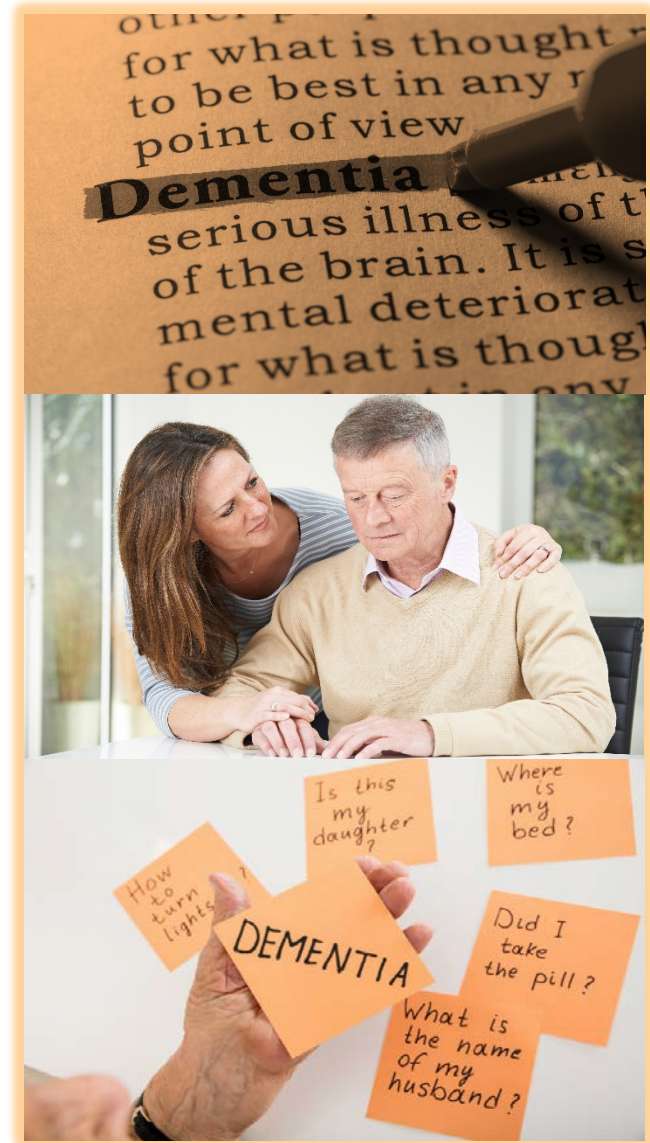
Dementia

Herefordshire and Worcestershire STP have approved and implemented a [Herefordshire and Worcestershire Living Well with Dementia Strategy](#) (HWLWD) which aims for people to live well with dementia based on the following areas:



Local diagnosis rates are at 58.9% which is under the national target of 67%. This can be for many reasons and the strategy incorporates a plan to tackle this and ensure support is available for the individual and wider support network.

Due to the ageing population, dementia will continue to rise and therefore it has to be a priority for awareness raising and support to Providers and communities to help support all those affected by dementia so they can live well with dementia. This will be a focus area for commissioners across all areas.





7. Quality

Care homes as well as commissioned services such as home care; supported living and community activity providers receive a quality assurance visit annually from the quality and improvement team.

The council considers its approach to improving quality one of support to of all these services.

Herefordshire Council has an established joint Quality Assurance Framework (QAF) which sets out how the Council will support continuous improvements for all working age adult commissioned services. Our aim is to ensure people get the service they deserve through:

Collaboration: using a wide range of skills of stakeholders and partners to support with training, best practice benchmarking, guidance and joint initiatives and involvement of everyone in continuous improvement.

Communication: to establish common shared aims and objectives, clearly defined and aligned processes and agreed timeframes for improvement. Using all feedback to measure progress to drive quality.

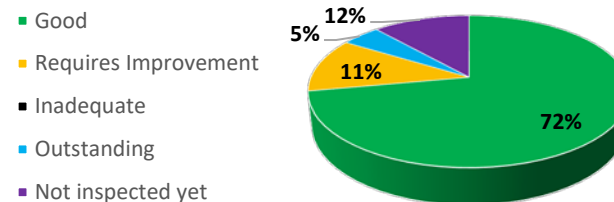
Consideration: supporting improvements through evidence based practice and recognising the diverse range of providers, many of which are small, “home grown” and do not have the back office services that a multi-national organisation may have.

Challenge: the thinking and perceptions of stakeholders. Support to build strengths and use the feedback to drive innovation and new approaches.

Unregulated services such as day opportunities are subjected to quarterly contract compliance meetings as well as the work with registered CQC services.

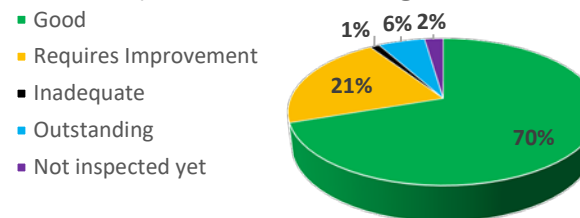
The following data pie charts are an illustration of the current quality of services within Herefordshire:-

Herefordshire CQC Inspection Rating
(Home Care - as of 31st May 2020)



Source: CQC Ratings data September 2019

Herefordshire CQC Inspection Rating
(Residential & Nursing as of 31st May 2020)



- 💡 Train and support providers to improve quality, leading to improved recruitment and retention of the wider workforce.
- 💡 Improve dementia support and awareness to carers, providers and communities.
- 💡 Build upon the ‘care hero’ local brand.
- 💡 Improve the quality across the health and social care market.



8. How well is the council doing?

Herefordshire council continues to do well with the views of those in receipt of care and support considering its reducing budgets and increasing complexities of care.

The below survey which is completed annually demonstrates improvements in customers views of the service and support they have received.



Adult Social Care Survey		2017/18 Indicator	2018/19 Indicator	Trend
(1A)	Social care-related quality of life. It is a composite measure using responses to survey questions covering the eight domains identified in the ASCOF; control, dignity, personal care, food and nutrition, safety, occupation, social participation and accommodation.	19.8	19.8	→
(1B)	The proportion of people who use services who have control over their daily life.	81.0%	83.0%	↑
(111)	The proportion of people who use services who reported that they had as much social contact as they would like.	53.0%	54.7%	↑
(3A)	Overall satisfaction of people who use service with their care and support.	72.0%	73.1%	↑
(3D1)	The proportion of people who use services who find it easy to find information about services.	69.0%	72.2%	↑
(4B)	The proportion of people who use services who say that those services have made them feel safe and secure.	85.9%	87.7%	↑

The council will need to consider how it captures the wider views of individuals through models such as Talk Community hubs and through quality and compliance team contract and quality visits.

The voice of residents and the wider workforce will be key to capture for future design principles and delivery in all commissioning reviews and redesigns. Working with our local Healthwatch will be an integral approach in ensuring peoples voices are heard in the development of services.





9. Commissioning Intentions

Intention	Why	How
<p>1. Demand management through strength based approach and developing models and services that will support the principle that “home and/or family can be best”.</p>	<ul style="list-style-type: none"> ▪ Some of the more complex demand comes through the transition cohort, therefore an all ages approach to strength based is essential. ▪ People want to be able to remain in their own home. ▪ Supporting people to remain at home and independent is a corporate objective. ▪ The projected increase in care home placements is unrealistic and not sustainable, targeted work to reduce this demand will be co-ordinated moving forward and will form commissioning and operational approaches. ▪ Care at home providers need to consolidate to give volume and ensure future viability. ▪ Most children and young people are best supported to achieve good outcomes in stable family environments. ▪ Herefordshire has higher rates of looked after children and care leavers compared to its statistical neighbours, which impacts on outcomes and is not sustainable. 	<ul style="list-style-type: none"> ▪ Deregister residential homes where appropriate. ▪ Support homes to change model and approach such as moving to a nursing model. ▪ Support the development of a council Accommodation Strategy. ▪ Reconfigure and reduce the number of care at home providers. ▪ Consider potential in-house infrastructure of staff to support improving resilience against the sector. ▪ Implement a new Early Help strategy for children and families that further develops community resources and commissioned services. ▪ Implement Signs of Safety, a new strengths based practice model across children’s social care, partner agencies and service providers. ▪ Invest in targeted support for children who are on the edge of looked after care or reunification home.

Intention	Why	How
<p>2. Create a versatile, cost effective and sustainable market at a Primary Care Network (PCN) level.</p>	<ul style="list-style-type: none"> ▪ Herefordshire does not have high volumes to commission services for, therefore Providers need to diversify where appropriate to order to remain viable. ▪ The council is scoping its role within the market and is considering insourcing some services where the market cannot respond to need delivering cost effective, good quality solutions. ▪ Primary care networks reflect areas of different needs, deprivation and local assets so provide good focus for targeted service design and commissioning. 	<ul style="list-style-type: none"> ▪ The council to review options on delivering in house care and support provision. ▪ Work closer with health to develop local response at PCN level to ensure anticipatory care management.
<p>3. Increase and improve services that support people with complex needs or challenging behaviour, including those with dementia, LD and/or autism or personality disorders or histories of substance use and homelessness.</p>	<ul style="list-style-type: none"> ▪ Cohorts of people with these needs are amongst the most vulnerable and effective whole system collaboration is required to deliver appropriate accommodation, support and independence. ▪ Herefordshire has low numbers and therefore it can be difficult to commission specialist services. ▪ Those presenting with behaviours that challenge can cost the most and take the most time to find appropriate support. ▪ Herefordshire has a high self-funding population, and the market is responsive to their needs compared to those with more complex needs. 	<ul style="list-style-type: none"> ▪ Collaborate with CCG, children services and cross border authorities to develop the provider market. ▪ Develop a complex support framework. ▪ Develop a training offer with providers and communities. ▪ Identify adults at high risk of harm and develop improved pathways with health and criminal justice partners. ▪ Ensure built environments match the needs, through the Accommodation Strategy. ▪ Increase local capacity to provide appropriate fostering and residential accommodation for looked after children in line with the <u>placement sufficiency strategy</u>. ▪ Continue to improve that transition from childhood to adulthood for young people with complex needs. ▪ The council will build its own care home bedded provision.

Intention	Why	How
4. Enhanced support for those who fund their own care.	<ul style="list-style-type: none"> ▪ Herefordshire has a high number of those who self-fund their own care. In many cases these individuals do not access social care support and may make decisions based on limited and complex information during a time of crisis. The council has a duty to support the whole market, and in some cases can also broker their support. 	<ul style="list-style-type: none"> ▪ Greater support, information and advice for self-funders. ▪ Develop and enhance broker support to those who self-fund. ▪ Enhance anticipatory care planning at PCN level. ▪ Access to a retail portal for community equipment for self-funders, including local suppliers. ▪ Utilising technology more effectively.
5. Work across health, children and young people as well as adult services to integrate our commissioning and market management approach where appropriate.	<ul style="list-style-type: none"> ▪ Herefordshire has a limited market but one which with the right support could diversify and align itself to a strength based model. We need to work together to make best use of resources. ▪ Population needs often reflect lifelong pathways, requiring support and infrastructure to be designed to achieve seamlessness, integration and economy. 	<ul style="list-style-type: none"> ▪ Jointly commission/fund where appropriate. ▪ Improve the links with the transition cohort to start early planning. ▪ Joint provider meetings. ▪ Link in with stakeholders to discuss potential for joined up procurement. ▪ Review and develop the falls services across the county. ▪ New transition pathways for cohorts of people vulnerable to exploitation.
6. Develop and design early help prevention and community services.	<ul style="list-style-type: none"> ▪ A key strategic focus as a system is on prevention services to prevent the need for formal, expensive services and keep people well and independent for longer. ▪ Response to flooding and Covid19 emergencies has further invigorated community spirit and volunteering. It has also illustrated new challenges and innovative solutions. ▪ Talk Community provides comprehensive opportunities to engage with and deploy rich local resources of volunteering, healthy lifestyles and community participation. 	<ul style="list-style-type: none"> ▪ Further development of Talk Community and linking with the voluntary sector to support at a local level. ▪ Invest in infrastructure to support voluntary and community sectors and training for community leaders and volunteers. ▪ Focus commissioned services around emerging community networks and hubs. ▪ Support community diversity and cohesion through migration programmes, promoting community participation and tackling hate crime. ▪ Continue to develop the WISH online signposting and information offer and wider developments. Support and promote programmes of local

Intention	Why	How
		<p>champions in domestic abuse, mental health and community cohesion.</p> <ul style="list-style-type: none"> ▪ Continue and extend the use of community equipment services to prevent hospital admission.
<p>7. Promote and improve mental wellbeing and embed it in design of all services.</p>	<ul style="list-style-type: none"> ▪ Emerging and moderate mental health need is a rapidly growing challenge for local populations across all ages and for public services. There is both need and opportunity to promote mental wellbeing in a preventative way through local communities. 	<ul style="list-style-type: none"> ▪ Implement and update Herefordshire's children and young people's mental health transformation plan incorporating the new mental health team for schools and new Mental Health Support Teams in schools. ▪ Help ensure availability and best use of resources to support people with mental health needs. ▪ Support and help design the Talk Community mental wellbeing offer including training for volunteers and organisations, local champions and improved signposting and advice. ▪ Ensure support is available such healthy lifestyles. Help promote wider and earlier take up of healthy lifestyles through commissioned services, through partnerships with leisure services, PCNs and linking with Talk Community business initiative. ▪ Work with partners to improve needs data and pathways relating to self-harm. ▪ Support and influence the NHS transformation of community mental health services in Herefordshire, including the role of voluntary and community groups in providing non therapeutic services. ▪ Implement suicide prevention strategy including real-time reporting, improved bereavement support and a focus on men and farming communities.

