

Agenda

General scrutiny committee

Date: **Friday 15 January 2021**

Time: **11.00 am**

Place: **Online meeting**

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YouTube channel:**

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

For any further information please contact:

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Agenda for the meeting of the General scrutiny committee

Membership

Chairperson **Councillor Jonathan Lester**
Vice-Chairperson **Councillor Tracy Bowes**

Councillor Barry Durkin
Councillor Jennie Hewitt
Councillor Bob Matthews
Councillor Louis Stark
Councillor William Wilding

Agenda

1. APOLOGIES FOR ABSENCE

To receive apologies for absence.

2. NAMED SUBSTITUTES

To receive details of members nominated to attend the meeting in place of a member of the committee.

3. DECLARATIONS OF INTEREST

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.

4. MINUTES

To receive the minutes of the meeting held on 7 December 2020.

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HOW TO SUBMIT QUESTIONS

The deadline for the submission of questions for this meeting is 5.00 pm on Monday 11 January 2021.

Questions must be submitted to councillorservices@herefordshire.gov.uk. Questions sent to any other address may not be accepted.

Accepted questions and the responses will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at www.herefordshire.gov.uk/getinvolved

5. QUESTIONS FROM MEMBERS OF THE PUBLIC

To receive any written questions from members of the public.

6. 2021/22 BUDGET SETTING

To seek the views of the general scrutiny committee on the budget proposals for 2021/22, both capital and revenue items, following the announcement of the provisional financial settlement.

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7. QUESTIONS FROM MEMBERS OF THE COUNCIL

To receive any written questions from members of the council.

8. WORK PROGRAMME

To review the committee's work programme.

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9. DATE OF NEXT MEETING

The next scheduled meeting is Monday 25 January (2:00pm).

The Public's Rights to Information and Attendance at Meetings

Herefordshire Council is currently conducting its public committees, including the General Scrutiny Committee, as "virtual" meetings. These meetings will be video streamed live on the internet and a video recording maintained on the council's website after the meeting. This is in response to a recent change in legislation as a result of COVID-19. This arrangement will be adopted while public health emergency measures including, for example, social distancing, remain in place.

Meetings will be streamed live on the Herefordshire Council YouTube Channel at

<https://www.youtube.com/HerefordshireCouncil>

The recording of the meeting will be available shortly after the meeting has concluded through the General Scrutiny Committee meeting page on the council's web-site.

<http://councillors.herefordshire.gov.uk/ieListMeetings.aspx?CId=809&Year=0>

YOU HAVE A RIGHT TO: -

- Observe all "virtual" Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting. (These will be published on the Planning and Regulatory Committee meeting page on the council's web-site. See link above).
- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting. (These will be published on the Planning and Regulatory Committee meeting page on the council's web-site. See link above).
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees.
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
- Access to this summary of your rights as members of the public to observe "virtual" meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect documents.

1 September 2020

Guide to General Scrutiny Committee

Scrutiny is a statutory role fulfilled by councillors who are not members of the cabinet.

The role of the scrutiny committees is to help develop policy, to carry out reviews of council and other local services, and to hold decision makers to account for their actions and decisions.

Council has decided that there will be three scrutiny committees. The Committees reflect the balance of political groups on the council.

The General Scrutiny Committee consists of 7 Councillors.

Councillor Tracy Bowes (Vice-Chairperson)	It's Our County
Councillor Barry Durkin	Conservative
Councillor Jennie Hewitt	Herefordshire Independents
Councillor Jonathan Lester (Chairperson)	Conservative
Councillor Bob Matthews	True Independents
Councillor Louis Stark	Liberal Democrat
Councillor William Wilding	Herefordshire Independents

The committees have the power:

- (a) to review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the executive,
- (b) to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are the responsibility of the executive,
- (c) to review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are not the responsibility of the executive,
- (d) to make reports or recommendations to council or the cabinet with respect to the discharge of any functions which are not the responsibility of the executive,
- (e) to make reports or recommendations to council or the cabinet on matters which affect the authority's area or the inhabitants of that area
- (f) to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions and to make reports or recommendations to the council with respect to the discharge of those functions. In this regard crime and disorder functions means:
 - (i) a strategy for the reduction of crime and disorder in the area (including anti-social and other behaviour adversely affecting the local environment); and
 - (ii) a strategy for combatting the misuse of drugs, alcohol and other substances in the area; and
 - (iii) a strategy for the reduction of re-offending in the area
- (g) to review and scrutinise any matter relating to the planning, provision and operation of the health service in its area and make reports and recommendations to a responsible person on any matter it has reviewed or scrutinised or to be consulted by a relevant NHS

body or health service provider in accordance with the Regulations (2013/218) as amended. In this regard *health service* includes services designed to secure improvement—

- (i) in the physical and mental health of the people of England, and
- (ii) in the prevention, diagnosis and treatment of physical and mental illness
- (iii) And any services provided in pursuance of arrangements under section 75 in relation to the exercise of health-related functions of a local authority.

(h) to review and scrutinise the exercise by risk management authorities of flood risk management functions or coastal erosion risk management functions which may affect the local authority's area.

The specific remit of the general scrutiny committee includes:

- Services within the economy and place directorate and corporate centre
- Corporate performance
- Budget and policy framework matters
- Statutory flood risk management scrutiny powers
- Statutory community safety and policing scrutiny powers

Who attends general scrutiny committee meetings?

The following attend the committee:

- Members of the committee, including the chairperson and vice chairperson.
- Cabinet Members – They are not members of the committee but attend principally to answer any questions the Committee may have and inform the debate.
- Officers of the council – to present reports and give technical advice to the committee
- People external to the Council invited to provide information to the committee.

(Other councillors - may attend as observers but are only entitled to speak at the discretion of the chairman.)

**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.

Minutes of the meeting of General scrutiny committee held at online meeting on Monday 7 December 2020 at 4.00 pm

Present: Councillor Jonathan Lester (chairperson)
Councillor Tracy Bowes (vice-chairperson)

Councillors: Jennie Hewitt, Paul Rone, Louis Stark and William Wilding

In attendance: Councillors Ellie Chowns (Cabinet Member), John Harrington (Cabinet Member), Liz Harvey (Cabinet Member) and David Hitchiner (Cabinet Member)

Officers: Herefordshire Council: R Ball – Director for Economy and Place, R Allonby – Head of Economic Development, A Lovegrove – Chief Finance Officer, A Mcalpine – Senior Solicitor

Marches Local Enterprise Partnership: Mandy Thorn MBE DL – Chair, Gill Hamer - Chief Executive, Ilia Bowles - Director of Corporate Services; and Tim Yair - Regional Senior Energy Projects Officer

19. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Durkin and Matthews.

20. NAMED SUBSTITUTES

Councillor Rone substituted for Councillor Durkin.

21. DECLARATIONS OF INTEREST

None.

22. MINUTES

RESOLVED: That the minutes of the meeting held on 9 November 2020 be approved as a correct record.

23. QUESTIONS FROM MEMBERS OF THE PUBLIC

The question received and the answer are appended to these minutes.

24. QUESTIONS FROM MEMBERS OF THE COUNCIL

None.

25. MARCHES LOCAL ENTERPRISE PARTNERSHIP UPDATE

The Committee received an update on the achievements of the Marches Local Enterprise Partnership (LEP), its current priority activities and board membership.