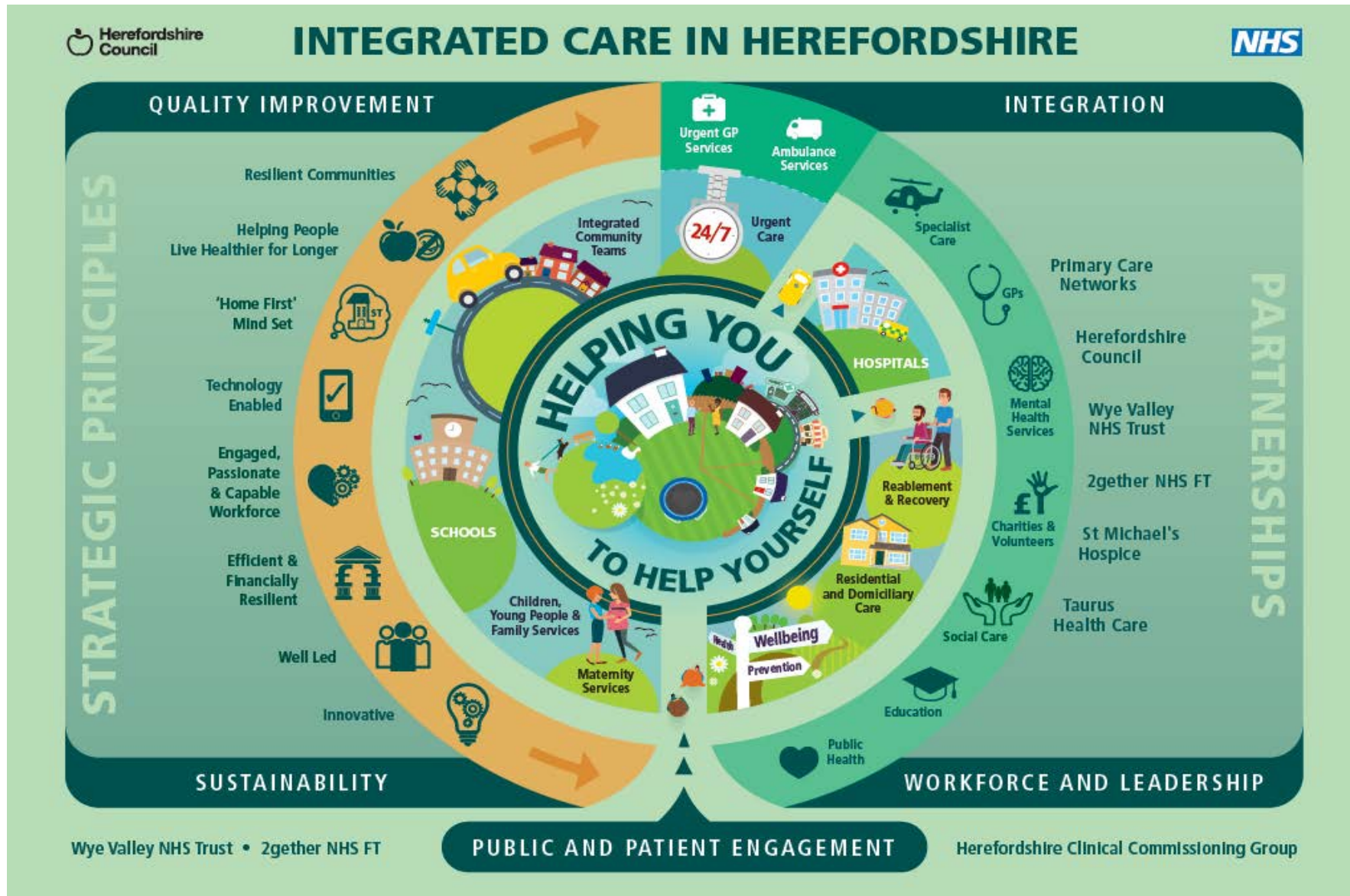
Intention	Why	How
8. Support and develop the health, family support and social care workforce.	<ul style="list-style-type: none"> ▪ Workforce pressures are one of the highest risk areas for Adults and Communities. Quality and choice are substantially affect the service people receive. ▪ Recruitment and retention in the market needs to be targeted to at least ensure that they are trained to a high standard and have the right values to work in social care. 	<ul style="list-style-type: none"> ▪ Enhance the training offer for the workforce. ▪ Social value to be added to all contract and procurement processes. ▪ Develop contracts to support workforce and improve quality. ▪ Support initiatives promoting the mental wellbeing of council and wider sector workforces, including linking with Care Heroes and Talk Community business.
9. Embed technology where it delivers benefits across pathways and services.	<ul style="list-style-type: none"> ▪ Pressure in the workforce market and rurality issues present opportunities to use technology in a creative and innovative way. ▪ Improved outcomes for people. 	<ul style="list-style-type: none"> ▪ Develop and implement technology strategy. ▪ Pilot the use of technology to inform commissioning models. ▪ Develop a comprehensive Technology Enabled Living (TEL) service design to be proactive and predictive. ▪ Embed technology in all service specifications and monitoring where appropriate. ▪ Developing technology across our in-house services.
10. Promote an inclusive customer focus to ensure fair access to services.	<ul style="list-style-type: none"> ▪ It is fundamental that individuals are at the heart of all activities and services. The council will work to ensure vulnerable people such as those with a learning disability and/or autism have equal access to services. ▪ Our ageing population will have increased mobility issues. Design and decisions will need to be taken into account. 	<ul style="list-style-type: none"> ▪ Promote employment and training opportunities for care leavers and young people with special educational needs and disabilities. ▪ Increase access for people with a learning disability into work and volunteer opportunities. ▪ Support local businesses to employ and support vulnerable adults. ▪ Business support for providers to help them make reasonable adjustments. ▪ Commissioning decisions and service designs are co-produced with people. ▪ Improve feedback from residents to help inform services.

Intention	Why	How
<p>11. Significant development of accommodation and support to dramatically reduce homelessness in Herefordshire and ensure pathways to safe housing and independence for vulnerable people including care leavers, ex-offenders and others.</p>	<ul style="list-style-type: none"> ▪ A secure and appropriate home is essential for wellbeing and some vulnerable groups face significant barriers to safe and independent living. Targeted support is essential to engage landlords in helping to prevent homelessness. ▪ The Covid-19 emergency has provided stimulus and opportunity for an ambitious approach to resolving local homelessness through multi agency partnership working. ▪ There is an insufficiency of local providers of good quality and economic supported accommodation for vulnerable young people and ex-offenders. 	<ul style="list-style-type: none"> ▪ Comprehensive analysis of need to support personalised pathways out of homelessness through targeted support, encompassing No 2nd Night Out principles. ▪ Establish a continuing pipeline of sustainable homes for homeless people following a Housing First model. ▪ Establish a local framework for support and accommodation of care leavers and vulnerable young people. ▪ Continue strategic commissioning of new accommodation and support services for care leavers and 16 plus LAC and find new affordable housing solutions for ex-offenders.
<p>12. Design and recommission services in partnership to meet new legislative and policy changes relating to domestic abuse, advocacy, homelessness and refugees resettlement.</p>	<ul style="list-style-type: none"> ▪ Domestic Abuse Bill to be in force from April 2021. ▪ Everyone in and next steps accommodation programme 2020-23 from MHCLG. ▪ Introduction of Liberty Protection Safeguards from April 2022. ▪ Revision of the Mental Health Act. ▪ Review and update of refugee resettlement programmes. 	<ul style="list-style-type: none"> ▪ New partnership arrangements, new perpetrator programmes and enhanced accommodation provision around domestic abuse. ▪ New accommodation pipeline, emergency and transitional support for homeless people. ▪ Recommissioned and extended IMCA advocacy including new LPS role and IMHA advocacy. ▪ New four year programme of refugee resettlement and commissioning of support services.

Commissioning Cycle



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Glossary

ADASS	Association of Directors of Adult Social Care
ACD	Adults and Communities Directorate
AWD	Adults' Wellbeing Directorate
BCF	Better Care Fund
CFD	Children and Families Directorate
CHC	Continuing Health Care
CQC	Care Quality Commission
DOLS	Deprivation of Liberty
DPs	Direct Payments
DToC	Delayed Transfers of Care
HCCG	Herefordshire Clinical Commissioning Group
ICES	Integrated Community Equipment Store
IMCA	Independent Mental Capacity Advocacy
IMHA	Independent Mental Health Advocacy
LD	Learning Disability
LGA	The Local Government Association
LPS	Liberty Protection Safeguards
MECC	Making Every Contact Count
MPS	Market Position Statement
NHS	National Health Service
PCN	Primary Care Networks
RPR	Relevant Person's Representative
STP	Sustainability Transformation Partnerships

Appendix 2: Summary of recommendations to the executive and executive responses [Herefordshire Market Position Statement 2020-2025 for adults and communities]

On 23 November 2020, the adults and wellbeing scrutiny committee considered the report ‘Briefing on the Herefordshire Market Position Statement 2020-2025 for adults and communities’. The committee welcomed the development of the Market Position Statement and the following was recommended to the executive:

Recommendation a.	<ul style="list-style-type: none"> That a written briefing note be provided to the committee on progress in twelve months’ time, including how service users have been engaged in the development and design of specific care and support services.
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Executive Response	Agreed, an annual review summary will be written for the executive
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Action	Owner	By When	Target/Success Criteria	Progress
Devise a written statement on the commissioning activity over the next 12 months including engagement and input of service users	AD All Ages Commissioning	1 December 2021	Complete report	

9

Recommendation b.	<ul style="list-style-type: none"> That the importance of the social value elements be made more prominent in the document.
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Executive Response	Agreed and will include
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Action	Owner	By When	Target/Success Criteria	Progress
Include a section with a specific focus and reference to social value	Head of Care Commissioning	10 December 2021	Included in the final draft	Complete

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Recommendation c.	<ul style="list-style-type: none"> The document be refreshed to reflect the current positions in terms of the new arrangements for mental health services and the adopted dementia strategy.
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Executive Response	Agreed to update
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Action	Owner	By When	Target/Success Criteria	Progress
Amend the references to mental health services and dementia strategy to reflect they have been complete and implemented	Head of Care Commissioning	10 December 2021	Amended in the final draft	Complete
Recommendation d.	<ul style="list-style-type: none"> Learning disability services be included under commissioning intention 3. 			
Executive Response	Agreed to include			
Action	Owner	By When	Target/Success Criteria	Progress
Include Learning disability in the commissioning intention number 3	Head of Care Commissioning	10 December 2021	Included in the final draft	Complete
Recommendation e.	<ul style="list-style-type: none"> Explicit reference be made to the Council's intentions for care home and extra care development, and any associated workforce implications. 			
Executive Response	Agreed to include			
Action	Owner	By When	Target/Success Criteria	Progress
Include the councils intention to build its own care home into the document	Head of Care Commissioning	10 December 2021	Included in the final draft	Complete
Recommendation f.	<ul style="list-style-type: none"> That consideration be given to clarifying the situation for Herefordshire residents that are not served by the footprints of Primary Care Networks. 			
Executive Response	The market position statement covers all residents living within the county to ensure access to services regardless of PCN and which GP surgery they may fall under.			
Action	Owner	By When	Target/Success Criteria	Progress

Senior representation at all PCN meetings by the Director and all 3 Assistant Directors	Director Adults and communities and all 3 Assistant Director	March 2021	Alignment of senior management to a PCN meeting to ensure aligned agendas and resources.	
Recommendation g.	<ul style="list-style-type: none"> That consideration be given to synergies and diversified offers (such as home share) to meet the needs of people needing care (both those funded by the council and those funding themselves) and people prepared to provide support in exchange for accommodation and / or to gain experience in the care industry. 			
Executive Response	Agreed and has been include in the MPS			
Action	Owner	By When	Target/Success Criteria	Progress
Reflect the potential home share model in the MPS	Head of Care Commissioning	10 December 2021	Included in the final draft	Complete
Recommendation h.	<ul style="list-style-type: none"> That the statistics included on page 15 (agenda page 41) on predicted increases in dementia be clarified. 			
Executive Response	Agreed to consider			
Action	Owner	By When	Target/Success Criteria	Progress
Review the statistics referred to and amend to ensure clarity	Head of Care Commissioning	10 December 2021	Amended in the final draft	Complete
Recommendation i.	<ul style="list-style-type: none"> That identified trends in page 14 of the statement (agenda page 40) be reviewed and be supported by additional narrative, as appropriate. 			
Executive Response	Agreed to include further information			
Action	Owner	By When	Target/Success Criteria	Progress

Review and include additional narrative in relation to increased cost of care	Head of Care Commissioning	10 December 2021	Amended to reflect position in the final draft	Complete
Recommendation j.	<ul style="list-style-type: none"> That a written briefing note be provided on NHS Continuing Healthcare, including the development of a related algorithm and the progress made on retrospective cases. 			
Executive Response	Agreed as detailed in the actions below.			
Action	Owner	By When	Target/Success Criteria	Progress
<p>Part A) Agree to provide a briefing note on the plan for people with complex health and social needs. This work includes consideration of a new approach with CCG in identifying individuals with health and care needs requiring single or joint agency commissioning and funding. This work is not yet ready to be taken forward as a proposal to CCG.</p> <p>Part B) With regard to the CHC position and the previous requests from Scrutiny to be kept informed on CHC outcomes for Herefordshire citizens, the LA will request an analysis of the CHC and joint funded position in Herefordshire from the CCG. Herefordshire Council will also contribute a report to support the understanding of the committee.</p>	AD Adult social care operations.	<p>Part A) March 2021</p> <p>Part B) April 2021</p>	<p>Complete briefing note</p> <p>Final report</p>	
Recommendation k.	<ul style="list-style-type: none"> That a written briefing note be provided on recruitment and retention issues, and the executive consider the usefulness of an all-member workshop, so that all members can be apprised of the challenges. 			
Executive Response	Agreed			
Action	Owner	By When	Target/Success Criteria	Progress
Schedule a workshop across the directorates specifically children and adults on the challenges of recruitment and retention across all social care areas including providers.	Employee Relations Business Partner	31 July 2021	Workshop complete	

	AD All Ages Commissioning			
	AD Adult social care operations			
Recommendation I.	<ul style="list-style-type: none"> That a written briefing note be provided on the falls prevention service. 			
Executive Response	Agreed			
Action	Owner	By When	Target/Success Criteria	Progress
Send the executive the scoping document recently developed on the falls prevention services	Stephen Vickers	10 December 2021	Scoping document on the falls service	Complete



Title of report: Quarter 3 Budget & Performance Report

Meeting: Cabinet

Meeting date: Thursday 25 February 2021

Report by: Cabinet member finance and corporate services

Classification

Open

Decision type

Non-key

Wards affected

All (All Wards);s

Purpose

To review performance for quarter 3 2020/21 and the budget forecast.

To provide assurance that progress has been made towards achievement of the agreed revenue budget and service delivery targets, and that the reasons for major variances or potential under-performance are understood and are being addressed to the cabinet's satisfaction.

Recommendation(s)

That:

Cabinet review performance and financial outturn for quarter 3 2020/21, as set out in appendices A - I, and identifies any additional actions to be considered to achieve future improvement.

Alternative options

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

Key considerations

Revenue Budget

2. The 2020/21 outturn is £13,265k overspend as at the end of December 2020.
3. The table below sets out the directorate position at the end of December. Further service detail is available in appendix A.

Projected revenue outturn 2020/21 (as at the end of December)

	Working Budget	Outturn	Forecast Outturn	Movement since last quarter	Covid 19 related
	£000	£000	£000	£000	£000
Adults & Communities	58,249	59,456	1,207	(2,540)	2,724
Social Care	-	-	0	0	0
Children & Families	33,705	37,930	4,225	(37)	0
Economy & Place	30,321	34,640	4,319	818	4,319
Corporate	16,898	18,054	1,157	786	349
Directorates	139,173	150,080	10,908	(973)	7,392
Central, treasury management, capital financing & reserves	17,944	17,461	(483)	0	0
Total Revenue	157,117	167,541	10,425	(973)	7,392
Covid 19 additional expenditure	0	2,840	2,840	(552)	2,840
Total Revenue	157,117	170,381	13,265	(1,525)	10,232

4. The outturn position forecasts a £13,265k overspend, £10.2m of this position relates directly to the Covid-19 impact on both expenditure and income. This is an improvement since quarter 1 of £1,128k and £1,525k since quarter 2.
5. Adults & Communities continues to show an over spend due to Covid-19 pressures, but this has reduced to £1,207k due to the non-Covid-19 budget position improving during this quarter.
6. A reduction in income relating to Covid-19 across services in Economy and Place. Childrens and Families reflects the cost pressure in placements costs. In addition, the revenue budget includes the Covid-19 pressure of PPE and community support.
7. Government has awarded grants to local authorities to manage the Covid 19 pressures, this is expected to cover around 70% of the pressure although there are ongoing discussions between government and the local authority. The remainder of the pressures will be funded by the change in activity of the council in reducing costs as a result of Covid-19 and by reserves if required. A summary of the grants paid to Herefordshire by Government is found at appendix E. A summary of the resources in support of the

Outbreak Control Resource Plan is available in appendix G and further information has also been provided in relation to the Public Health ring fenced grant (PHRFG) at appendix F.

8. The central, treasury management, capital financing and reserves underspend is detailed in Appendix C and reflects the delayed need to borrow from a combination of high cash balances and slippage in capital investment spend, detailed in appendix B.

Capital Budget

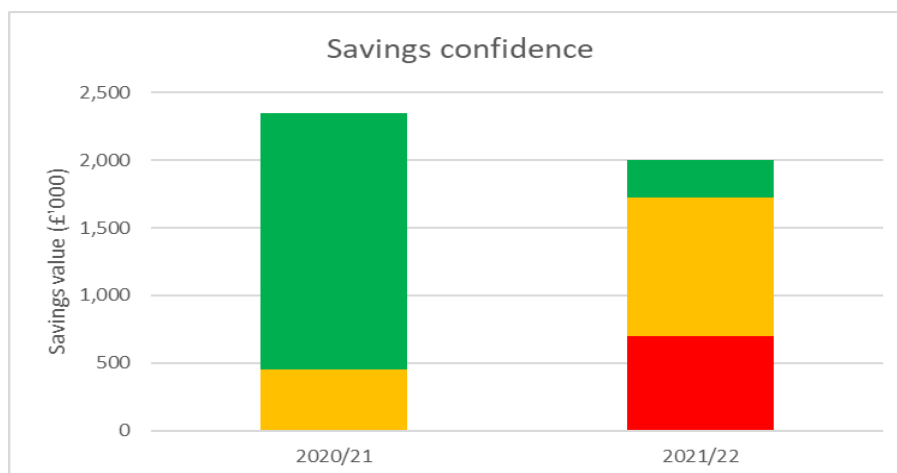
9. The capital Budget for 2020/21 has been revised to £92.136m, the summary breakdown is shown in the table below, but this consists of £51.712m 2019/20 carry forwards of unspent budget. Additional grants of £16.261m which resulted in a reduction of borrowing requirement for the Hereford City Centre Improvements project of £2.5m and a reduction in the use of the capital receipts reserve of £1.053m due to an external grant allocation to replace this funding. Further borrowing to fund the flooding works of £4.027m and non-insurable works at the leisure pool £0.505m. Details of the exercise to re-profile project budgets in quarter 1 are in appendix B, which saw a reduction of £98.613m.
10. The forecast spend has reduced from £72.056m in September to £68.171m in December, which is an underspend of £23.965m of the £92.136m 20/21 budget, or 74% of the capital budget spent. Full details for each project are in appendix B. A significant number of underspending schemes are a result of Covid-19 delays. This forecast underspend consists of projects that are anticipated to deliver below the project budget, may no longer be required or where there have been further delays in progress.

	2020/21 Budget £'000	2021/22 Budget £'000	2022/23 Budget £'000	2023/24 Budget £'000	Total
February 2020 Council Approved Budget	121,796	47,386	29,531	21,113	219,826
Reprofiled	(98,613)	46,510	52,103	-	-
19/20 Carry Forwards	51,712	-	-	-	51,712
Priority Flood Works Borrowing	4,027				4,027
Leisure Pool	505				505
Reduction HCCI Borrowing	(2,500)				(2,500)
Reduction for HEZ grant	(1,053)				(1,053)
Additional Grants	16,261	(2,671)	-	-	13,590
Revised Capital Budget	92,136	91,225	81,634	21,113	286,108

Savings delivery

11. The graph below shows the confidence in the delivery of savings identified for 2020/21. This represents an improvement in confidence for savings identified for 2021/22 compared to the quarter 2 report. Further information can be found at appendix D. This

figure does not include the saving proposals intended for full council as part of the 2021/22 budget setting.



Green = achieved, Amber = in progress, Red = delay or at risk

Performance and risk

12. Council approved a [County Plan](#) in February 2020, identifying three key areas for prioritisation across the four year period 2020-24;
 - ECONOMY: support an economy which builds on the county’s strengths and resource; and
 - COMMUNITY: strengthen communities to ensure everyone lives well and safely together; and
 - ENVIRONMENT: protect and enhance our environment and keep Herefordshire a great place to live
13. The delivery plan, which sets out how the high levels ambitions will be progressed in the year was agreed by Cabinet in November 2020. The following report provides an overview of the progress in delivering these activities. Full detail on the delivery plan items can also be found in appendix H. A narrative on the key developments in the last quarter are detailed from paragraph 16 below, these are split by the themes of the county plan detailed in the paragraph above.
14. Alongside the delivery plan commitments and measure updates, risks appearing on the council’s corporate risk register are also found in appendix H; these reflect the highest scoring risks to the council based on their post-mitigation scores.
15. In addition, an updated COVID-19 Risk Register has been supplied at appendix I. COVID-19 specific risks have been documented in a separate risk register to support a more flexible, project style approach.

Economy

16. The council established the Discretionary Grant Scheme 2 to support businesses that were ineligible for the nationally defined Local Restrictions Support Grant and were either closed, or open but had lost more than 50% of their trade. The Discretionary Grant Scheme 2 has provided £516k to c.500 businesses impacted by the November lockdown. On 27 January, a Discretionary Grant Scheme 3 and an Exceptional Circumstances Fund

was launched to support businesses impacted by the lockdown that started on 5 January. These schemes will provide regular support to businesses for as long as the lockdown period lasts.

17. Working with a wide range of visitor economy businesses, and with £444k secured from the Marches LEP, a marketing and PR campaign has raised the awareness of Herefordshire as a staycation destination to support businesses recover from the impacts of Covid-19. This has resulted in widespread national media coverage in newspapers, magazines and social media. An advertising campaign which will include TV adverts for the first time, will commence once the current lockdown restrictions are lifted.
18. The £7.5m Shell Store Business Incubator construction was completed in Q3. The innovative conversion of the former World War 1 building has created a modern business incubation space on the Hereford Enterprise Zone, the only purpose built incubation space in the Marches LEP area. Through a £9m joint venture between the University of Wolverhampton and the council, the Midlands Centre for Cyber Security construction was also completed in Q3. The Cyber Security Centre, also located on the Hereford Enterprise Zone provides a specialist facility to enable the development of cyber security businesses in the county, a fast growing global market for which we have significant local strengths. It is expected that the centre will formally open once current lockdown restrictions allow.
19. As the accountable body, the council has facilitated the development of the Hereford Town Investment Plan which was submitted to government for consideration on 28 January 2021. In accordance with the guidance, the Town Investment Plan identifies a long term vision for the development of the city, including 12 projects seeking up to £25m that have been through an extensive application and selection process, to deliver the plan. This includes the following three council led projects: the development of a world class museum and art gallery; redeveloping Maylord Orchards; and greening the city / improving the visitor welcome.
20. The impact of Covid-19 on the range of adults and children engaging with learning has meant that for the last year we have had less people able to engage with learning opportunities, as well as less young people able to take up apprenticeships. The council has engaged with the national programmes in support but are also working on local initiatives.

Community

21. Council and Hoople colleagues have supported early years, schools and education settings remaining open throughout the autumn term. The work of early years settings, schools and colleges has been intense and extensive with “blended learning” continuing, groups isolating, timetables, staff and pupil groupings adjusted to meet national and public health advice. Attendance by pupils at our settings has been amongst the highest nationally during the pandemic – both during and in between lockdowns, but despite this education has been significantly disrupted.
22. Supporting Herefordshire schools and education settings has been a significant challenge over the last quarter. There are concerns about the impact on the education and development of children and the latest lockdown now will increase this, including concerns regarding emotional wellbeing and mental health, the effects of neglect and other potential safeguarding issues. Teams have been working on supporting the most effected cohorts from September, including disadvantaged, vulnerable, exam cohorts and

pre-school children. This includes supporting the offer of food to vulnerable families, including those eligible for Free School Meals.

23. An Early Help Hub has been introduced during the quarter as part of the overall approach to provide the “right help at the right time” providing advice, signposting and coordination of whole family early help support. The Hub met its target of 95% of contacts completed in 72 hours (96% achieved, 737 contacts). This compliments the domestic abuse hub that deals directly with many domestic abuse referrals that previously went to the MASH. There has also been the launch of the “Right Help, Right Time” framework by the Herefordshire Safeguarding Children Partnership – a multi-agency approach to assessing the risk to children and young people and putting in place support to the child and family to address this.
24. During the quarter, there have been improvements in a number of key focus areas within children’s safeguarding. Performance around the Care Leavers service has improved, with more care experienced children now in touch, in suitable accommodation and in education employment and training. The number of Looked After Children is at the lowest point for 18 months and this has been supported in the year by the creation of the ECHO edge of care preventative service. Pleasingly, there has also been some positive feedback from the courts on the work of social workers and legal services during this quarter.
25. A survey of children and their families in receipt of safeguarding support has been undertaken, understanding their perspective of their engagement with children’s social workers. The results are currently being analysed and will set the baseline for improvement following the implementation of Signs of Safety.
26. Retention, as well as recruitment, of children’s social care staff is allowing more consistent allocation of workers, and more suitable caseload levels. Currently more than 80% of staff within the service are permanent employees.
27. There remain areas of focused development within the safeguarding function; the re-referral rate remains above expectations, as well as ensuring that children are seen within 3 days of a referral. Quality of practice, whilst showing signs of improvement, needs further development. This has been a focus of joint work with Essex, particularly the quality of the child’s assessment. Supervision of staff also remains a focus of the service, ensuring that staff are regularly seen and discussing their cases is a key mechanism to support an increase in quality. Placement costs are the reason for the significant spend, including the use of residential placements. Detailed work is underway to try to enable some children to move to family homes, including foster care. If successful, this will be better for those children and also reduce the spend for the council.
28. Adults’ operational teams are continuing to manage the demands that COVID-19 places upon the service, without implementing the possible easements allowed under the Care Act. All statutory services are being maintained; with no waiting lists for services, and functions such as DoLS, managing ongoing demand. Operational teams are engaged with hospitals to support the flow of people being discharged from hospital, with a joint discharge hub in operation. This hub is also helping to maintain people in the communities by avoiding further admissions to hospital.
29. The COVID-19 discharge routes has added an approximate 33% of additional demand on the adult social care function, as all cases discharged into support require an assessment within 6 weeks to make sure that they are routed to the correct pathway.

However, currently more than 80% of hospital discharges are being managed with no requirement for adult social care support.

30. The additional demand is being managed within the existing staffing resources of the service. This means that the recent audit of activity around supervision which identified that 100% of worker supervisions have been recorded on the system, and more than 80% of supervisions being assessed as either good or outstanding, reflects very good performance.
31. The Talk Community programme has continued to support the response within communities throughout the COVID-19 pandemic. Additional work has also been undertaken during the last quarter to look at engagement and branding for Talk Community.
32. Bereavement Services continues to support the County Hospital mortuary team, who have been operating at full capacity in recent months. The temporary mortuary storage facility was in use over the Christmas period and remains on standby. The crematorium has been particularly busy over the past couple of months and two trained volunteers are helping to support the service. The live streaming service facility is enabling families and friends to attend a funeral service digitally and has been welcomed at this difficult time.
33. Following the Cabinet decision taken on 26 November to develop affordable housing units, subsequent decisions were taken by cabinet to move this forward at pace. This includes identifying a pipeline of potential sites, master planning for a first development of land at Merton Meadow and surrounding the link road and the appointment of environmental consultants to advise on achieving developments that are net zero carbon.
34. Highways defects have decreased since August and were significantly lower than the same period last year. The annual patching programme was completed in October and the Winter Maintenance programme commenced in November. There were prolonged periods of cold weather over Christmas and into the New Year, which required a considerable programme of gritting on priority and secondary routes and footways across the county. Rainfall associated with Storm Bella in December required significant resource to respond to the impacts of flooding on the highway network.

Environment

35. The Hereford Transport Strategy Review was completed. The review undertook a comprehensive review of transport strategy options for the city. The results of the review, and a Peer Assessment of the Hereford Transport Package and South Wye Transport Package were considered by the General Scrutiny Committee in November 2020. Cabinet considered this, together with the recommendations of the scrutiny committee, on 3 December 2020. Cabinet took into account all of the technical work and recommendations made by the scrutiny committee in confirming its preferred transport strategy for Hereford.
36. Considerable activity has been undertaken in responding to the new lockdown and resultant changes in regulations in order to close or change operations including: buses; street signage; enforcement patrols; and click and collect services in libraries. In January, temporary arrangements for the bus network were introduced for the new lockdown period.

37. A number of active travel initiatives have been implemented, including seeking to increase the percentage of journey-kilometres made through the Beryl Bike initiative, continuing to promote walking, cycling and public transport across the county, as well as commencing a new procurement process for a private sector partner to further expand the county's electric vehicle charging network.
38. The Council was successful in securing additional funding from the Department for Transport for Tranche 2 of the Active Travel Fund and has been allocated £120k for an active travel scheme on Aylestone Hill between Station Approach and Venns Lane which will be progressed this year.
39. The council's consultation on new waste collection options was launched on 7 December 2020. This is intended to enable us to take the next step to deliver an improved waste collection service, encouraging increased recycling levels and the quality of materials collected.
40. Last year, the council released its third Carbon Management Plan for the period 2021/22 to 2025/26, with an interim target to reduce 75% of its carbon emissions during this period. It draws and builds upon previous plans to achieve this, targeting that we become carbon neutral by 2030/31. Monitoring and review continues through annually publishing figures on the council's carbon footprint. This has seen the council achieve a 49% reduction to date.
41. Work on the delivery of up to 8 integrated wetlands is progressing. These will be positioned adjacent to those sewage works within the Lugg catchment without any form of phosphate stripping currently in place nor planned under the current agreement of Welsh Water spending with Ofwat. These wetlands will serve to provide tertiary treatment to the effluent by naturally removing phosphates from detergents and sewage by the utilising microbial activity on the roots of wetland vegetation in specially created ponds which retain the effluent for more than a week to achieve this reduction. In delivering these wetlands the council seeks not only to unblock the delivery of housing within the Lugg catchment, but also assist the government agencies to attain the Wye SAC's favourable conservation status by its target date of 2027.
42. The council's formal decision making process has been updated to ensure that the climate, ecological and wider environmental impacts of decisions are considered through a new Environmental Impact section in all decision reports. This has also been included as a key consideration for project development to ensure that environmental impacts are considered and budgeted for as new projects are developed.

Community impact

43. In accordance with the adopted code of corporate governance, Herefordshire Council must ensure that it has an effective performance management system that facilitates effective and efficient delivery of planned services. To support effective accountability the council is committed to reporting on actions completed and outcomes achieved, and ensuring stakeholders are able to understand and respond as the council plans and carries out its activities in a transparent manner.
44. Regularly reviewing performance with a view to identifying actions which will deliver further improvement in outcomes or efficiencies helps ensure the council achieves its corporate plan priorities.

Environmental Impact

45. This decision does not have any direct implications for the environment. The report details how progress is being made in achieving the Delivery Plan which in turn identifies how the council will work deliver the Environmental ambitions within the County Plan. The individual projects/deliverables detailed within the delivery plan will all be subject to their own governance arrangements.

Equality duty

46. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to –

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
47. 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. This report has no direct equality implications; it is a report to cabinet on work undertaken by the local authority in the last quarter, each of these workstreams will consider their individual equality duties. This report will have no detrimental impact on people with a protected characteristic.

Resource implications

48. The recommendation has no direct financial implications, however cabinet may wish to revise how money is utilised in order to meet the council's objectives.

Legal implications

49. The recommendations have no direct legal implications.

Risk management

50. The risks associated with the councils business, and delivery plan objectives or projects are entered on to the relevant service or project risk register and escalated as per the councils Performance Management Framework and Risk Management Plan.
51. The COVID-19 Risk Register has also been included at appendix I. The risk register records the risks in relation to COVID-19 as at the end of December.