The Senior Solicitor made a statement that given the dispute between the LEP and the Council with regard to the determination and clawback of the South Wye Transport Package funding it was considered that it would not be appropriate for the Committee to discuss matters set out at paragraphs 42-43 of the report.

The Head of Economic Development introduced the report.

The Chair of the LEP made some introductory remarks.

The Chief Executive of the LEP then gave a presentation, as published as an appendix to the agenda papers.

The committee discussed the report by the LEP asking a number of questions to which responses were given.

RESOLVED:

- That**
- (a) the update from the Marches LEP including current priorities and projects be noted;**
 - (b) the executive be recommended that:**
 - (1) the LEP be asked to bear in mind the importance of having regard to the needs of the market towns and the rural areas when considering allocating funding for projects;**
 - (2) the LEP be encouraged in its stated intention to revisit its Strategic Economic Plan and other policies to ensure that they are sustainable and resilient having regard, for example, to the impact of transport schemes in the context of the declared climate emergency;**
 - (3) the LEP be asked to consider how it can improve its engagement with creative industries;**
 - (4) the LEP be asked to consider appointing a creative industries champion to the LEP Board;**
 - (5) the LEP Board be recommended to appoint a rural and market Towns Champion;**
 - (6) the LEP be asked to bid for funding to address the impacts of flooding, noting that these are of a significance comparable to the impacts of Covid 19 for which the Government has provided funding;**
 - (c) the Executive considers how it can facilitate better engagement between the Herefordshire Cultural Partnership and the LEP;**
 - (d) the Executive work with the LEP to make representations for there to be a small towns LEP group along the lines of the national rural LEP Group;**
 - (e) the Executive ensures that it has a number of approved prioritised projects available for submission to the LEP in order to take advantage of funding opportunities when they arise;**
 - (f) the Committee establishes a task and finish group to review the processes in place to deliver projects, ensuring that the reasons that**

have led to delays in the past on council managed projects have been addressed and that the current processes are fit for purpose; and

(g) the LEP be asked to report to the Committee on the level of inward investment achieved.

26. WORK PROGRAMME

The Committee considered its work programme.

The following additions and amendments were proposed:

- the Action Plan accompanying the Local Flood Risk Management Strategy be reviewed in March.
- That a task and finish group be established to examine why the council had previously not been able to meet project deadlines for council projects, the reasons for delays, what measures needed to be put in place including arrangements with LEP partners, governance, and processes to ensure projects could be delivered on time, budgeted and to the appropriate quality.
- It was noted that it had also been proposed that the Committee should establish a task and finish group to look at contract management, given considerable spend on these contracts.

The Chief Finance Officer agreed to submit a report to the Committee in January to assist it in deciding how best to proceed in considering the proposed topics on project and contract management.

- It was highlighted that an executive decision on the extension of the current contract with Balfour Beatty Living places was pending.
- An additional meeting should be scheduled for 26 April. It was proposed that this should consider the response to Covid 19 and progress on the Executive's responses to the task and finish group reports on the Waste Management Strategic Review and the Climate Emergency.
- In relation to the forthcoming consideration of the budget it was suggested that a checklist of questions would help the Committee to fulfil its role in scrutinising the budget. The Chief Finance Officer agreed to consider this request. He noted that a training session for all councillors was being scheduled.
- In considering the Hereford Transport Package review on 9 November the Committee had recommended (recommendation (b)): that the cabinet consider 'weighting of the preferred outcomes' to help determine the preferred package to take forward. It was requested that the Executive be asked to provide a fuller explanation of its response to this recommendation as set out in the schedule of recommendations made and responses at appendix 2 to the work programme report.
- It was requested that the County's MPs be invited to attend the Committee's meeting to consider the budget to provide them with a better understanding of the impact of COVID and flooding on the budget and the choices facing the council, as a result of lack of support and funding shortages from central government. It would also provide an opportunity to hear how they were working for the county to secure funds.

RESOLVED:

- That**
- (a) the draft work programme as set out at appendix 1 to the report be approved, subject to the amendments identified above;**
 - (b) a report be made to the next meeting on the options for scrutinising project management and contract management;**

- (c) the County's MPs be invited to attend the Committee's meeting to consider the budget; and
- (d) the executive be requested to provide a fuller explanation of its response to the Committee's recommendation (b) in its consideration of the Hereford Transport Package review on 9 November that the cabinet consider 'weighting of the preferred outcomes' to help determine the preferred package to take forward'.

27. DATE OF NEXT MEETING

Friday 15 January 2020 11.00 am.

Appendix - Public Questions and Answers

The meeting ended at 6.19 pm

Chairperson

PUBLIC QUESTIONS TO GENERAL SCRUTINY COMMITTEE – 2 December 2020

Question 1

Mr R Palgrave – How Caple

The Marches LEP update for this meeting includes the following statement about the Hereford City Centre Transport Package: "The aim of the project is to improve the provision of housing in the County, providing a more sustainable and pedestrian friendly city centre and supporting the delivery of long-term economic benefits and sustainable growth for Herefordshire. The project has so far delivered 803 jobs and 107 homes. Over the lifetime of the project it will deliver 800 homes, along with other economic outcomes for the city". Would the committee please ask for evidence that supports the claim that 803 jobs and 107 homes have been delivered so far.

Response

The Hereford City Centre Transport Package project led by Herefordshire Council and funded by the Marches Local Enterprise Partnership (LEP) enabled the development of the new City Link road. This has already unlocked the growth of new jobs opportunities and housing development across the city centre by providing access to an area to the north of the inner ring road which was previously inaccessible. In accordance with the national government output guidance and the LEP funding contract for the project, Herefordshire Council has monitored and reported on the job opportunities that have been developed in new developments such as the Old Market shopping centre and the new homes that have been brought forward in the urban village area (for example in the five year housing land supply annual statement

https://www.herefordshire.gov.uk/downloads/file/16175/appendix_b_5_year_supply_april_18_updated_october_2018.pdf).

The City Link Road development will continue to enable the development of new job and housing opportunities.



Meeting:	General scrutiny committee
Meeting date:	Friday 15 January 2021
Title of report:	2021/22 budget setting
Report by:	Leader of the council

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

To seek the views of the general scrutiny committee on the budget proposals for 2021/22, both capital and revenue items, following the announcement of the provisional financial settlement.

The draft proposals show an overall increase in the proposed base revenue budget funded through a 4.99% increase in council tax, inclusive of a 3% adult social care percept, and grant funding announced by central government in the provisional financial settlement.

The committee is invited to make recommendations to inform, constructively challenge and support the process for making Cabinet proposals to Council regarding the adoption of the budget.

Recommendation(s)

That:

- (a) having regard to the proposals the committee determines any recommendations it wishes to make to Cabinet in relation to the 2021/22 budget proposals for both revenue and capital.**

Alternative options

1. There are no alternatives to the recommendations; Cabinet is responsible for developing budget proposals for council consideration and it is a function of this committee to make reports or recommendations to the executive with respect to the discharge of any functions which are the responsibility of the executive. The council's budget and policy framework rules require Cabinet to consult with scrutiny committees on budget proposals in order that the scrutiny committee members may inform and support the process for making Cabinet proposals to Council.
2. It is open to the committee to recommend alternative spending proposals or strategic priorities; however given the legal requirement to set a balanced budget should additional expenditure be proposed compensatory savings proposals must also be identified.

Key considerations

3. The proposed 2021/22 revenue budget is based on the provisional local government financial settlement and an assumed total council tax increase of 4.99%, 1.99% increase in core council tax and a 3% adult social care precept. This increases the band D equivalent charge to £1,652.30 representing an increase of £1.51 per week (£6.54 per month). This is the maximum increase permitted, a higher increase would require the support of a referendum.
4. The current financial year is facing unprecedented pressures in response to the national pandemic Covid-19. Central government has awarded grants to local authorities to manage these pressures, however this is expected to cover around 70% of the cost.
5. Covid-19 and the related lockdown restrictions has severely affected Herefordshire's local economy since mid-March 2020, with the true extent of the impact not yet fully known. Whilst the lifting of lockdown measures for many sectors in June and July helped the economy to start to recover, many business have remained either closed throughout or continue to operate at reduced levels. The closure of the Job Retention Scheme later in the year could have a further significant impact on local unemployment.
6. The 3% adult social precept will generate additional income to fund pressures identified in the adults and communities directorate.
7. The council tax base for 2021/22 has declined by 2% to 68,355.22 band D equivalent properties. This reduction reflects an increase in excess of 25% of working age council tax reduction claimants, an increase of 1,400 households throughout the county receiving council tax discount due to the low level of income the household receives. This increase reflects the local consequence of the economic impact of Covid-19 which is a national issue being faced by all councils. Expectations are that tax bases are expected to recover in a couple of years' time.

Proposed 2021/22 revenue budget

8. The proposed revenue budget for 2021/22 is shown below with directorate detail provided at Appendix A:-

Directorate	21/22 gross budget £k	20/21 revised base £k	Pressures £k	Savings £k	21/22 net budget £k
Adults and Communities	101,605	57,751	4,458	(3,270)	58,939
Children and families	46,211	32,678	6,623	(2,390)	36,911
Economy and Place	53,715	29,743	933	(4,348)	26,328
Corporate Services	18,150	16,659	1,988	(497)	18,150
Total Directorate	219,681	136,831	14,002	(10,505)	140,328
Central	20,668	20,286	1,082	(700)	20,668
Total Net Budget	240,349	157,117	15,084	(11,205)	160,996

Funded by

Council tax	112,944
Retained business rates	36,753
Collection fund deficit	(200)
Revenue support grant	638
Rural sparsity delivery grant	5,353
Social care support grant	5,508

Totals **160,996**

9. The collection fund deficit reflects the estimated shortfall between council tax income expected and actually collected in 2020/21 after adjusting for the mandatory spreading of in year losses into the following three years. This is a further consequence of additional council tax reductions as explained in paragraph 7 above.
10. Overall a balanced base budget for 2021/22 is proposed. Savings of £11.2m are required in 2021/22 and an increase in council tax of 4.99% (inclusive of 3% adult social care precept) is proposed to deliver a balanced budget.
11. In addition to the net budget above is the improved better care fund (£6.6m), public health (£9.3m) and dedicated schools grant funding (£140.0m).
12. The provisional financial settlement included one off funding, being new homes bonus funding of £1,791k and a new tier support grant of £250k. It is proposed that £800k of this funding is used to increase council tax discounts to those facing hardship in 2021/22. The remainder (£1,241k) is proposed to invest in sustainable transport activity during 2021/22.

Budget Pressures

13. Budget pressures are largely faced in the adults and communities and children and families directorates however other directorates are also seeing an impact from service delivery changes.

14. Budget pressures in the adults and communities directorate include:
- Potential increase in social care customers
 - More costly residential & nursing care home placements
 - Increased demand for more complex homecare packages to enable people to remain in their own homes
 - Increase in numbers of self-funders falling below the capital threshold for social care
 - Increased pressures on carers resulting in increased support needs.
15. Budget pressures in the children and families directorate include a shortage of foster care placements nationally and an increased pressure on residential placements and specialist placements affecting availability and price. Herefordshire has experienced a reduction in the number of children and young people in care overall through 2020, but an increasing use of residential provision. The investment in the early help and edge of care (ECHO) services is to address some of the longstanding pressure to become open to children's social care or to become looked after. The reconfiguration of services to place family support work alongside the assessment and child in need work enables more direct work to be undertaken earlier with families.

Savings required

16. To propose a balanced budget for 2021/22 substantial savings are required, these are summarised below and attached at appendix B is the key directorate challenges and issues identified in relation to each proposal. Also attached at appendix C is the savings allocated to theme.

Directorate	Description of Savings	£000
Adults & Communities	Modernising assessment, commissioning & services delivery for learning disability clients	1,500
	Targeted review of complex cases followed by system challenge	1,250
	Implementing changes to client charging policy and income disregards	520
Children & Families	Supported accommodation for care leavers	320
	Step down residential to in house foster carers	1,000
	Prevention of children becoming looked after; reunification of looked after children with families	400
	Recruit 30 new foster carers per annum for 5 years	200
	Full cost recovery of traded services	20
	Manage inflation and secure contract efficiencies	450
Economy & Place	Devolve more public realm services and assets to communities reducing expenditure by Herefordshire Council on such services (e.g. amenity grass cutting, open spaces / sports Areas and/or playgrounds maintenance)	150

	Efficiencies from community liaison, customer service and stakeholder liaison service in Public Realm	120
	Streetworks income generation (e.g. introduce a permit scheme)	30
	Transfer responsibility for Hereford Markets to City Council	15
	Reduce opening of household waste recycling centres to encourage waste minimisation	200
	Transformation and redesign of directorate to realign to County Plan objectives	400
	Transformation and redesign of directorate to realign to County Plan objectives	250
	Cashless payments (car parking)	100
	Public realm income increased through use of technology	50
	Dark skies and energy savings from lowering street lighting levels and provision	40
	Reducing the number of adults and children's buildings through opportunities for sharing with our partner organisations	100
	Disposal of further buildings and reduction in costs through planned Better Ways of Working	170
	Property maintenance cost reduction including as a result of reduction in the overall size of the estate	500
	Move property management to commissioned only service	200
	Accommodation and industrial business space rental income	30
	Review of mainstream school transport and retendering of contracts to remove spare capacity	50
	Establish in house bus fleet to provide not for profit SEN and school transport to reduce contract costs	100
	Weekend vehicle rental of fleet vehicles	10
	Bereavement services	240
	Parking Charges increases to reflect policy objectives to support alternative forms of transport	600
	Improve efficiency of parking enforcement	100
	Registrars income increase	30
	Building Control increase charges and improve efficiency	115
	Regulatory and waste service income increases	115
	Increase charge for pre-planning application advice and ensure full cost recovery	100
	Efficiency Savings (already identified in MTFs)	273
	Transform and review delivery of parking service to minimise costs and increase enforcement income	100

Further information on the subject of this report is available from
 Josie Rushgrove, Tel: 01432 261867, email: jrushgrove@herefordshire.gov.uk