Consultees

52. None in relation to this point.

Appendices

Appendix A	Revenue forecast
Appendix B	Capital forecast
Appendix C	Treasury Management
Appendix D	Savings delivery
Appendix E	COVID-19 grants
Appendix F	Public Health ring fenced grant
Appendix G	Outbreak Control
Appendix H	Delivery Plan performance
Appendix I	COVID-19 Risk Register

Background papers

None identified.

Appendix A: Revenue Budget Position 2020/21 as at December 2020

	Working Budget	Outturn	Forecast Outturn	Movement since last quarter	Covid 19 related
	£000	£000	£000	£000	£000
Adults & Communities	58,249	59,456	1,207	(2,540)	2,724
Social Care	-	-	0	0	0
Children & Families	33,705	37,930	4,225	(37)	0
Economy & Place	30,321	34,640	4,319	818	4,319
Corporate	16,898	18,054	1,157	786	349
Directorates	139,173	150,080	10,908	(973)	7,392
Central, treasury management, capital financing & reserves	17,944	17,461	(483)	0	0
Total Revenue	157,117	167,541	10,425	(973)	7,392
Covid 19 additional expenditure	0	3,392	2,840	552	2,840
Total Revenue	157,117	170,933	13,265	(421)	10,232

Movement in Net Budget:

Adults & Communities: £381k Additional pension budget allocation, £444k rural monies from the sparcity reserve, £800k social care pool funding, £342k pay award.

Childrens & Families: £222k additional pension budget, £137k IT and telephone budgets moved to Corporate, £2,054k drawn down from reserves, £400k pay award

Economy & Place: £214k additional pension budget, £212k net transfer from reserves, £213k reduction for RCCO, pay award £374k

Adults and Communities: Revenue Budget Position 2020/21 as at December 2020

	Working Net Budget	Full Year Outturn	Full Year Variance	Movement since last quarter
	£000	£000	£000	£000
Learning Disabilities	21,868	21,363	(505)	(592)
Memory & Cognition	2,690	3,040	349	(81)
Mental Health	3,691	3,594	(97)	46
Physical Support	25,081	29,269	4,187	(179)
Sensory Support	389	416	27	11
Client Sub-Total	53,719	57,682	3,961	(796)
All Ages Commissioning	1,751	1,632	(119)	(71)
Care Operations	8,861	7,974	(887)	218
Commissioned Services	3,420	3,979	560	169
Transformation & Improvement	614	581	(33)	(15)
Prevention & Support	3,385	3,725	341	(34)
Directorate Management	(13,501)	(16,116)	(2,615)	(2,011)
Public Health	0	0	0	0
Adults & Communities	58,249	59,456	1,207	(2,540)

The key variances are:

Client budgets – The forecast overspend of £3,961k in the client area is attributable to Covid-19 pressures.

Care Operations – The forecast underspend is due to vacancies across most of the operational teams.

Commissioned Services, Prevention & Support – The forecast overspend across both of these areas is mostly attributable to Covid-19 ie. temporary block contracts to support hospital discharge & homelessness support.

Directorate Management – The forecast underspend of £2,615k is a combination of NHS income claimed to date in relation to Covid-19 expenditure and other Covid-19 expenditure to be funded by grant monies.

Children and Families: Revenue Budget Position 2020/21 as at December 2020

	Working Net Budget	Forecast Outturn	Forecast Variance	Movement since last quarter
	£000	£000	£000	£000
Children's Commissioning	638	568	(70)	(22)
Directorate	315	214	(101)	(71)
Directorate	953	782	(171)	(93)
Additional Needs	2,206	2,149	(57)	(36)
Commissioning Management	624	584	(40)	(6)
Development and Sufficiency	1,031	875	(156)	(50)
Early Help	1,089	938	(151)	(31)
Early Years	141	143	2	0
Education Improvement	341	372	31	5
DSG	0	0	0	0
Education & Commissioning	5,432	5,061	(371)	(118)
Safeguarding and Review	936	883	(53)	(19)
Children in Need	3,987	3,824	(163)	91
Looked After Children	19,918	25,011	5,093	95
Safeguarding Development	567	567	0	9
Safeguarding & Early Help Management	1,912	1,802	(110)	(2)
Safeguarding & Family Support	27,320	32,087	4,767	174
Children & Families	33,705	37,930	4,225	(37)

The key variances are:

The placement costs of the children in care and care leaver population continues to be a pressure in children and families, the budget setting allowed for this pressure through creating a social care pot and contingency.

Economy and Place: Revenue Budget Position 2020/21 as at December 2020

	Working Net Budget	Full Year Outturn	Full Year Variance	Movement since last quarter
	£000	£000	£000	£000
Economic Growth	1,250	1,220	(30)	(30)
Highways & Transport	15,804	15,870	66	(232)
Housing and Growth Management	2,591	2,637	46	(25)
Regulatory, Environment & Waste	223	213	(10)	0
Technical Services	14,815	15,706	891	(21)
Economy & Place	(4,362)	(1,006)	3,356	1,126
	30,321	34,640	4,319	818

The key variances are:

Highways & Transport - COVID19 related pressure in school transport has been eased due to receipt of grants recognising the costs being incurred in the service. SEN transport pressure £45k

Housing and Growth – income pressure caused by COVID19 closure of libraries and museums

Regulatory, Environment & Waste – COVID pressures on planning income £315k, £255k COVID19 related pressure on waste income, £170k reduction in licensing income, £72k on Water Pollution and Environment Protection

Technical Services – significant loss of income due to COVID19. Car parking £2.8m, Building Control £40k, Registrars £150k, Fairs and Markets £120k. Property Services pressures - £70k relating to Hereford Leisure Pool and Ross Swimming Pool (reduction in month as £120k of pressure has been paid for from capital), £300k COVID19 slippage in capital projects and BWOW, £61k expenditure to create PPE storage and distribution unit

Corporate: Revenue Budget Position 2020/21 as at December 2020

	Working Net Budget	Full Year Outturn	Full Year Variance	Movement since last quarter
	£000	£000	£000	£000
Corporate Support Services	6,244	6,203	(41)	30
Finance, Legal & Governance	8,516	9,281	765	493
People & Performance	2,138	2,570	432	262
Corporate	16,898	18,054	1,157	786

The overspend reflects the additional resource supporting the councils covid19 work.

Appendix B

Table A - 2020/21 Capital Budget Forecast

			2020/21		
Adjustments include reprofiling to future years and additional grants allocations	2020/21 Budgets £000s	Adjustments in Year £000s	Budget £000s	Forecast £000s	Variance £000s
Adults and Communities					
Disabled facilities grant	1,853	416	2,269	2,269	0
Hillside	-	2,550	2,550	1,000	-1,550
Carehome & Extra Care Facility	-	250	250	0	-250
Technology Enabled Communities	300	700	1,000	43	-957
Super Hubs	2,000	-1,800	200	0	-200
Homelessness Hub & Property Investment		524	524	524	0
Private sector housing improvements	-	199	198,509	30	-169
Total Adults & Communities	4,153	2,839	6,991	3,866	-3,125
Corporate					
Fastershire Broadband	8,607	-5,036	3,571	3,100	-471
PC Replacement	641	-10	630	540	-90
Widemarsh Gardens	80	0	80	0	-80
Electronic Document Management Storage	380	0	380	291	-89
Better Ways of Working	850	0	850	200	-650
Children Centre Changes	0	116	116	0	-116
Total Corporate	10,557	-4,931	5,627	4,132	-1,495
Children's and Families					
Colwall Primary School	0	85	85	18,39406	-66
Schools Capital Maintenance Grant	1,200	1,114	2,314	1,244	-1,070
Peterchurch Primary School	5,000	-4,700	300	50	-250
Expansion for Marlbrook school	2,000	1,348	3,348	4,492	1,144
Brookfield School Improvements	167	577	744	300	-444
C&F's S106	0	649	649	374	-275
Healthy Pupils	0	24	24	24	0
Individual Pupil Needs	0	38	38	38	0
Short Breaks Capital	0	118	118	118	0
Blackmarston SEN	0	52	52	32	-20
Basic Needs Funding	8,891	-7,700	1,191	0	-1,191
2 Year Old Capital Funding	0	27	27	0	-27
Preliminary works to inform key investment	0	986	986	475	-511
Temporary school accommodation replacement	300	0	300	0	-300
Total Children's & Families	17,558	-7,381	10,177	7,165	-3,011
Economy and Place					
Hereford City Centre Transport Package	1,500	132	1,632	750	-882
South Wye Transport Package (detailed below)	14,795	-14,653	142	35	-107
Hereford City Centre Improvements (HCCI)	2,000	-500	1,500	1,500	0
Hereford ATMs and Super Cycle Highway	1,000	0	1,000	300	-700
Passenger Transport Fleet	7,800	-7,800	0	0	0

Hereford Transport Package (detailed below)	350	1,640	1,990	339	-1,651
Local Transport Plan (LTP)	12,272	-13	12,259	12,259	0
Emergency Active travel Fund	0	137	137	20	-117
Pothole & Challenge Fund 20/21	0	7,674	7,674	7,674	0
Priority Flood Repair Works	0	4,027	4,027	2,527	-1,500
E & P's S106	0	511	511	511	0
Lea Flood Alleviation Scheme	0	299	299	299	0
Investment in C & U Roads	2,000	0	2,000	2,000	0
Investment in Infrastructure Assets	2,000	0	2,000	1,493	-507
Highway asset management	3,750	-2,214	1,536	1,536	0
Hereford Enterprise Zone	1,831	-884	947	215	-732
Hereford Enterprise Zone - Further funded dev	0	5,432	5,432	5,432	0
Herefordshire Enterprise Zone Shell Store	1,298	1,710	3,008	2,700	-308
Ross Enterprise Park (Model Farm)	4,174	-3,174	1,000	60	-940
Marches Renewable Energy Grant	764	-476	288	152	-136
Marches business improvement grants	1,125	-408	717	627	-90
Empty Property investment & Development	1,000	0	1,000	650	-350
Employment Land & Incubation Space in Market Towns	843	-843	0	0	0
Leominster Heritage Action Zone	238	57	295	93	-202
Towns Fund Accelerated Funding		750	750	750	0
Development Partnership activities	25,000	-17,185	7,815	4,336	-3,479
Property Estate Enhancement Works	0	869	869	778	-91
Corporate Accommodation	0	142	142	142	0
Leisure Centres	0	368	368	239	-130
Leisure Pool		505	505	505	0
Solar Photovoltaic Panels	1,473	-1,228	245	88	-157
Integrated Wetlands		1,200	1,200	500	-700
Sustainable Landscape Sustainable Places		195	195	195	0
SEPUBU Grant	0	329	329	97	-232
Green Homes Grant - Local Authority Delivery		480	480	480	0
LED street lighting	0	119	119	20	-99
Estates Capital Programme 2019/22	2,095	833	2,928	1,063	-1,865
Three Elms Trading Estate	0	240	240	240	0
Energy Efficiency	46	49	95	22	-72
Warm Homes Fund	397	430	827	480	-347
Gypsy & Traveller Pitch development	899	188	1,087	682	-405
Car Parking Strategy	0	110	110	75	-35
Car Park Re-Surfacing	0	115	115	0	-115
Office and Car Park Lighting Replacement	58	134	192	12	-180
Upgrade of Herefordshire CCTV	136	-4	132	118	-14
Schools Transport Route Planning	30	-14	16	15	-1
Courtyard Development	611	0	611	611	0
Corporate Fleet Procurement	0	325	325	325	0
Vehicle Replacement	19	0	19	19	0

Strangford Landfill Site Toilet Facilities	25	0	25	25	0
Hereford Library	0	211	211	23	-188
Total Economy and Place	89,529	-20,187	69,342	53,009	-16,333

Total	121,797	-29,661	92,136	68,171	-23,965
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Table B – Reprofiled budget details

	2020/21 Budgets Adj £000s	2021/22 Budgets Adj £000s	2022/23 Budgets Adj £000s	Reason
Children's and Families				
Peterchurch Area School Investment	(5,193)	2,000	3,193	Building works to commence later than planned
Expansion for Marlbrook school	(1,600)	1,600	-	Building works will not complete in 20/21
Brookfield School Improvements	(2,000)	2,000	-	Building works to commence later than planned
Basic Needs Funding	(7,700)	5,700	2,000	Finalising plans on where pupil places are required
Temporary School Replacement	(150)	150	-	Building works to start commence than planned
Total Children's & Families	(16,643)	11,450	5,193	
Corporate				
Fastershire Broadband	(13,414)	6,707	6,707	This profile is based on contractual milestones by suppliers but within this financial years figures (payment is made only on expenditure of evidenced spend).
Total Corporate	(13,414)	6,707	6,707	
Adults & Communities				
Carehome & Extra Care Development	(669)	669	-	Budgets re-profiled to reflect the delay in taking forward due to Covid 19. Budget retained in 20/21 to carry out initial feasibility works.
Technology Enabled Communities	700	(700)		Plan to deliver earlier due to current working practices.
Super Hubs	(1,800)	1,800	-	Budgets re-profiled to reflect the delay in taking forward due to Covid 19. Budget retained in 20/21 to carry out initial feasibility works.
Total Adults & Communities	(1,769)	1,769	-	
Economy and Place				
Hereford City Centre Transport Package	-	(2,000)	2,000	Spend profile revised to reflect delivery programme for consultation on public realm and transport hub projects and associated revised programme for delivery.
South Wye Transport Package	(18,200)	4,000	14,200	Spend profile revised to reflect project has been paused whilst transport review is undertaken.
Hereford City Centre Improvement	(2,500)	1,000	1,500	Spend profile is revised to reflect revised delivery programme of High Town refurbishment and development of additional area around Broad Street and King Street areas. This later work has been impacted by current COVID restrictions which limit stakeholder engagement.
Passenger Transport Fleet	(7,800)	-	7,800	Spend profile revised as grant funding has not yet been secured.
Hereford Transport Package	(1,000)	1,000	-	Spend profile revised to reflect project has been paused whilst transport review is undertaken.