	S106 client commissioning costs - funding from S106 monies	30
	Asset Sponsorship and Streetside advertising	30
	Efficiency savings through integrating all enforcement functions within E&P including those currently provided by BBLP	20
	Invest to Save Income increased through introduction of natural burials	30
	Invest to Save Income increased through introduction of pet burials/cremations	50
Corporate	Service transformation, adopting lead processes.	141
	Reduction in print and postage costs	30
	Service efficiencies	175
	Hoople SLA Efficiency Savings	151
Central	Removal of contingency budget.	700
	Total	11,205

Capital investment proposals

17. There are eleven capital investment proposals for the committee to consider. These are summarised on appendix D and the associated business cases are attached at appendix E.
18. The proposals totals £20.7m and are proposed to be funded through grants of £14.5m, redirected funding of £1m, return on investment of £0.4m and corporately funded prudential borrowing of £4.8m.
19. The proposals are:-
- a) Schools Accessibility Works (£240k) - to fund adaptation works
 - b) Grange Court Loan (£359k) – to fund repayment of outstanding capital of a loan taken out by Leominster Area Regeneration Company Ltd (LARC)
 - c) Schools Maintenance Grant (£1,195k) - re-occurring annual to carry out capital improvement works across maintained schools
 - d) Childrens S106 (£300k) – to be spent in line with the agreement.
 - e) Estates Building Improvement Programme (£1,217k) - identified and prioritised property projects to be delivered over 2021/22.
 - f) Shire hall (£850k) - To rectify and make improvements.
 - g) Extra Ordinary Highways Maintenance, Biodiversity Net Gain & Winter Fleet (£2,299k) - Sustained Investment over the whole life of the highway asset

- h) Capital Development Fund (£1,000k) - to ensure projects are added to the capital programme when they have a robust business case including accurate costings and are deliverable within the timeframe.
- i) Local Transport Plan (£12,272k) - specific annual grant determination.
- j) E & P Section 106 (£750k) - to be spent in line with the agreement.
- k) Air Quality Monitoring Station Resource Improvements (£192k) - Updating of DEFRA approved air quality monitoring equipment.

Budget Setting Timetable

20. Council will be asked to approve the 2021/22 budget on 12 February 2020; this will follow confirmation of the final financial settlement for 2021/22 which is expected in late January. Council will also be asked to approve the updated medium term financial strategy (MTFS), treasury management strategy, council tax reduction scheme and the capital strategy at the same meeting. The 2021/22 budget setting timetable is shown below:-

Action	When
Consultation with parish and town councils	Nov-20
Independently led focus group consultation (this will include businesses)	Nov-20
Online survey	19 December 2020 – 8 January 2021
Children and young people scrutiny	12-Jan-21
Adults and wellbeing scrutiny	13-Jan-21
General scrutiny	15-Jan-21
Cabinet – consultation responses, proposed budget, capital and Medium Term Financial Strategy (MTFS)	28-Jan-21
Council – approval of budget, capital and MTFS	12-Feb-21
Council – council tax setting	05-Mar-21

Community impact

- 21. The budget proposals demonstrate how the council is using its financial resources to deliver the priorities within the County plan and its associated delivery plan.
- 22. The council is committed to delivering continued improvement, positive change and outcomes in delivering key priorities.

23. In accordance with the principles of the code of corporate governance, Herefordshire Council is committed to promoting a positive working culture that accepts, and encourages constructive challenge, and recognises that a culture and structure for scrutiny are key elements for accountable decision making, policy development, and review.

Environmental Impact

24. 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.
25. Whilst this overarching budget setting document will not detail specific environmental impacts, consideration is always made to minimising waste and resource use in line with the Council's Environmental Policy. A specific environmental impact assessment for the service specific budget proposals will be considered as appropriate to seek to minimise any adverse environmental impact and actively seek opportunities to improve and enhance environmental performance.

Equality duty

26. 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.
27. Service specific equality impact assessments will be completed for the service specific budget proposals to assess the impact on the protected characteristic as set out in the Equality Act 2010. The duty means that the potential impact of a decision on people with different protected characteristics is always taken into account when these assessments have been completed then we will consider mitigating against any adverse impact identified.

Resource implications

28. The financial implications are as set out in the report. The ongoing operational costs including, human resources, information technology and property resource requirements are included in the draft budget and will be detailed in separate governance decision reports as appropriate.

Legal implications

29. When setting the budget it is important that councillors are aware of the legal requirements and obligations. Councillors are required to act prudently when setting the budget and council tax so that they act in a way that considers local taxpayers. This also covers the impact on future taxpayers.
30. The Local Government Finance Act 1992 requires a council to set a balanced budget. To do this the council must prepare a budget that covers not only the expenditure but also the funding to meet the proposed budget. The budget has to be fully funded and the income from all sources must meet the expenditure.
31. Best estimates have to be employed so that all anticipated expenditure and resources are identified. If the budget includes unallocated savings or unidentified income then these have to be carefully handled to demonstrate that these do not create a deficit budget. An intention to set a deficit budget is not permitted under local government legislation.
32. The council must decide every year how much they are going to raise from council tax. The decision is based on a budget that sets out estimates of what is planned to be spent on services. Because the level of council tax is set before the year begins and cannot be increased during the year, risks and uncertainties have to be considered, that might force higher spending more on the services than planned. Allowance is made for these risks by: making prudent allowance in the estimates for services; and ensuring that there are adequate reserves to draw on if the service estimates turn out to be insufficient.
33. The council's budget and policy framework rules require that the chairmen of a scrutiny committee shall take steps to ensure that the relevant committee work programmes include any budget and policy framework plan or strategy, to enable scrutiny members to inform and support the process for making cabinet proposals to Council.
34. Section 106 of the Local Government Finance Act 1992 restricting councillors voting on certain matters where they are in arrears of council tax, does not apply to scrutiny function as the views from scrutiny on the budget are not a recommendation for approval, a resolution or any other type of decision. As a result a s106 check of councillors arrears has not been undertaken.
35. There is a duty to consult when budget proposals are at a formative stage as required under statute for non-domestic rate payers and is implied for domestic rate payers as part of the council's duty to act fairly. The scope of the consultation will need to determine: who should be consulted; how long the consultation should be open for; what questions need to be asked; and how answers should be evaluated so that the outcome of the consultation can be conscientiously taken into account when the ultimate decision is taken. Further consultation exercises may be required alongside pre-existing and continuing consultations on specific service change proposals, before those service changes can be implemented.
36. The obligation to consult arises either because of a specific statutory obligation to consult on changes or if proposed savings impact on the council's ability to comply with its PSED responsibilities. Even where there is no express statutory duty to consult the courts may imply a duty to consult as part of a promise/past practice and/or a public's general duty to act fairly.
37. There are now minimum requirements of consultation expected by the courts, which have become known as 'Sedley criteria' endorsed by the Supreme Court involving the London Borough of Haringey in 2014. These are:

- a) Consultation must be at a time when proposals are at a formative stage
- b) Sufficient information must be given to permit an intelligent consideration and response
- c) Adequate time must be given for consideration and response
- d) The results of the consultation must be conscientiously taken into account in finalising any proposal.
- e) Under s3 Local Government Act 1999 there is an obligation on local authorities to consult widely in order to determine how the Best Value duty should be fulfilled when reshaping services and consultation should provide for interested organisations, service users and wider community to put forward options in response to the council's savings proposals.
- f) The type and scale of consultation must be proportionate to the potential impact of the proposal of decision being taken, before any specific proposal is implemented.

Risk management

- 38. Section 25 of the Local Government Act 2003 requires the S151 officer to report to Council when it is setting the budget and precept (council tax). Council is required to take this report into account when making its budget and precept decision. The report must deal with the robustness of the estimates included in the budget and the adequacy of reserves.
- 39. The budget has been updated using the best available information; current spending, anticipated pressures and the provisional settlement. This draft will be updated through the budget setting timetable.
- 40. The impact of the worldwide pandemic, Covid 19, continues to provide uncertainty and have far ranging consequences throughout the county. The challenges to our economy, to the vulnerable members of our communities and to our continued wellbeing are huge. The budget proposals prioritise keeping resident's safe
- 41. The known most substantial risks have been assessed as part of the budget process and reasonable mitigation has been made where possible. Continued financial support from central government has been confirmed as part of the provisional financial settlement for 2021/22. Risks will be monitored through the year and reported to cabinet as part of the budget monitoring process.
- 42. There are also the additional general risks to delivery of budgets including the delivery of new homes, impact from EU exit, government policy changes and unplanned pressures. We are maintaining a general fund reserve balance above the minimum requirement and an annual contingency budget to manage these risks.
- 43. Demand management in social care continues to be a key issue, against a backdrop of a demographic of older people that is rising faster than the national average and some specific areas of inequalities amongst families and young people. Focusing public health commissioning and strategy on growth management through disease prevention and

behaviour change in communities is critical for medium term change. In addition continuing to reset our relationship with communities focussing services on areas of greatest professional need will support the medium term financial strategy. This report provides an update on the measures being implemented to address these risks.

Consultees

44. The council's constitution states that budget consultees should include parish councils, health partners, the schools forum, business ratepayers, council taxpayers, the trade unions, political groups on the council, the scrutiny committees and such other organisations and persons as the leader shall determine
45. Local consultation with parish and town councils, businesses and organisations was completed in December, 17 events were held with 96 participants. Responses supported:-
- People said it was important to avoid short-termism
 - Working with partners was supported
 - Transferring assets to communities was supported
 - Discretionary services least valued were street lighting, archive services and parks and open spaces
 - Increasing charges for parking and cremation was least popular
 - People wanted a high quality service and VFM for social care
 - Use of technology was seen as both an opportunity and a threat to vulnerable residents
 - 45% of people thought the proposed council tax & social care precept increase of 4.99% was about right
 - Over 70% of people wanted to support households in financial difficulty
 - The majority said they would support a Herefordshire Community Lottery and Herefordshire Voluntary Community Contribution Scheme
 - Overall local priorities matched the council's priorities in the County Plan and Delivery Plan
46. An online public consultation was open between 18 December 2020 and closes on 10 January 2021 in the form of a Residents Survey and Organisation Survey. The results of this survey will be reported to Cabinet.

Appendices

- Appendix A Draft revenue budget for 2021/22
- Appendix B Savings key directorate challenges & issues
- Appendix C Savings by theme
- Appendix D Capital investment proposals summary
- Appendix E Capital investment proposals business cases
- Appendix F Committee presentation

Background papers

None identified

Glossary of terms

Capital	Investment that generates benefits exceeding one year
Revenue	Expenditure incurred in the course of the day-to-day activities
MTFS	The councils medium term financial strategy
VFM	Value for money
Section 106	Legal agreement between an applicant seeking planning permission and the local planning authority

Appendix A

Summary Base Budget Proposed 2021-22

	20/21 Revised Base £000s	Pressures £000s	Savings £000s	21/22 Base Budget £000s
Adults & Communities	57,751	4,458	(3,270)	58,939
Children & Families	32,678	6,623	(2,390)	36,911
Economy & Place	29,743	933	(4,348)	26,328
Corporate Services	16,659	1,988	(497)	18,150
Directorate total	136,831	14,002	(10,505)	140,328
Central	20,286	1,082	(700)	20,668
Total Net Budget	157,117	15,084	(11,205)	160,996

Adults & Communities Base Budget 21-22

	20/21 Revised Base	Pressures	Savings	21-22 Base Budget
	£000s	£000s	£000s	£000s
Learning Disabilities	21,793			21,793
Memory & Cognition	2,690			2,690
Mental Health	3,692			3,692
Physical Support	25,235			25,235
Sensory Support	389			389
Client Sub-Total	53,799	0	0	53,799
All Ages Commissioning	1,751			1,751
Care Operations	7,788			7,788
Commissioned Services	3,016	(200)		2,816
Transformation & Improvement	614			614
Prevention & Support	3,358			3,358
Directorate Management	(12,623)	4,658	(3,270)	(11,235)
Public Health	48			48
Adults & Communities	57,751	4,458	(3,270)	58,939

Children & Families Base Budget 21-22

	20/21 Revised Base £000s	Pressures £000s	Savings £000s	21-22 Base Budget £000s
Children's Commissioning	630	0	0	630
Directorate	682	0	(470)	212
Directorate	1,312	0	(470)	842
Additional Needs	2,242	0	0	2,242
Commissioning Management	726	0	0	726
Development and Sufficiency	965	0	0	965
Early Help	677	284	0	961
Early Years	79	0	0	79
Education Improvement	348	0	0	348
DSG	0	0	0	0
Education & Commissioning	5,037	284	0	5,321
Safeguarding and Review	994	0	0	994
Children in Need	3,521	0	0	3,521
Looked After Children	19,464	6,339	(1,920)	23,883
Safeguarding Development	460	0	0	460
Safeguarding & Early Help Management	1,890	0	0	1,890
Safeguarding & Family Support	26,329	6,339	(1,920)	30,748
Children & Families	32,678	6,623	(2,390)	36,911

Economy & Place Base Budget 21-22

	20/21 Revised Base	Pressures	Savings	21-22 Base Budget
	£000s	£000s	£000s	£000s
Economic Growth	1,217	0	(636)	581
Highways & Transport	15,288	374	(174)	15,488
Housing and Growth Management	2,994	0	(130)	2,864
Regulatory, Environment & Waste	14,786	403	(815)	14,374
Technical Services	(4,756)	156	(2,567)	(7,167)
Economy & Place	29,743	933	(4,348)	26,328

Corporate Base Budget 21-22

	20/21			21-22
	Revised	Pressures	Savings	Base
	Base			Budget
	£000s	£000s	£000s	£000s
Corporate Support Services	6,047	1,319	(497)	6,869
Finance, Legal & Governance	8,477	316		8,793
People & Performance	2,135	353		2,488
Corporate	16,659	1,988	(497)	18,150

**General Scrutiny
Committee - 15 Jan 2021
Savings Proposals by
Directorate**

Adults & Communities

Savings Proposal

- Modernising assessment, commissioning & services delivery for learning disability clients

£1,500k

Consequences

This work aligns to the existing programme of work for further promoting and embedding a strengths based model of practice and improving services and outcomes for Herefordshire residents.