Hereford Enterprise Zone	(1,965)	1,965	-	A delay to approval of the budgets in 2019 delayed the HEZ programme, which is reflected in the re-profiling. The re-profiling also considers the likely impact of additional £5m of funding secured from the Marches LEP in March 2020 (awaiting contract from the LEP prior to seeking a decision to add these funds to the capital programme).
Ross Enterprise Park	(5,279)	5,279	-	Budgets re-profiled to reflect delays to the development of the project, with funding sought from the LEP to meet an identified gap available funding.
Marches Investment Business Programme	(465)	(444)	909	MHCLG have agreed for the programme to be re-profiled due to the current impact of COVID. Project Change Request is in the process of being submitted.
Empty Property Investment & Development	(452)	452	-	Budgets re-profiled to reflect the delay in agreeing the grant element of schemes due to Covid 19.
Employment Land & Incubation Space in Market Towns	(843)	843	-	Budgets re-profiled to reflect the delay in taking forward the Employment Land and Business Space market town programme due to Covid 19.
Leominster Heritage Action Zone	58	(585)	527	Budgets re-profiled to reflect the delay in taking forward the Leominster Heritage Action Zone project due to Covid 19. Heritage England have approved the project delivery plan, but they have delayed the commencement of their national programme due to Covid 19.
Development Partnership Activities	(26,535)	13,268	13,267	Budgets re-profiled to reflect the delay in taking forward DRP projects primarily due to Covid 19. For example a decision regarding the development of student accommodation at the Hereford Football Club site, and progressing development option assessments of sites along the City Link Road and on College Road Campus have been paused until the impacts of Covid 19 are better known.
Solar Photovoltaic Panels	(1,286)	1,286	-	Spend profile revised to reflect project delays due to Covid and also seeking legal advice on feasibility of potential new projects.
Warm Homes Fund	165	(165)	-	Spend profile revised to reflect project delays due to Covid as home assessments are delayed. Project will continue as restrictions are lifted.
Gypsy & Traveller Pitch Development	(700)	700	-	Spend profile revised to reflect part of the delivery programme being delayed. Planning permission is yet to be agreed to continue with the 4 new pitches works, therefore expected to not be fully delivered until 21/22.
Schools Transport Route Planning	15	(15)	-	In line with agreed contract, remains within overall budget.
Total Economy & Place	(66,787)	26,584	40,203	
Total	(98,613)	46,510	52,103	

Table C – Capital Programme position December 2020/21

Scheme Name	Prior Years £000s	2020/21 budget £000s	2021/22 budget £000s	2022/23 budget £000s	2023/24 budget £000s	Total scheme budget £000s
Economy & Place						
Hereford City Centre Transport Package	33,665	1,632	3,353	2,000	-	40,651
South Wye Transport Package	8,155	142	10,422	16,281	-	35,000
Hereford City Centre Improvements (HCCI)	-	1,500	3,000	1,500	-	6,000
Hereford ATMs and Super Cycle Highway	-	1,000	-	-	-	1,000
Passenger Transport Fleet	-	0	7,800	15,600	15,600	39,000
Hereford Transport Package	3,970	1,990	1,625	625	-	8,210
Local Transport Plan (LTP)	-	12,259	-	-	-	12,259
Emergency Active travel Fund	-	137	-	-	-	137
Pothole & Challenge Fund 20/21	-	7,674	-	-	-	7,674
Priority Flood Repair Works	-	4,027	-	-	-	4,027
E & P's S106	-	511	-	-	-	511
Lea Flood Alleviation Scheme	-	299	-	-	-	299
Investment in C & U Roads	-	2,000	-	-	-	2,000
Investment in Infrastructure Assets	-	2,000	-	-	-	2,000
Highway asset management	-	1,536	1,000	-	-	2,536
Hereford Enterprise Zone	12,035	947	1,965	-	-	14,947
Hereford Enterprise Zone - Further funded dev	-	5,432	-	-	-	5,432
Herefordshire Enterprise Zone Shell Store	4,309	3,008	-	-	-	7,317
Ross Enterprise Park (Model Farm)	284	1,000	5,786	-	-	7,070
Marches Renewable Energy Grant	12	288	120	-	-	420
Marches business improvement grants	41	717	892	1,349	-	2,999
Empty Property investment & Development	-	1,000	752	300	-	2,052
Employment Land & Incubation Space in Market Towns	-	0	5,052	3,066	5,513	13,631
Leominster Heritage Action Zone	-	295	841	2,664	-	3,800
Towns Fund Accelerated Funding	-	750	-	-	-	750
Development Partnership activities	6,250	7,815	13,268	13,268	-	40,601
Property Estate Enhancement Works	1,871	869	-	-	-	2,740
Corporate Accommodation	2,759	142	-	-	-	2,901
Leisure Centres	-	368	-	-	-	368
		505				505
Solar Photovoltaic Panels	603	245	1,286	-	-	2,134
Integrated Wetlands	-	1,200	800	-	-	2,000
Sustainable Landscape Sustainable Places	-	195	-	-	-	195
SEPUBU Grant	64	329	-	-	-	393
		480				480

LED street lighting	5,536	119	-	-	-	5,655
Estates Capital Programme 2019/22	517	2,928	1,390	-	-	4,835
Three Elms Trading Estate	235	240	-	-	-	475
Energy Efficiency	5	95	-	-	-	100
Warm Homes Fund	133	827	-	-	-	960
Gypsy & Traveller Pitch development	51	1,087	739	-	-	1,877
Car Parking Strategy	136	110	-	-	-	246
Car Park Re-Surfacing	1	115	-	-	-	116
Office and Car Park Lighting Replacement	108	192	-	-	-	300
Upgrade of Herefordshire CCTV	52	132	-	-	-	184
Schools Transport Route Planning	59	16	15	-	-	90
Courtyard Development	-	611	-	-	-	611
Corporate Fleet Procurement	413	325	-	-	-	738
Vehicle Replacement	-	19	-	-	-	19
Strangford Landfill Site Toilet Facilities	-	25	-	-	-	25
Hereford Library	134	211	-	-	-	345
Total E & P Capital Projects	81,398	69,342	60,106	56,653	21,113	288,613
Corporate						
Fastershire Broadband	18,754	3,571	6,707	6,707	-	35,738
PC Replacement	489	630	397	-	-	1,516
Widemarsh Gardens	-	80	-	-	-	80
Electronic Document Management Storage	-	380	-	-	-	380
Better Ways of Working	-	850	-	-	-	850
Children Centre Changes	314	116	-	-	-	430
Total Corporate Capital Projects	19,557	5,627	7,104	6,707	0	38,994
Children and Families						
Colwall Primary School	-	85	-	-	-	85
Schools Capital Maintenance Grant	-	2,314	1,195	-	-	3,509
Peterchurch Primary School	7	300	7,353	3,193	-	10,853
Expansion for Marlbrook school	1,193	3,348	1,600	-	-	6,141
Brookfield School Improvements	6	744	3,195	-	-	3,945
C&F's S106	-	649	-	-	-	649
Healthy Pupils	75	24	-	-	-	99
Individual Pupil Needs	233	38	-	-	-	271
Short Breaks Capital	-	118	-	-	-	118
Blackmarston SEN	32	52	-	-	-	84
Basic Needs Funding	-	1,191	5,700	2,000	-	8,891
2 Year Old Capital Funding	79	27	-	-	-	106
Preliminary works to inform key investment	29	986	-	-	-	1,015
Temporary school accommodation replacement	-	300	150	-	-	450
Total C & F Capital Projects	1,654	10,177	19,193	5,193	0	36,216
Adults and Communities						

Disabled facilities grant	-	2,269	1,853	-	-	4,122
Hillside	-	2,550	-	-	-	2,550
Carehome & Extra Care Facility	-	250	669	13,081	-	14,000
Technology Enabled Communities	-	1,000	500	-	-	1,500
Super Hubs	-	200	1,800	-	-	2,000
Homelessness Hub & Property Investment		524				524
Private sector housing improvements	-	199	-	-	-	199
Total A & C Capital Projects	0	6,991	4,822	13,081	0	24,894
Total	102,609	92,136	91,225	81,634	21,113	388,717

	2020/21 Budget £000s	2021/22 Budget £000s	2022/23 Budget £000s	2023/24 Budget £000s	Total
February 2020 Council Approved Budget	121,796	47,386	29,531	21,113	219,826
Reprofiled	-98,613	46,510	52,103	-	0
19/20 Carry Forwards	51,712	-	-	-	51,712
Priority Flood Works Borrowing	4,027				4,027
Leisure Pool	505				505
Reduction HCCI Borrowing	-2,500				-2,500
Reduction for HEZ grant	-1,053				-1,053
Additional Grants	16,261	-2,671	-	-	13,590
Revised Capital Budget	92,136	91,225	81,634	21,113	286,108

Grant Additions since February Council

	£000s
Disabled Facilities Grant	416
Emergency Active Travel Fund	137
Integrated Wetlands (NHB)	2,000
Sustainable Landscape Sustainable Places	195
Highways Asset Management	-7,250
Pothole & Challenge Fund 20/21	7,674
Schools Maintenance Grant	546
HEZ - Further Development (LEP)	5,432
LTP Income to fund SWTP	-13
Lea Flood Alleviation Scheme	299
E&P S106	511
SEPuBu	-341
Marches Renewable Energy Grant	-768
Towns Fund Accelerated Funding	750
Green Homes Grant - Local Authority Delivery	480
MHCLG Homelessness Grants	524
LEP grant for HCCI	3,000
	<u>13,590</u>

Appendix C Treasury Management Interim Report (31 December 2020)

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

- The Covid-19 pandemic continues to remain the dominating factor, the second national 'lockdown' ended and in its place were localised tier systems. Each tier has different regulations regarding what can be open in terms of shops, pubs, restaurants and businesses and those which are able to open continue to have restrictions.
- The UK furlough scheme, with the government meeting 80% of salary payments, has been extended to the end of April 2021 to give businesses and employees increased certainty.
- The Bank of England made two emergency rate reductions, from 0.75% to 0.25% on 11th March and a further cut to 0.10% on 19th March. There was no change to the interest rate or Quantitative Easing programme when the Monetary Policy Committee met on 17th December.
- The EU exit process concluded within the agreed timeframe; with the UK ceasing to following EU rules as at 23:00 hours on 31st December 2020. Whilst this removed the uncertainty and instability that was dominating the markets in the lead up to the deadline, it will be a while before the outcomes become noticeable.

2. The Council's Investments

2.1 At 31 December 2020 the council held the following investments:

Investment	Term	Maturity Date	Interest Rate	Amount £m
<u>Instant access bank accounts:</u>				
Handlesbanken	N/A	N/A	0.03%	5.00
NatWest	N/A	N/A	0.01%	1.45
<u>Instant Access Money Market Funds:</u>				
Federated	N/A	N/A	0.01%	5.00
Aberdeen Standard	N/A	N/A	0.01%	7.84
Deutsche	N/A	N/A	0.00%	5.00
Insight	N/A	N/A	0.01%	5.00
Blackrock	N/A	N/A	0.00%	0.20
Morgan Stanley	N/A	N/A	0.00%	5.00
Invesco	N/A	N/A	0.01%	5.00
CCLA	N/A	N/A	0.04%	5.00

95 Day Notice Bank Accounts:				
Santander	N/A	N/A	0.85%	5.00
NatWest	N/A	N/A	0.15%	3.00
Barclays	N/A	N/A	0.15%	5.00
Fixed Term Deposits:				
Coventry Building Society	184 days	10/01/21	0.18%	5.00
Thurrock Council	185 days	18/01/21	0.15%	5.00
Lancashire County Council	243 days	14/04/21	0.30%	5.00
Blackpool Council	273 days	14/06/21	0.25%	5.00
Total			0.11%	77.49

2.2 The council continues to select counterparties suitable for investment based on the credit worthiness service provided by their treasury advisors, Link 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 Link Asset Services allocate a series of colour coded bands with suggested maximum durations for investments as shown below;

- Yellow 5 years
- Purple 2 years
- Blue 1 year (only applies to nationalised or part 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	(Surplus) /Deficit £'000
	Actual / Forecast £m	Budget £m	Actual / Forecast %	Budget %			
Apr-20	78.5	40	0.50	0.50	30	17	(13)
May-20	63.2	40	0.47	0.50	25	17	(8)
Jun-20	67.0	40	0.39	0.50	21	17	(4)
Jul-20	79.4	40	0.24	0.50	16	17	1
Aug-20	75.7	40	0.20	0.50	13	17	4
Sep-20	72.2	40	0.17	0.50	10	16	6
Oct-20	71.9	40	0.15	0.50	9	17	8
Nov-20	82.2	40	0.10	0.50	7	16	9
Dec-20	84.1	40	0.09	0.50	8	17	9
Jan-21	60	40	0.10	0.50	5	17	12
Feb-21	60	40	0.10	0.50	5	15	10
Mar-21	60	40	0.10	0.50	5	17	12
Total					154	200	46

2.4 Overall a deficit on interest earned in 2020/21 is forecast. Even though cash balances held are higher than anticipated the interest rate is significantly lower than expected.

2.5 In addition to investment income the council earns interest on the provision of loan finance to the waste disposal PFI provider, this is expected to generate loan interest payable to us of £2.2m in 2020/21, this will be recharged through the waste disposal PFI arrangement.

3. The Council's Borrowing

Short-term borrowing

3.1 The council is continuing its policy of using short-term borrowing (if required) 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. This is approved at budget setting in the Treasury Management Policy.

3.3 At the end of December 2020 there were no short-term loans outstanding.

Long-term borrowing

3.4 At 31 December 2020 the council held long-term borrowing of £128.2m, no new long-term borrowing has been secured. Rates are monitored and discussed with our treasury advisors to determine the optimum timing of securing any new long-term borrowing.

3.5 The current capital financing budget position is summarised below:

Summary of Borrowing Budget	Budget	Forecast	(Surplus) /Deficit
	£m	£m	£m
Minimum revenue provision	7.6	7.4	(0.2)
Interest payable on all loans	6.2	5.9	(0.3)
Total	13.8	13.3	(0.5)

4. Summary of forecast outturn

4.1 The current net treasury forecast outturn is expected to be a surplus (underspend) of £0.5m, the main reason being the delayed need to borrow from a combination of high cash balances and slippage in capital investment spend.

Savings Performance 20/21

The savings plans for the council for the next two years were set out in the 20-21 budget papers. The savings requirement to balance the budget is £2,350 for 2020/21, this is shown in the breakdown below by directorate and by savings plan. As part of the 21-22 budget setting process the savings plans for 2021-22 will be updated in light on new emerging pressures relating to covid 19.

Savings	2020/21 £000	2021/22 £000	Total £000
Reducing the need for formal care services	600	500	1,100
Adults and Communities Directorate Total	600	500	1,100
Manage inflation and secure contract efficiencies	300	450	750
Organisational restructure to reflect the service requirements		200	200
Children and Families Directorate Total	300	650	950
Efficiency savings	523	273	796
Corporate Accommodation efficiencies	150		150
Commercial waste collections	200		200
Economy and Place Directorate Total	873	273	1,146
Efficiency savings	77	77	154
Corporate Services Total	77	77	154
Pension deficit	500		500
Treasury management - in house cashflow management		500	500
Central Total	500	500	1,000
Total Savings	2,350	2,000	4,350

Achieved
In progress
Delay or risk of non delivery

Covid 19 Pandemic

Government has awarded grants to local authorities to manage the Covid 19 pressures. The allocation of spend is explained below:

Central Government has awarded £12.5m to the local authority to fund the following

- 10% ex-gratia payments made to care providers along with enhanced provider rates and the commissioning of temporary block contracts to support hospital discharge, estimated in total at £3.6m
- **PPE** spend has been £2.1m which includes PPE issued to care homes.
- Losses of income including car parking £3.4m
- Supporting individuals shielding
- Fostering allowances
- Homeless and temporary accommodation costs
- Capacity for additional beds including Hillside.

Outbreak control grant of £845k has been allocated to staffing including Environmental Health officers, Health Improvement practitioners, PPE coordinators and communications as well as local contact tracing and swabbing & testing facilities.

Public Health Ring fenced Grant Forecast - December 2020

The table below shows the current forecast of the public health ring fenced grant.