What will change

- Greater independence, wellbeing, choice & control
- Higher levels of employment
- Increased accommodation options
- Connected community using digital solutions

Challenges

- Pace and scale of change across the system
- Assessment & review capacity due to covid 19 pressures
- Co-dependency on other projects and developments

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Adults & Communities

Savings Proposal

- Targeted review of complex cases followed by system challenge

£1,250k

Consequences

That independence is achieved via a model of support which enables people to be supported with their health and social care needs even if they are very high or delivered jointly

What will change

Assurance that residents needs are met

- with the right level of support,
- from the right agency
- with appropriate funding

Challenges

- Assessment & review capacity due to covid 19 pressures
- System change and support
- Appetite for legal challenge if required

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Adults & Communities

Savings Proposal

- Implementing changes to client charging policy and income disregards

£520k

Consequences

Change policy position on client charging and income disregards so that it applies to all client groups equitably.

What will change

Those “favoured” by the current arrangements would see income from disability related benefits and state pension factored in to future council charging. This would result in lower retained income for some clients

Challenges

- Assessment & review capacity due to covid 19 pressures
- Policy development & sign off
- Public consultation and lead in period to implementation (18 – 22 weeks)

Children and Families

Savings Proposal

- Supported accommodation for care leavers

£320k

Consequences

More care experienced young people will be able to have their accommodation needs met in Hereford rather than relying on independent providers, often resulting in young people being placed outside of Herefordshire.

What will change

Changes already in place. Building was purchased and refurbished during the pandemic. Support services in place via contract

Challenges

- The figure is a stretch target and depends on care experienced children not requiring higher cost independent provision. The accommodation provided at Bath Street in 2021/22 may also support this savings target.
- The council will review whether a further house should be purchased based on an evaluation of Widemarsh.

Children and Families

Savings Proposal

- Step down residential to in house foster carers

£1,000k

Consequences

Some children in care will be supported in foster care placements rather than in residential placements, considering their situation, views and needs.

What will change

A number of children in residential placements have been identified as potentially able to step down. Work has already begun to take this forward. The result should be that some children are supported in foster care rather than in residential care.

Challenges

- Dependent on significant work to ensure that this is right for the child, that the match with carers is right and there is availability of foster carers
- Average annual saving per placement estimated as £200k. The actual figure will be dependent on the individual circumstances of each child.
- There may be additional pressures as a result of more children to be looked after by the council.

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Children and Families

Savings Proposal

- Prevention of children becoming looked after; reunification of looked after children with families

£400k

Consequences

- Some children who are looked after will return to their families and will no longer be looked after by the council.
- Some children who might otherwise have become looked after by the council remain with their families with intensive support.

What will change

- The Edge of Care (ECHO) service is now up and running during 2020/21 and has started to report on its effectiveness.
- Early indications show that there has been success in preventing children becoming looked after and also in reunifying children with their families.

Challenges

- The target is a stretch target and depends on the service diverting children from otherwise high cost placements and support.
- Some children will necessarily still require being looked after by the council

Children and Families

Savings Proposal

- Recruit 30 new foster carers per annum for 5 years

£200k

Consequences

- More children will be cared for by Herefordshire council foster carers

What will change

Assumes employment of external agency to provide expertise in marketing and campaigns.

Challenges

- Recruitment in first year will be reliant on recruitment activity in 2020/21. External agency work due to commence 2021.
- Assumes current trends continue ie. no greater loss of existing foster carers. NB recent cabinet decision on allowances and rates should assist.

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Children and Families

Savings Proposal

- Full cost recovery of traded services (£20k)
- Manage inflation and secure contract efficiencies (£450k)

£470k

Consequences

- Schools and settings will be charged an increased amount for some education traded services
- Costs of placements and contracts will be secured in line with medium term financial strategy target.

What will change

- Continued use of regional frameworks and directorate's placement team to achieve value for money through negotiation. Will introduce cost calculator for 2021/22 which has evidenced achievement of savings in placement fees in other local authorities. Progress will be reported quarterly.

Challenges

- Schools and settings may decide not to buy back services due to increased cost
- Contract inflation and increased costs being demonstrated in the residential and fostering market on an individual basis due to national lack of supply.

Economy and Place

Key Challenges and Issues

- **Developing a vibrant local economy**
 - Supporting economic recovery from Covid-19
 - Creating new jobs and training opportunities
 - Delivering quality, sustainable and affordable housing
 - Supporting the City and Market Towns to be vibrant, economic and cultural centres
 - Hereford Enterprise Zone

Economy and Place

Key Challenges and Issues

- **Protecting the environment and responding to climate and ecological emergency**
 - Reducing carbon emissions
 - Enhancing and protecting local habitats through regulation & projects
 - Addressing phosphates levels in rivers
- **Transport and sustainable mobility**
 - Transport strategy for Hereford
 - Supporting low carbon and active travel
 - Highway maintenance
 - Rural access to services

Economy and Place Savings Proposals by Economy and Place Theme

	£k
Improve co-ordination and efficiencies by working with partners from public realm services	485
Review of fees, charges, scope and costs of traded services	1,580
Market intervention to improve efficiency and utilisation of transport fleet and services	160
Waste minimalisation through reduced opening of household waste and recycling centres	200
Transformation and redesign to align to county plan objectives	650
Property estate rationalisation and cost reduction	1,000
Efficiency savings (already identified in MTFS)	273
Total	4,348

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Economy and Place

Savings Proposal

- Improve co-ordination and efficiencies by working with partners from public realm services

£485k

Consequences

Opportunity to devolve more public realm services to communities and parish councils. Different levels of take up by communities could result in variable levels of service across the county.

What will change

- Greater involvement of communities and parish councils
- Streamlined approaches to communications and stakeholder engagement
- Coordinated approach to enforcement and permit scheme for street works
- Utilisation of technology to increase income and reduce energy costs, for example in relation to street lighting.

Challenges

- Potential adverse feedback if reduction in service levels are experienced by the public if communities and parish councils are unable or unwilling to take on more service delivery. Service must still meet safety and statutory requirements
- Introduction of new technologies will require time to deliver

Economy and Place

Savings Proposal

- Review of fees, charges, scope and costs of traded services

£1,580k

Consequences

Increases in charges to service users would support full cost recovery and ensure services are not provided at a subsidy. Increases in income surpluses from car parking would support highways and transport services in accordance with legal requirements. Potential impact upon the local economy and reduction in demand for services

What will change

- Charges set to align with policy objectives (e.g. car parking to support highways and transport services and encourage behavioural change)
- Use of technology and efficiency improvement to reduce costs
- Charges for traded services set to ensure full cost recovery
- Potential for new service provision to generate income (e.g. natural burials)

Challenges

- Increases in charges may not be popular and will need to consider potential reduced demand which would affect level of increased income achieved

Economy and Place

Savings Proposal

- Market intervention to improve efficiency and utilisation of transport fleet and services

£160k

Consequences

Greater utilisation of vehicles and increased competition. Reduction in “spare capacity” may reduce opportunity for use by those not entitled to free transport to school

What will change

- Contract efficiencies from school transport provision
- Utilisation of council fleet vehicles and potential rental income generation when not required for council service provision

Challenges

- Review of contracts required and savings subject to outcome of procurement processes
- Current legislation limits the potential to make greater use of council fleet vehicles for certain transport services

Economy and Place

Savings Proposal

- Waste minimisation through reduced opening of household waste and recycling centres

£200k

Consequences

Residents may find it less easy to access the household waste and recycling centres. This could adversely affect levels of recycling and risks increase in fly tipping.

What will change

- The aim would be to maintain service provision across the county, although opening hours would be reduced.
- Continuation of advance booking system to ensure efficient use

Challenges

- Potential adverse customer feedback
- Delivery requires successful negotiation with current provider to agree level of service to achieve savings

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Economy and Place

Savings Proposal

- Transformation and redesign to align to county plan objectives

£650k

Consequences

- Organisational change process to streamline management and align resources to county plan objectives
- Redundancies may be necessary if changes cannot be fully achieved through natural turnover and removal of existing vacancies.

What will change

Transformation to realign available resources to focus on key activities and priorities of delivering a vibrant local economy and supporting recovery from impact of Covid 19, responding to climate and ecological emergency and improving transport and sustainable mobility

Challenges

- Timescale to managing change process and ensuring staff engagement
- Could result in adverse customer feedback in areas that are de-prioritised
- Meeting all expectations in relation to priorities may require additional resources

Economy and Place

Savings Proposal

- Property estate rationalisation and cost reduction

£1,000k

Consequences

- Reduction in number of properties operated and maintained
- Continued trend to home working and combining services
- Disposal of assets no longer required and potential for community asset transfers

What will change

- Continued efficiency improvements from move to better ways of working and reduced property estate
- Greater move towards planned maintenance rather than reactive repairs
- Generation of income from commercial estate

Challenges

- Embedding the changes in the business including home working to ensure properties can be released
- Current asset condition and backlog maintenance in the estate
- Economic impact of Covid 19 could affect income and disposals

Economy and Place

Savings Proposal

- Efficiency savings
(already identified in Medium Term Financial Strategy)

£273k

Consequences

Limited impact on service delivery as efficiency savings already delivered

What will change

Reduction in direct costs including staff travel costs

Challenges

- None, budget reductions already applied

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Corporate	
Savings Proposal <ul style="list-style-type: none"> • Efficiencies and redesign 	£497k
Consequences Initial redesign – change of service resulting in risk of redundancy Service practices in move to digital process for efficiencies and use information to better shape services long term	
What will change Significantly reduced print and post, and monitor high users to understand ability not to move to digital	
Challenges Change in practice and “paper use” culture. Investment in digital and resource to instigate change	

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Central	
Savings Proposal <ul style="list-style-type: none"> • Release of contingency 	£700k
Consequences Not applicable	
55 What will change Not applicable	
Challenges Not applicable	

Use partners more effectively	Exploit technology	Buildings and community assets	Market intervention	Streamlining business	Income generation
Devolve more services and assets to communities (e.g. amenity grass cutting, open spaces / sports Areas and/or playgrounds maintenance)	Cashless payments (car parking)	Transfer responsibility for Hereford Markets to City Council	Supported accommodation for care leavers	Modernising assessment, commissioning & services delivery for LD clients	Implementing changes to client charging policy and income disregards
Efficiencies from community liaison, customer service and stakeholder liaison service in Public Realm	Public realm income increased through use of technology	Reduce the no. of household waste recycling centres to encourage waste minimisation	Step down residential to in house foster carers	Targeted review of complex cases by external provider followed by system challenge	Full cost recovery of traded services
Streetworks income generation (e.g. permit scheme)	Dark skies and energy savings from lowering street lighting levels and provision	Reducing the number of adults and childrens buildings through opportunities for sharing with our partner organisations	Prevention of children becoming looked after; reunification of looked after children with families	Manage inflation and secure contract efficiencies	Bereavement services
		Disposal of further buildings and reduction in costs through planned Better Ways of Working	Recruit 30 new foster carers per annum for 5 years	Initial redesign; MERS, Move to Hoople, Lean process, flexible roles to meets peaks and troughs	Parking Charges increases to reflect policy objectives to support alternative forms of transport
		Property maintenance cost reduction including as a result of reduction in the overall size of the estate	Review of mainstream school transport and retendering of contracts to remove spare capacity	Move to home working has seen decrease in print and post - take out of budget	Improve efficiency of parking enforcement
		Move property management to commissioned only service	Establish in house bus company to provide not for profit SEN and school transport to reduce contract costs	Scope for efficiencies - digital, shared service, data lake	Registrars income increase
		Accommodation and industrial business space rental	Weekend vehicle rental of fleet vehicles	Bring together service budgets and look to create efficiencies (20%)	Building Control increase charges and improve efficiency
				Contingency	Regulatory and waste service income increases
				Hoople SLA Efficiency Savings	Increase charge for pre-planning application advice and ensure full cost recovery
				Transformation and redesign of Economy and Place directorate to realign to county plan objectives	Transform and review delivery of parking service to minimise costs and increase enforcement income
					Asset Sponsorship and Streetside advertising
				Identified removal of vacant posts, reduction in travel costs and non application of contract inflation	Invest to Save Income increased through introduction of natural burials
				S106 client commissioning costs - funding from S106 monies	Invest to Save Income increased through introduction of pet burials/cremations
				Efficiency savings through integrating all enforcement functions within E&P including those currently provided by BBLP	
300	190	1,215	2,080	5,370	2,050

Appendix D

Capital Funding Requests for approval

Scheme	Current Capital Programme £000	Total 21/22 £000	Total 22/23 £000	Total 23/24 £000	Total Future Years £000	Capital Grant funding £000	Redirected funding £000	Capital receipt funding £000	Funded by ROI £000	Corporate Funded PB £000	Total Request £000
Community:- Build communities to ensure everyone lives well and safely together											
School Accessibility Works	0.0	240.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	240.0	240.0
Grange Court Loan	0.0	359.2	0.0	0.0	0.0	0.0	0.0	0.0	359.2	0.0	359.2
Schools Maintenance Grant	3,514.0	0.0	1,195.0	0.0	0.0	1,195.0	0.0	0.0	0.0	0.0	1,195.0
Childrens S106	649.0	300.0	0.0	0.0	0.0	300.0	0.0	0.0	0.0	0.0	300.0
Total Community	4,163.0	899.2	1,195.0	0.0	0.0	1,495.0	0.0	0.0	359.2	240.0	2,094.2
Economy:- Support an economy which builds on the county's strengths and resources											
Estates Building Improvement Programme	4,835.0	1,217.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1,217.0	1,217.0
Shirehall (include in estates programme)		115.0	685.0	40.0	10.0	0.0	0.0	0.0	0.0	850.0	850.0
Extra Ordinary Highways Maintenance, Biodiversity Net Gain & Winter Fleet	0.0	2,299.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2,299.0	2,299.0
Capital Development Fund	0.0	1,000.0	0.0	0.0	0.0	0.0	1,000.0	0.0	0.0	0.0	1,000.0
Local Transport Plan	12,259.0	12,272.0	0.0	0.0	0.0	12,272.0	0.0	0.0	0.0	0.0	12,272.0
E & P Section 106	511.0	750.0	0.0	0.0	0.0	750.0	0.0	0.0	0.0	0.0	750.0
Total Economy	17,605.0	17,653.0	685.0	40.0	10.0	13,022.0	1,000.0	0.0	0.0	4,366.0	18,388.0

Environment:- Protect our environment and keep Herefordshire a great place to live