Service	2020/21 Budget			December Forecast	
	Budget Expenditure	Budget (Income)	Net Budget	December Net Forecast Outturn	December Net Projected Over/ (Under)spend
	£000's	£000's	£000's	£000's	£000's
Public Health Grant	0	(9,236)	(9,236)	(9,236)	0
Public Health Establishment	755	0	755	876	120
Public Health Intelligence	120	0	120	120	(0)
Healthy Lifestyles	271	0	271	271	(0)
Health Protection	100	0	100	100	0
Dental Public Health	10	0	10	10	0
Health Improvement Programme	70	0	70	174	104
Smoking Cessation Commissioning	48	0	48	48	0
Health Checks Commissioning	288	0	288	160	(128)
Sexual Health Commissioning	1,120	0	1,120	1,115	(5)
Drugs and Alcohol Commissioning	1,598	(30)	1,568	1,476	(92)
Child Health Commissioning	2,514	0	2,514	2,514	(0)
Outbreak Control Management Fund	2,480	(2,480)	0	0	0
Public Health Investment Plans	2,372	0	2,372	2,372	0
Public Health	11,746	(11,746)	0	(0)	(0)

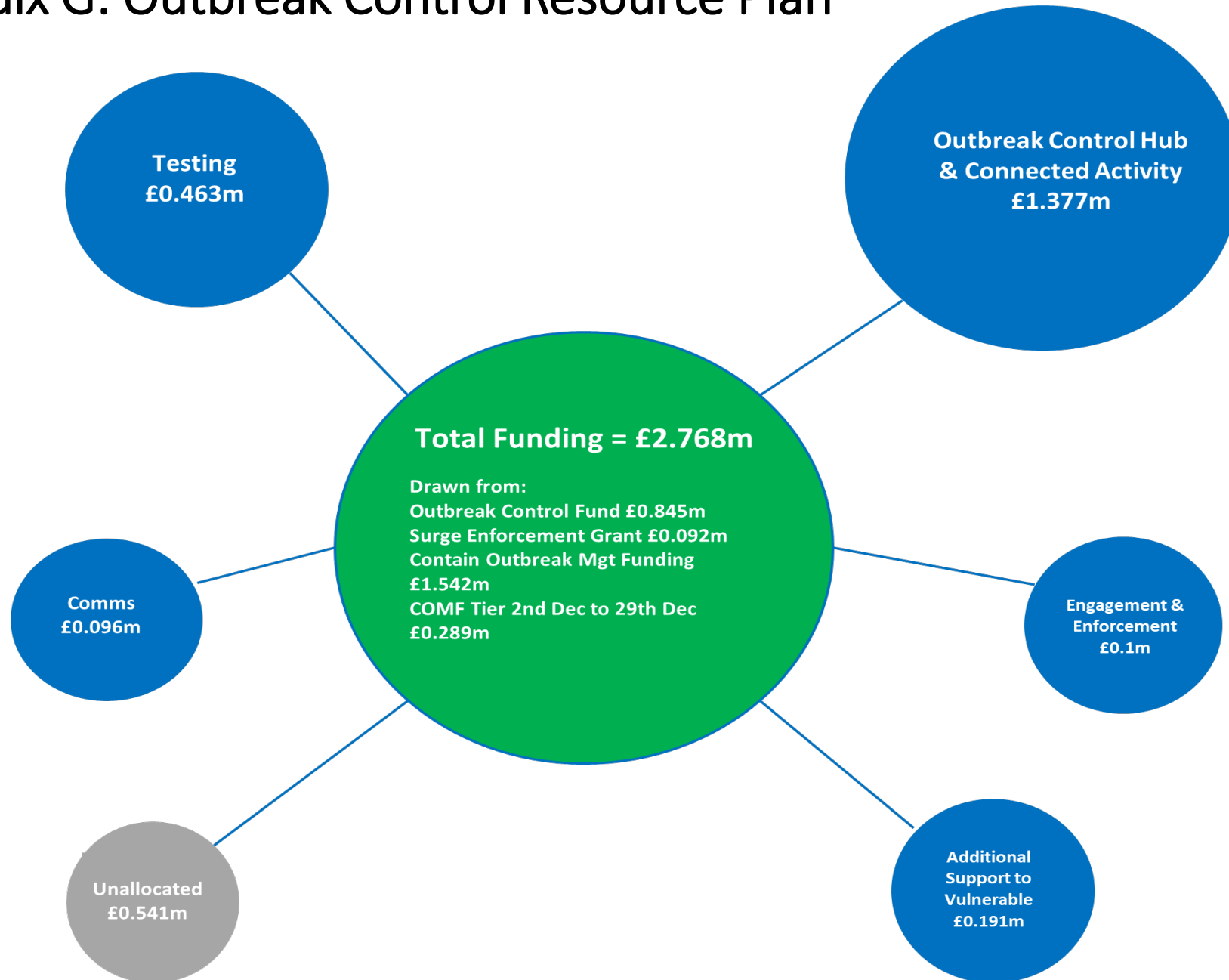
The PH ring fenced grant (PHRFG) is currently forecast to underspend by £104k - this underspend figure is being forecast in the above appendix against the Health Improvement Programme line in order to balance the grant back to zero for reporting purposes.

The underspend is partly due to the 'Health Checks' contract not being at full capacity as a result of Covid-19 (£128k) but also the 'Drug & Alcohol' contract is underspending by £92k due to recovery worker staff changes.

Part of the PHRFG underspend is being utilised funding members of staff supporting the Covid-19 Outbreak Control Plan, so this has reduced the overall underspend position for the PHRFG to a net £104k.

The PH investment plan reflects the contribution that the PHRFG makes to other council services whilst at the same time meeting the PHRFG outcomes.

Appendix G: Outbreak Control Resource Plan



Develop environmentally sound infrastructure that attracts investment

Use council land to create economic opportunities and bring higher paid jobs to the county

Invest in education and the skills needed by employers

Enhance digital connectivity for communities and business

Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism

Spend public money in the local economy wherever possible

Delivery

Reference	Action	Status	Comments
EC0.1	Develop an engagement framework for the business sector that enables the effective coordination of advice and support		A business engagement framework is currently being developed. Through the Marches Growth Hub business advice and support services, the delivery of Covid 19 and other grant schemes, and partnership working with the LEP, Herefordshire Business Board, Visitor Economy Group, Hereford Enterprise Zone there is significant engagement in place at present. The framework will consider how we can better engage with underrepresented groups/
EC0.2	Enhance engagement with the private sector through a Talk Business programme of communications, networking and events		Exploring communications and support to businesses in regard to employee health and wellbeing with Talk Community leads. There is a proposed pilot scheme on the Hereford Enterprise Zone. To be further developed and implemented following the current lockdown period.
EC0.3	Provide support to businesses to enable the soonest possible recovery of the local economy from the impacts of COVID-19		Following the November lockdown announcement, the council's finance teams quickly provided grant support to businesses through the nationally defined schemes such as the Local Restrictions Support Grant, wet led pus grant and latterly the Retail Hospitality and Leisure grant. To date £62m has been paid through these schemes. To support those businesses not eligible for these schemes the council also launched a Discretionary Grant Scheme to support businesses and charities affected by the November lockdown, which has provided £3.7 to circa 1200 businesses and charities. Further support is currently being finalised to support those impacted by the January announced lockdown period.
EC1.1	Introduce policy to ensure that a robust climate and nature impact assessment is conducted for all infrastructure proposals		The Council's formal decision making process has been updated to ensure that the climate, ecological and wider environmental impacts of decisions are considered through a new Environmental Impact section in all decision reports. This has also been included as a key consideration for project development to ensure that environmental impacts are considered and budgeted for as new projects are developed. Work is also underway to develop a new policy on environmental building standards for the Council's properties
EC2.1	Work with partners to develop and implement a £25m Town Investment Plan for Hereford, to be funded through the Stronger Towns Fund		The Town Investment Plan (TIP) is currently on track to be submitted to government by the 28th January 2021 deadline. The development of the TIP has been led by the Hereford Towns Board which includes representation from the council. The plan was endorsed by the cabinet on the 21st January and approved by the Town Board in the 25th January. An extensive process has been undertaken to identify projects proposals to be included in the TIP, including three submitted by the council.
EC2.2	Develop & implement Market Town Economic Development Investment Plans for each of the five market towns (Bromyard, Kington, Ledbury, Leominster and Ross) to support recovery, growth and jobs		Consultants (Rose Regeneration) have been appointed to lead the development of Economic Development Investment Plans for each of the five market towns, due to be completed by May 2021. To date an extensive evidence base for each town has been established and analysed, and consultation sessions held with a wide range of local stakeholders in each town.
EC2.3	Develop a Rural Economic Development Investment Plan to support job creation in rural areas		To complement the Hereford Town Investment Plan, and the market town plans, a wider rural plan will be established. Work will commence on this plan following the completion of the market town plans.
EC2.4	Continue to support development of the Hereford Enterprise Zone , including completion & successful operation of the Shell Store business incubation centre and the Midlands Centre for Cyber Security, to deliver new high-skill job opportunities		Despite the impact of the Covid 19 pandemic on the economy, private sector interest in the Enterprise Zone remains high. The Shell Store Business Incubator and the Midland Centre for Cyber Security construction was completed in 2020 and they will commence operations for 2021. The HEZ team have commissioned extensive infrastructure works on the north magazine, due to commence in January 2021.
EC2.5	Develop Maylord Orchards as a key strategic site; acting as a catalyst for the regeneration of Hereford City Centre		The council has submitted a £3m proposal which will be included in the Hereford TIP submission to government to refurbish the atrium building and to create a Learning Resource Centre in the former Sports Direct Building. Technical works have been undertaken to support the development of this project, such as initial architectural review, measured survey, and options analysis.
EC3.1	Enable and support the development & expansion of higher education in the county (NMITE, HCA), including through supporting work to increase the availability of student accommodation		Working with a range of private sector partners, Hereford College of Art and NMITE the council has enabled the development of the first student accommodation in Hereford. The 178 bedroom development was due to be completed in September. Due to the impact of Covid 19 and a small fire on the construction site, the completion has been delayed until March 2021. The current status of this priority relates to the current year activity to complete the development of the first student accommodation block at Station Approach, work is ongoing with higher education partners to plan for future needs based on expected demand over the coming years.

EC3.2	Work with partners to expand our adult and community learning programme , with a particular focus on those at risk of long term unemployment, and young people at risk of not being in education, training or employment	From the beginning of January 2021 as per government guidance Herefordshire Council's adult and community learning programme for adults aged 19+ has had to move to online remote delivery where possible. Details of remote learning will be published on the website 18 January 2021.
EC3.3	Provide more apprenticeships , including through the council's direct contracts	<ul style="list-style-type: none"> As anticipated, headline performance data for Herefordshire resident participation in 2019/2020 at all adult and community learning providers shows participation down by 18.2%. A further decrease in participant numbers has also been seen so far this academic year 2020/21. We are working with partners including the Marches LEP to form a group in Herefordshire to focus on increasing participation in learning and improving local skills. The Kick Start scheme has taken longer than anticipated to roll out nationally. The COVID-19 lockdown will also have an impact on opportunities. We will be able to report on the Herefordshire scheme in the next report. We have led the procurement of the European Social Fund allocation on behalf of the Marches LEP. Dimensions Training Solutions supports people in work or at risk of redundancy to improve skills and the Landau Building Better Opportunities and REED in Partnership programmes are aimed at skill support for the unemployed. For those young people age 15 to 24 at risk of or not in education, employment or training (NEET), an ESF funded engagement programme has been awarded to Landau until March 2023. Called In2, this programme is delivered in partnership with the HVOSS, The Cart Shed, Horizon Training and Off The Bench
EC4.1	Expand the Fastershire programme to increase delivery of superfast and ultrafast broadband coverage, including launch of Stage 5 to reach the remaining 3% of premises at the end of current contracts through Community Broadband Grant	Expansion the Fastershire programme to increase delivery of superfast and ultrafast broadband coverage, including launch of Stage 5 to reach the remaining 3% of premises at the end of current contracts through Community Broadband Grant (first project is in Birley). As of December 2020 92.1% of premises in the county had the opportunity to connect to superfast broadband of 30Mbps and above. This will increase during January as the final Openreach Cabinets commissioned by Fastershire will go live in Hereford city centre. The project remains on target to reach 94% by the end of March.
EC4.2	Increase the number of businesses connected to high speed broadband by providing bespoke grant support	The MGBG Grant provides the full capital costs of Gigabit Capable broadband infrastructure to eligible businesses. Since the relaunch of the fund in April 2020 9 new businesses in Herefordshire have been earmarked funds (in the pipeline 3 individual business and 2 combined which will include several businesses). However, take up has been slower than expected due to future uncertainty of companies.
EC4.3	Undertake feasibility study for a low power digital infrastructure that delivers benefits to residents and business and reduce the impact of digital exclusion	Feasibility study for county wide infrastructure deployment has been completed.
EC5.1	Work with private sector partners to support the growth of the tourism industry across Herefordshire building on our strengths of outdoor activities, heritage & culture; and support the development of a destination business improvement district	<p>The Marches LEP approved a business case submitted by Herefordshire Council in partnership with the Herefordshire Business Board in May 2020. The business case proposed that the £444,220 allocated to Herefordshire to support Covid 19 recovery would be focussed on the visitor economy. The visitor economy has been one of the sectors most impacted by the pandemic due to the government instruction to close for a number of months. The project will support the soonest possible recovery of the visitor economy through a marketing and PR campaign, promoting the county as a great place for day and overnight staycation visits in the summer and autumn 2020.</p> <p>The Herefordshire Destination BID proposal was identified in the Destination Management Plan as a route to establish strategic governance and management and achieve financial independence for the tourism sector and support the delivery of the Destination Management Plan and other priorities for the county as part of a public / private partnership. This project will undertake the development and campaign phases of a Herefordshire Destination Business Improvement (DBID).</p>
EC5.2	Implement the Leominster Heritage Action Zone Project , to act as a catalyst to the regeneration of the town and to attract new visitors	A Programme Lead was recruited in November/ December 2020, starting their role in Jan 2021. The recruitment of the post will now enable the project to be implemented. 15/1/21 update: Renovation and Shop Front Grants forms and guidance being produced, soft launch in early Feb. Supporting Cultural Consortium with Full Application in line with wider HAZ programme
EC6.1	Develop and implement a Social Value procurement policy to maximise the local benefit of all council spending	Key decision report of 15 December 2020 agreed approval to progress with a new social value approach for the council, encompassing a social value definition, pledges, key value indicators and measurement framework. This approach will assist the council in maximising social value contributions from the supply chain as it will provide a focus of priority areas and enable the council to measure the impact of social value contributed by the supply chain. The councils updated definition of social value was included in the report.

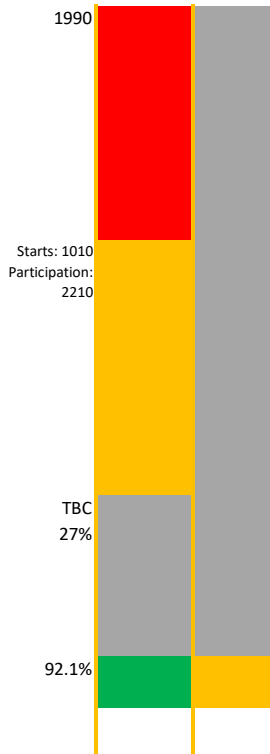
Performance Measures				
Measure	Q3	Improve-ment?	Target Met?	Comments
Increase investment in the county from both public and private sources	TBC			Confirming metric calculation
Increase the number of jobs created through investment on council land and local procurement	TBC			Confirming metric calculation
Increase the % of residents with skills at NVQ level 4 and above	TBC			Confirming metric calculation
Increase the number of HE students , adult and community learning students, apprenticeships and job placements, and quality of the provision in each	TBC			Higher Education student enrolments all ages at UK HE providers part time and full time undergraduates - data unavailable for academic year 2019/20

Increase the number of HE students, **adult and community learning students**, apprenticeships and job placements, and quality of the provision in each

Increase the number of HE students, adult and community learning students, **apprenticeships and job placements**, and quality of the provision in each

Increase the number of tourism visitors to the county, and average visitor spend
Increase the % of the council procurement budget spent locally

Increase the percentage of premises in Herefordshire able to access a superfast broadband service (over 30Mbps) (target 94%)



The latest data covers the period of the COVID-19 national lockdown. Therefore, extra care should be taken in comparing and interpreting data presented in the data release. Nationally Adult (aged 19+) government-funded education and training (excluding apprenticeships) participation decreased by 19.3% compared to 2018/19. In Herefordshire it decreased by 18.2%.

The latest data covers the period affected by COVID-19 and the nationwide lockdown (i.e. from March 2020 onwards), which will have impacted on apprenticeship and traineeship learning. Therefore, extra care should be taken in comparing and interpreting data presented in this release. For example, between March and July 2020 there was a 45.5% decrease in starts nationally compared to the previous year.

Confirming metric calculation
Based on proportion of estimated annual contract spend in county. Development of Business World system planned to allow links between contracts register and spend associated.

On target as a number of premises are reached

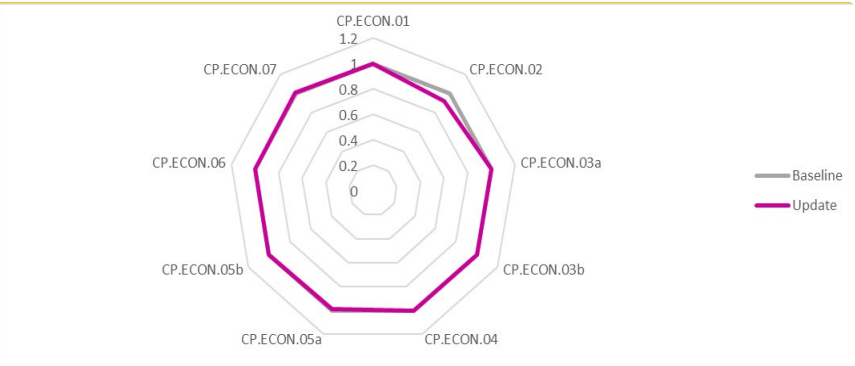
Corporate Risks

- Risk**
- CRR.09 - EU Exit
 - CRR.31 - South Wye Transport Package
 - CRR.33 - South Wye Transport Package
 - CRR.46 - Parking Income
 - CRR.47 - Hereford Transport Package
 - CRR.48 - Hereford City Centre Transport Package
 - CRR.49 - Hereford City Centre Transport Package
 - CRR.50 - School Assets
 - CRR.61 - Hereford City Centre Improvements
 - CRR.62 - Hereford City Centre Improvements
 - CRR.63 - Hereford City Centre Improvements
 - CRR.64 - Emergency Travel Measures

		Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
Likelihood	5 Certain				CRR.31	
	4 Likely				CRR.09, CRR.48, CRR.49, CRR.50, CRR.61, CRR.62, CRR.63	CRR.33, CRR.46, CRR.47, CRR.64
	3 Possible					
	2 Unlikely					
	1 Rare					

County Plan - Success Measures

- Outcome Measure**
- 01 Average Workplace Earnings
 - 02 Unemployment rate
 - 03a Educational Attainment: Progress8
 - 03b Educational Attainment: Attainment8
 - 04 Sustainable travel
 - 05a Killed/Seriously Injured
 - 05b Overall Highway Condition
 - 06 Gross Value Added
 - 07 Broadband coverage



Ensure all children are healthy, safe and inspired to achieve

Ensure that children in care, and moving on from care, are well supported and make good life choices

Build publicly owned sustainable and affordable houses and bring empty properties back in to use

Protect and improve the lives of vulnerable people

Use technology to support home care and extend independent living

Support communities to help each other through a network of community hubs

Delivery			
Reference	Action	Status	Comments
CO0.1	Improve the overall mental and physical health and wellbeing of residents of all ages with a more diverse and increased level of support that helps people to make healthy food and lifestyle choices		Talk Community mental health offer is being scoped to work with the community on early identification of mental health. Review of internal teams and additional health roles being undertaken to ensure alignment.
CO0.2	Improve the capacity and capability of data management and use of systems to drive efficiencies and maximise user experience		To areas of progress - NCS-IT commissioned to support the council with the delivery of improved performance reporting across the organisation. Also, data lead being established to pull together data insights to shape services and forecast need.
CO0.3	Implement capital highway maintenance projects		Capital Highway maintenance annual plan works works are progressing to programme. Additional investment from the Pothole and Challenge fund, Highways Asset Management and the investment in infrastructure and C and U funding will enable additional works to be delivered through the Public Realm contract. Programmes of delivery for this funding have been developed and are being delivered. There is some delivery risk associated delivery of the additional funding works being delivered by end March particularly structures projects where there are constraints associated with access to waterways for structures work. This is being monitored and where possible scheme delivery will be reprogrammed to completion in 2021/2022. These programmes are developed using the councils asset management strategy to ensure optimum use of resource and funding and to manage network risk.
CO0.4	Deliver the asset management plan to improve road conditions across the county		Further to council decision in August 2020 this work will be delivered outside of the Public Realm contract and procurement of a contractor to undertake this programme of flood repairs will commence shortly. Damage sites are being monitored to establish if any temporary repairs are required whilst procurement progresses.
CO0.5	Complete the infrastructure repair work following the flooding in winter 2019		Update report to AGC in January currently undertaking focus group sessions for working group to make recommendations. Currently on target for May 2021
CO0.6	Complete the review of governance arrangements and implement new arrangements and constitution		The communication strategy has been drafted and will be reviewed and aligned to the new engagement framework which is currently in development. The communications strategy and engagement framework will be presented to Cabinet for approval in April 21.
CO0.7	Development of a communication strategy and engagement framework that supports the delivery of the County Plan and improves the involvement by residents and key stakeholders in the development of services and ongoing direction of travel		Development of plan complete and agency commissioned to deliver. Sending messages and ensuring that these are continually aligned to the national guidance remains ongoing.
CO0.8	Development and delivery of the SafeHerefordshire campaign to support the fight against the pandemic and ensure key messages are being targeted effectively		Continued focus on delivering the outbreak control plan, including outbreak response, testing, comms and engagement. During Q3 clarity was provided on funding available and this has enabled the response to be planned through to next Spring. Challenges arose in Q3 through various tiers and lockdowns: local response was to keep comms clear and continue to support providers and other workplaces in prevention and response to cases/outbreaks. Q4 will see introduction of community lateral flow testing and roll-out, led by NHS colleagues, of COVID vaccination.
CO0.9	Effectively manage COVID-19 outbreaks through the development and implementation of the Outbreak Control Plan		Marlbrook has contractors on site and scheduled to complete ahead of programme. Mordiford car parking scheme complete, ability for school to expand now in place. Architect has been appointed to progress the designs for the improvements to Brookfield. Cabinet approval to progress Peterchurch to developed design received - tender documentation being compiled. School Capital Investment Strategy to be refreshed in 2021
CO1.1	Deliver schools investment programme including completion of the expansion of Marlbrook and Mordiford primary schools and development of Brookfield and Peterchurch schools		Limited progress due to schools being largely closed to all pupils from March - July 2020 and again January 2021. Approach to the DFE has been made resulting in contact with leads for Opportunity Areas in Somerset and Blackpool who are keen to twin with Herefordshire. All secondary schools leaders have shown a willingness to participate in the opportunity area project (DFE funded)
CO1.2	Work with school leaders locally and nationally to develop and implement an action plan to support pupils and students to make the most of their education, particularly at Key Stage 4 and the move into the world of work		Seconded OFSTED HMI completed a survey with the vast majority of schools which resulted in a set of guiding principles for effective distance learning. A second survey was completed in the autumn term by HC officers. Daily DFE return by schools shows they were providing the required home learning when pupils were isolating. A webinar conference was run in July for schools to share good practice. OFSTED HMI supported this. School Improvement Funds have been used to provide support from the Primary IT consultant who works for HC. Guidance regularly shared with schools via newsletters and spotlight on children. DFE laptops and routers were ordered and distributed for vulnerable learners by HC Officers in May/June 2020, the schools have directly ordered more devices themselves in January 2021. Two survey's to ascertain laptop need have been completed and shared with Director of C and F. A HC Webpage has been set up to guide and signpost parents with home learning
CO1.3	Work with school and education leaders and other partners to minimise the impact of the pandemic by enabling and implementing a range of support including online teaching and home learning		Plans are on hold due to COVID. Alternative options are being explored as way of mitigating impact but this will be difficult
CO1.4	Improve the oral health of children in the county		The implementation plan is on target and monitored through the Signs of Safety Project Board.
CO2.1	Implement and embed a new Children's social work model of practice which provides a strengths based approach to child protection case work (model is known as Signs of Safety)		

CO2.2	Continue the improvement of the children's safeguarding system to ensure children and families get the right support at the right time, including early help and reduce the number of children needing to be cared for by the council		The new Early Help Hub supports families and professionals to ensure the Right Help at the Right Time is offered earlier so less children require statutory safeguarding services. The hub which handles all contacts into the local authority below level 4, safeguarding was launched on 21st September 2020 and handled 737 contacts in quarter 3 and in addition in December 2020 314 telephone calls from parents, young people and professionals. (The telephone line was opened in November 2020). The new levels of need document, Right Help Right Time was successfully launched in December 2020 to over 200 practitioners.
CO3.1	Develop feasibility and options for the development of council owned homes and confirm the model for delivery		Cabinet decision taken on November 26. Agreement to develop affordable housing units under the general fund followed by establishing a Housing Revenue Account. Work is currently underway to identify potential sites in Herefordshire, a carbon expert has been employed and all stakeholders are in discussions
CO3.2	Submit planning application for the first site of Council owned affordable net zero carbon housing		
CO4.1	Develop and adopt new models of care accommodation to support vulnerable young people, people with learning disabilities and older people		Savings targets agreed, the LD project will move to "delivery" on VERTO from January 21. Design principles for the new care facility have been submitted to Engie and are due to be discussed with the architect and developer partner in January 21.
CO4.2	Develop and deliver a community meal offer (Talk Community Kitchen) that provides healthy meals to the local community and offers skills and training opportunities for young people and those at risk of long term unemployment		Talk Community Hillside Kitchen commenced in October to provide outreach meals to the community over 4 days a week.
CO4.3	Develop Right Support, Right Time for Families through our Talk Community approach and building on strengths within local communities		The application of the new Right Help Right Time and Talk Community approach is being delivered through our Early Help service with a focus on early intervention and community involvement. Also work being discussed to develop volunteer mentoring scheme for those at risk of child exploitation (Child Exploitation strategic group leading)
CO4.4	Embrace the principles of "no second night out" and "housing first" through developing a model of delivery that prevents homelessness		These principles are embedded in Project Brave and have informed successful capital and revenue bids to MHCLG that will enable the delivery of a range of accommodation with support, and the creation of a Homelessness Hub early in 2021.
CO4.5	Develop the council owned Hillside Care Centre to be a fully digital, dementia friendly and environmental care home		Appointment of the Design Consultant and Technology experts in February 21. Work with E&P on environmental improvements are almost complete.
CO4.6	Develop and implement an all ages, whole system commissioning strategy that improves outcomes for people and families and maximises the use of resources		Diagnostic and finding were presented to Corporate Directors in December 20. Decision was to undertake more detailed work in the area of Children's complex care to establish potential benefits.
CO5.1	Develop a new Independent Living Services offer for Herefordshire residents		Phase 1 of the project (service intake) will be completed by mid February. Delays due to covid pressures have been built in to the revised project timescales.
CO5.2	Develop our assistive technology offer to enable people to maximise independent living including the delivery of a demonstration centre at Hillside Care Centre and an online catalogue		Appointment of the Design Consultant and Technology experts for Hillside in February 21. The online catalogue for NRS is under development.
CO6.1	Support communities to improve community resilience through development of a network of community led hubs throughout the county		The Talk Community covid-19 centrally coordinated response has been embedded as usual and during the second lockdown Talk Community worked in partnership with community organisations to again support the most vulnerable across the county. During quarter three 6 Talk Community hubs went live and 9 seed funding applications approved.
CO6.2	Develop integrated service hubs within communities to tackle inequalities, meet the needs of the local community and that make best use of council and community assets		The initial modelling and locality assessments including local asset reviews for ICHs has been completed. 2 market towns have been chosen as potential initial sites for investment. Local engagement with community leaders is now under way.

Performance Measures				
Measure	Q3	Improve-ment?	Target Met?	Comments
Increase the number of affordable houses delivered with 450 homes built by March 2022	104			Total delivery this year is now 104 dwellings with a further 108 dwellings due to complete by the end of the financial year, taking delivery to 212 dwellings. The target is 220, given the pandemic, the closure of development sites and the current third lockdown so reduced builders on site this is an amazing achievement.
Reduce the number of rough sleepers in Herefordshire to no more than 12 people at any time	16			The timing of the MHCLG official count is disadvantageous to Herefordshire as it coincides with the end of the picking season when people lose the accommodation that was tied to the seasonal employment in that sector. This inflates the figure in the short term until the Housing Solutions Service can support people into accommodation. This year's figures included two people who became rough sleeping on the morning before the count was undertaken.
Reduce the rate of admissions to care homes (aged under 65)	6.4			
Reduce the rate of admissions to care homes (aged 65+)	291.6			
Maximise the take up of the Talk Community Seed Funding	TBC			
Increase the income generation into the county for the use by the third sector	£2,827,854 (To date)			
Increase the volunteer capacity	TBC			Health and Wellbeing survey will provide an update to this figure. We know that a lot of additional people have volunteered during the past 9 months, so the survey should pick this up (although the question does ask re last 12 months).
Increase the number of people engaging with the Healthy Lifestyle Trainer Service	TBC			

Increase the number of talk community hubs active in the county to 50 by march 2022	6		
Increasing the number of schools which show a positive progress indicator at age 16 and attainment in second quartile (measure to be determined given lack of national data due to cancellation of exams in 2020)	TBC		Nationally, there were no KS4 examinations in 2019-20 due to COVID-19. Data is not being published at school level so it is not possible to report this outcome. Access to individual school data is not available.
Reducing the number of school leavers who are not in education, training or employment (target to be set but with the caveat of potential impact of COVID-19 on opportunities)	NEET: 3.6% Not Known: 2.5%		
Aim to have no more than 320 looked after children by end of 2021– in line with West Midlands regional average from 2018/19	329		There were 329 Children and Young People in Care at the end of Quarter 3; work continues to reduce the number in care.
Increase the proportion of audits of children's cases rated as good or outstanding	38%		Overall the direction of travel is improving in the number of audits that are being rated as good or outstanding.
Increase the proportion of care leavers in touch, in suitable accommodation and in Education, Employment or Training (3 separate measures) – 92%, 87%, 57% respectively i.e. good statistical	94% 89% 60%		This areas of the delivery plan is pleasing to see that the number of care leavers in touch has increased. And that the number in suitable accommodation is at 89%.
Reduction in the number of people claiming unemployment related benefits (Claimant count)	4675 (Nov 20)		
Increase employee engagement	TBC		Annual data
Improve resident engagement and overall satisfaction with the council	TBC		Annual data
Number of people in Herefordshire using the internet	TBC		144k (adults) 93.4% adults classed as regular users (ONS data 2019/20)

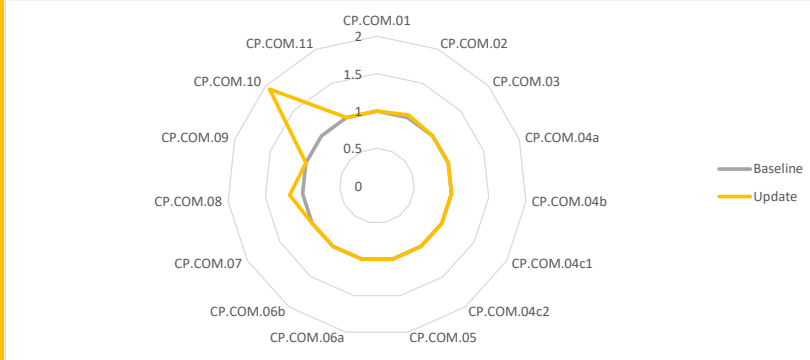
Corporate Risks

- Risk**
- CRR.03 - Budget & Savings Plan - Children & Families
 - CRR.04 - Human Rights Claims
 - CRR.39 - COVID19
 - CRR.45 - COVID19 Funding Issues
 - CRR.51 - Foster Carers
 - CRR.52 - Court Cases
 - CRR.53 - Market Viability
 - CRR.54 - Nursing Capacity
 - CRR.56 - Discretionary Housing Payment
 - CRR.57 - Drainage Investment
 - CRR.58 - Service Delivery alignment to Asset Management Plan
 - CRR.59 - Severe Weather & Emergencies impact on highway assets
 - CRR.60 - COVID19 impact on passenger transport

		Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
Likelihood	5 Certain				CRR.04, CRR.51, CRR.52	CRR.39, CRR.60
	4 Likely				CRR.45, CRR.53, CRR.54, CRR.56, CRR.57, CRR.59	CRR.03
	3 Possible					
	2 Unlikely					
	1 Rare					

County Plan - Success Measures

- Outcome Measure**
- 01 House Affordability Ratio
 - 02 Adults supported in their own homes
 - 03 Social Mobility Index
 - 04a Child Poverty
 - 04b Childhood tooth decay
 - 04c1 Childhood Obesity: Reception
 - 04c2 Childhood Obesity: Year 6
 - 05 Rate of Children In Need
 - 06a School Readiness
 - 06b School Readiness: FSM
 - 07 Community Resilience
 - 08 Unplanned hospital admissions
 - 09 Mental wellbeing
 - 10 Homelessness
 - 11 Fuel Poverty



Environment

Protect and enhance our environment and keep Herefordshire a great place to live

Quarter 3 - 2020/21

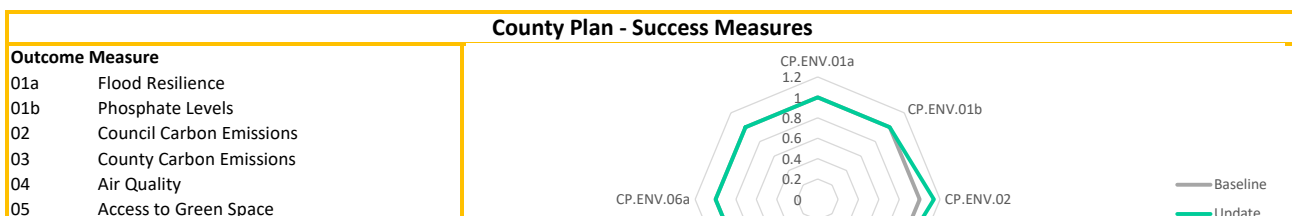
Minimise waste and increase reuse, repair and recycling	Improve and extend active travel options throughout the county	Build understanding and support for sustainable living
Invest in low carbon projects	Identify climate change action in all aspects of council operation	Seek strong stewardship of the county's natural resources
	Protect and enhance the county's biodiversity, value nature and uphold environmental standards	

Delivery			
Reference	Action	Status	Comments
EN0.1	Develop the evidence base for the update of the Core Strategy and confirm programme for new plan following enactment of the planning white paper		Delays experienced due to COVID-19. Assessments of employment land, town centre and retail all due to contracted externally. Site survey and assessment work underway for housing land availability.
EN1.1	Develop a new waste strategy that drives the environmental ambition of the council, delivers value for money and meets residents' expectation. The new strategy will inform the future commissioning of waste collection and disposal in Herefordshire		Consultation commissioned during quarter and consultation now live and responses continue to be received. Early indication identify a good response rate to date.
EN2.1	Complete the Hereford Transport Strategy Review and begin implementation of the preferred options		Decision taken to agree preferred strategy and stopping western bypass and SLR. Cabinet advised that the decision on the two road schemes would need to be referred to full council as policy framework item. Council reporting arranged for Feb 2021 with interim report to cabinet 21/1/21 to confirm council recommendations and allocation of ear marked revenue reserves required to fund the de-capitalisation of the two road schemes.
EN2.2	Continue to deliver and extend the Choose How You Move sustainable and active travel programme to increase levels of walking and cycling		Impact from COVID, however agreed rebalancing scheme elements with DfT. Some schemes, such as Beryl Bikes, Get Walking and the Rangers have been running across the year to date but most of the active travel trial activities are paused due to Covid restrictions. That activity is planned to be delivered across 21/22 and is agreed with the DfT.
EN2.3	Significantly increase electric vehicle charging infrastructure by leveraging private sector investment through the development of a concession contract		Contract in development and out to tender early 2021.
EN2.4	Explore feasibility for the development of a cycle super highway		Progress will be subject to further decision on next steps from the Transport Strategy Review and will incorporate developing ATM measures suggested in the Hereford Transport Package. This will be the subject of a further report to cabinet in March 2021. following a successful bid to the Towns Fund by the Economic Development team, the Hereford Business E-Bike Grant opened on 6th January. Businesses in Hereford can apply for an e-bike or an e-cargo bike to use in place of car or van journeys or to enable the development of a new business. Work is underway with Beryl Bikes to include ebikes as part of the local offer.
EN3.1	Create a new countywide climate & ecological emergency partnership, strategy and action plan to improve biodiversity and achieve countywide carbon neutrality by		Initial action plans and new website due to be launched 26th January
EN3.2	Introduce supplementary planning guidance on environmental building standards to ensure all new buildings are compatible with our climate and nature goals		Work has commenced on the preparation of an SPD anticipated to be completed by the Autumn of 2021.
EN4.1	Support the most vulnerable people in our communities by providing energy efficient and more affordable heating		Warm Homes Fund delivery currently below target on urban and rural projects. Working with installers and partners to increase uptake via suitable renewable solutions and enhanced marketing. Applying for corporate project development support through the annual capital application process when it becomes available later this year to work up an application in support of this work
EN4.2	Develop new domestic building retrofit programmes to further improve the energy efficiency of Herefordshire's housing stock, reducing carbon emissions, improving wellbeing and tackling fuel poverty		
EN5.1	Reduce the council's own carbon footprint through implementing our Carbon Management Action Plan		Latest green house gas report published in October (https://www.herefordshire.gov.uk/climate-2/climate-change/2) confirming a 49% reduction in the council's carbon footprint. Some specific project delays to Widemarsh Childrens Centre and Hillside, however the remainder of the programme remains on track.
EN5.2	Improve the environmental and energy efficiency standards of Council buildings through the introduction of: a) new minimum standards for energy efficiency b) a plan for investing in energy efficiency and renewable energy measures for existing buildings c) a plan for achieving net zero carbon for all council new-build buildings		Some specific project delays to Widemarsh Childrens Centre and Hillside, however the remainder of the programme remains on track. Challenge team established, Sharepoint site developed and carbon calculator used.

EN6.1	Construct the first of up to eight integrated wetlands as tertiary treatments for waste water treatment works to reduce phosphate levels within the River Lugg catchment area	Significant work underway to procure up to 8 integrated wetland sites in the Lugg catchment area. Risk to delivery due to timescales associated with funding.	
EN6.2	Develop & implement supplementary planning guidance on intensive livestock units to protect water quality in our rivers		Supplementary Planning Guidance scoped for adoption for later in 2021
EN6.3	Continue to support the River Wye and Lugg pilot Natural Flood Management Project to reduce flood risk to communities within Herefordshire		Catchment advisors have engaged with 134 landowners representing 83% of the target catchment area. A total of 108 advisory reports have been produced. NFM grant scheme active. Panel have reviewed 71 applications and awarded circa £90k of funding (circa £10k returned to budget due to grant withdrawals or underclaims). Approx. £6.7k left to allocate. Closing date for applications 31 Dec 2020. Community groups set up in each catchment however all meetings have been postponed due to Covid-19. Plan to re-engage communities using virtual meetings. NFM measures delivered in all project catchment areas, including soil improvement work, cover cropping, leaky dams, attenuation areas, meadow creation and tree / hedge planting. More work planned for delivery.
EN7.1	Develop & implement a new nature strategy to enhance and protect biodiversity across the Council's estate	The Council is due to develop a new Nature Strategy in order to further protect and enhance local biodiversity, meet the objectives of the emerging Environment Bill and to achieve biodiversity net gain. We will also be promoting local Nature Recovery Networks (NRNs) to join up existing biodiversity corridors and are working with the Herefordshire Wildlife Trust on a new pilot project to help deliver this, again many of these hopefully giving public access to wild and green spaces.	

Performance Measures				
Measure	Q3	Improvement	Target Met	Comments
Reduce the average kilograms of waste per person	284kg			Waste collected from homes has been higher in the last month, however waste from HRC's was lower. This is likely a result of the impact of COVID-19.
Increase in the percentage of waste sent for recycling	41.2%			Data from Nov due to full availability of December data.
Increase the % of journey-kilometres made by walking, cycling and public transport	TBC			Confirming metric calculation
Reduce the county's carbon footprint	32%			The 2018 data has just been published and shows a 31.96% reduction on the 2005 baseline.
Increase the % of investment that contributes significantly to achieving climate and nature goals	TBC			Confirming metric calculation
Reduce the council's carbon footprint	49%			Confirming metric calculation
Improve water quality in our rivers	TBC			Confirming metric calculation
Increase tree cover	TBC			Confirming metric calculation
Increase biodiversity	TBC			Confirming metric calculation
Increase residents' access to wild space and green space	TBC			To be reported as part of the talk community survey

Corporate Risks						
Risk	Likelihood	Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
	5 Certain					
	4 Likely					
	3 Possible					
	2 Unlikely					
	1 Rare					





Ref	Overarching risks	Specific Risks	Corporate Ambition			Opened	Likelihood	Dec-20 Impact	Score	3 Month Trend
			Environment	Community	Economy					
CV1	Risk to the vulnerable people in Herefordshire (children not in education, not in social care)	Ability to carry out business as usual to support vulnerable people in the community		x		Apr-20	2	3	6	
		National focus is largely on protecting the NHS, which might result in poor practices generating increased (long term) pressures on social care				Apr-20				
		Residents impacted by the recent flooding are unlikely to be able to repair properties and will remain in temporary accommodation		x		Apr-20				
		Assurance that Care Home are effectively managing the COVID risks and contamination control within their settings		x		Apr-20				
		Adequacy of Infection Protection control		x		May-20				
		Testing availability				Sep-20				
		Increase in infection rate				Sep-20				
CV2	Risk to our staff	Patchy test and trace communication and service				Oct-20	2	4	8	
		Availability of PPE		x		Apr-20				
		Staffing levels will make BAU, and COVID responses under pressure				Apr-20				
		Risk of infection/death to frontline staff working in the community				Apr-20				
		Working from home H&S and well being				Apr-20				
		Risk to BAME workforce				May-20				
		Covid secure workplaces				May-20				
Testing availability				Aug-20						
CV3	Risk to the council's finances	Risk to social work practice as supervision continues to be remote				Oct-20	4	5	20	
		Risk of up to 20% of social care staff being unwell following covid-19 vaccine.				Nov-20				
		A reduction in council tax income		x	x	Apr-20				
		A reduction in business rate income				Apr-20				
		A reduction in income for other sources, such as car parking				Apr-20				
		Additional unbudgeted spend including PPE @ significant cost				Apr-20				
		Uncertainty over central government support and unavoidable costs				May-20				
Timing deadline for central government support				Jun-20						
CV4	Risk to the local economy	Local economy will suffer as a result of the COVID measures		x	x	Apr-20	5	5	25	
		Increased likelihood of businesses failing				Apr-20				
		Delays in progressing some of the key council developments which will increase the capacity to				Apr-20				
		Market failures for LA services				Jun-20				
		Impact for market towns not covered by specific grants				Jun-20				
		Increased unemployment				Jun-20				
		Ability for transport services to provide covid secure service and still be viable				Jun-20				
		Difficulty in recruiting in some areas ie agriculture				Jun-20				
		Uncertainty of pandemic on top of flooding this year				Jun-20				
		Local lockdowns in other areas				Sep-20				
		Potential new peak Covid, end Dec into early Jan, overlapping with Brexit deal/no deal and convergent impact				Nov-20				
CV6	Risk to the Shield, BRAVE and other vulnerable groups COVID response	Due to numerous lists being issued from health, there is a risk that some people are missed and not contacted		x		Apr-20	2	3	6	
		Fragile processes have been developed to support immediate resolution, which rely too heavily on individuals and single points of failure.				Apr-20				
		Sufficiency of foster care places				Jun-20				
		Availability of volunteers and shield buddies as normal duties resume				Jun-20				
		Impact of public realm changes for the visually impaired				Jun-20				
		Increase in infection rates				Sep-20				
		Testing ability				Sep-20				
Patchy test and trace communications and service				Oct-20						
CV7	Risks to Communications and national messaging	Herefordshire council might not agree with the national messaging		x	x	Apr-20	2	3	6	
		The requirement to respond to the national governments decisions quickly poses a risk to the council				May-20				
		Messages not understood due to unclear messaging and different counties/welsh border.				May-20				
		Inaccessible communications not reaching audience				Jun-20				
CV8	Risk to delivery of Strategic Objectives	Non compliance by members of public	x	x	x	Apr-20	4	5	20	
		Transformational projects stalling due to inability to build/develop/transform services				Apr-20				
		HE ability/pressures				May-20				
		Lockdowns and further restrictions				Jun-20				
CV9	Risk of non compliance with advice/guidance by general public	Pressure on council enforcement resources		x		Jun-20	3	5	15	
		Not securing court orders				Jun-20				
CV10	Risk of larger outbreaks leading to wider lockdown	Increase in infection rates				Aug-20	3	5	15	
		LA not have powers for wider lockdown		x	x	Jun-20				
		Community tensions rising				Jun-20				
		Local authority and local system capacity being overwhelmed if multiple large outbreaks occur simultaneously				Jul-20				
		Increase in infection rate				Sep-20				
						Sep-20				

			Environ-ment	Comm-unity	Economy		Likelihood	Impact	Score	Trend
School reopening						Sep-20				
CV11	Missed education for Herefordshire learners	<p>Impact of lack of learning /virtual learning capability</p> <p>Parental and school tensions</p> <p>Non-attendance for september return</p> <p>Schools returned and preparing for virtual learning</p> <p>Ability to catch up on missed education</p>	x	x		<p>Jun-20</p> <p>Jun-20</p> <p>Aug-20</p> <p>Sep-20</p> <p>Sep-20</p>	5	5	25	—
CV12	Lack of digital inclusion /IT	<p>Superfast broadband not accesible to all</p> <p>Digital inclusion - feeling more excluded</p> <p>Cyber security risk increasing given increase of matter online</p> <p>IT still within the council having an impact on delivery</p>			x	<p>Jun-20</p> <p>Jun-20</p> <p>Jun-20</p> <p>Nov-20</p>	3	4	12	—
CV13	Risk to the Council's reputation	<p>Introduction of local rapid testing at scale places expectations on council to make this an effective, well-run service for an estimated 6-12 months.</p> <p>Development of contact tracing and compliance services at a local level will be necessary to control and mitigate infection spread. This has been of poor quality nationally, and damaging to national government.</p> <p>There is already an expectation that the local authority will support the effective roll-out of vaccinations to health and care staff: likely that this will extend to the wider population in the new year.</p>	x	x		Nov-20	3	4	12	—