Air Quality Monitoring Station Resource Improvements	0.0	140.0	26.0	26.0	0.0	0.0	0.0	0.0	0.0	192.0	192.0
Total Environment	0.0	140.0	26.0	26.0	0.0	0.0	0.0	0.0	0.0	192.0	192.0
Total	21,768.0	18,692.2	1,906.0	66.0	10.0	14,517.0	1,000.0	0.0	359.2	4,798.0	20,674.2

Capital Funding Request Scheme Description

Scheme	Scheme Description
Community:- Build communities to ensure everyone lives well and safely together	
Schools Accessibility Works	There are two known children with EHC Plans who are transitioning into schools. One into primary, the other from primary into secondary. The final places will not be known until April/May 2021, however, these children will need an accessible school for September 2021. Therefore this budget has been put in place to provide what adaptation works may be required.
Grange Court Loan	Repayment of outstanding capital of a loan taken out by Leominster Area Regeneration Company Ltd (LARC) with Social Investment Business (SIB) towards cost of refurbishment of Grange Court, Leominster. To be financed through a loan agreement signed by both parties, agreeing the terms, interest and schedule of payment.
Schools Maintenance Grant	This is an annual grant award from the Department of Education to carry out capital improvement works across maintained schools. The programme of work is prioritised using condition surveys.
Childrens S106	S106 arrangements are put in place with developers and education are allocated their share once paid. The work progresses based on the area and spent in line with the agreement.
Economy:- Support an economy which builds on the county's strengths and resources	
Estates Building Improvement Programme	The proposed Estate Building Improvement Programme is in respect of identified and prioritised property projects to be delivered over 2021/22.
Shire hall (include in estates programme)	To rectify and make improvements due to recent structural and fabric defects, alongside other improvement works as identified through technical surveys, to make the building, safe, water and weather tight, and fit for use.
Extra Ordinary Highways Maintenance, Biodiversity Net Gain & Winter Fleet	Sustained Investment over the whole life of the highway asset – an ongoing programme of works that is targeted at treating the asset as identified and in doing so, mitigating the carbon footprint by improving the biodiversity in the county. The purchase of a gritter to prevent the high costs involved in maintenance costs.
Capital Development Fund	From 2021/22 a £1m Development Fund budget has been proposed to be included in the capital programme. This is to ensure projects are added to the capital programme when they have a robust business case including accurate costings and are deliverable within the timeframe.

Local Transport Plan	Local transport capital block funding (integrated transport and Highway maintenance) specific grant determination. The purpose of the annual grant is to provide support to local authorities in England towards expenditure lawfully incurred or to be incurred by them.
E & P Section 106	S106 arrangements are put in place with developers and E&P receive a range of developer fees for waste, transport & highways etc which are allocated once paid. The work progresses based on the area and spent in line with the agreement.

Environment:- Protect our environment and keep Herefordshire a great place to live

Air Quality Monitoring Station Resource Improvements	Updating of DEFRA approved air quality monitoring equipment at the air quality monitoring station (AQMS) on Victoria Street Hereford to improve reliability (reduced breakdowns and repair) and expansion of the network to include a second AQMS in Leominster.
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PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Estate Building Improvement Programme

Release: Second Issue

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Author:

Document Number: v.3

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10/11/20	First issue – v1	
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Approvals

This document requires the following approval.

Name	Signature	Title	Date of Issue	Version
		Strategic Property Services Manager		
		Assistant Director for Technical Services		

Distribution

This document has been distributed to

Name	Title	Date of Issue	Version
	Strategic Property Services Manager	12/11/20	V4
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	Head of Programme Management Office	07/12/20	V4
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1. Purpose of Document

The outline business case (Business Case) contains information that describes the justification for continuing the development of a detailed business case for the Estate Building Improvement Programme project. The Business Case is to be submitted to the Capital Strategy Project Board and if accepted, a full business case will be developed.

2. Project aims and objectives

If the Business Case is approved then the programme can move into the implementation phase and deliver the following:

- Ensure that the Council's estate is safe and fit for purpose
- Address identified risks
- Reduce revenue expenditure by investing in buildings and reducing reactive maintenance
- Extend the lifecycle of Council assets and protect/enhance value
- Secure better services, quality of life and value for money
- Support the growth of our economy
- Support reduction of carbon footprint
- To support the delivery of the County Plan

The Business Case sets out supplemental improvement works to the three year 2019/2022 capital Estate Building Improvement Programme approved at council budget meeting of 15 February 2019.

3. Background

Herefordshire Councils' estate is split into two categories: Operational and Investment. Schools effectively form part of the operational estate but are subject to a separate capital programme and are therefore not included within this business case.

The Council's estate includes circa. 1080 assets of varying degrees of legal interest and use. Whilst optimisation of the estate is an ongoing processes based upon review and pro-active engagement with services, investment in key property assets is required for the four key reasons set out in the Project Aims and Objectives described above.

A programme of updating condition surveys on 37 key council establishments was carried out during 2019. The purpose of which was to address identified risks at an early stage to reduce reactive maintenance and therefore revenue expenditure, ensure that the Council's estate is maintained safe and fit for purpose and generally protect and enhance the value of our Corporate assets within a four year cycle. Subsequently a capital bid was made to support the implementation of those improvement works identified in the surveys but the capital bid was not successful. This business case is being submitted to cover in part those same schemes that failed to obtain funding, resulting in a backlog of improvement

works, and additional works identified from the same condition surveys for subsequent years of the four-year cycle of recommended improvement works.

Further projects have materialised since the three-year capital Estate Building Improvement Programme initiated and these have been included for capital funding on a project by project basis. However not all improvement works have been included in this business case at this time due to prioritisation.

Nevertheless, those that have not been included are not less important as only those that it is felt can be delivered in the current time frame given the resources available, have been included, and the others will be subject to future capital bids. Completing work identified through the condition surveys will enable the strategic objective of reducing the reactive maintenance through planned and targeted investment.

The estates building improvement programme, including the rationale and/or benefits for each proposed project, is provided at section 8 Estimated costs and assumptions.

3.1. Project Drivers and High Level Issues

These building improvement works are supplemental projects to the three year 2019/22 programme which have been prioritised through the assessment of criteria primarily focussed on (1) identified risk, (2) health, safety or welfare of the building users (3) delivery of the aims within the council's corporate plan, (4) service continuity, through the delivery of property specific projects and (5) the Estate strategy. Cost appraisal is high level estimated i.e. detailed evaluation has not been undertaken in respect of each project.

The estate building improvement programme will, with regard to the Council's objectives, aim to:

- *To secure better services, quality of life and value for money*
- *Support improvement in the quality of the natural and built environment*
- *Improve the council's energy efficiency and reduce its carbon footprint*
- *Provide cost savings by reducing reactive repair works*
- *Through minimising property costs and reducing the risk of service failure*

3.2. High Level Metrics

- Revenue cost savings per annum
- Rent income
- Reduced maintenance cost per annum

4. Scope

4.1. Included in Scope

All properties identified within the proposed estate building improvement programme as shown in Appendices A and B.

4.2. Out of Scope

All other properties not identified within Appendices A and B.

5. Stakeholders

The key stakeholders in the project are listed below and will be engaged and their views sought as part of the options appraisal for individual relevant projects within the overall programme.

The project sponsor will be Director of Economy and Place with delegated powers as authorised.

Service users and occupiers (including tenants)

- Property Services
- Legal Services
- Procurement
- Finance
- Facilities Management
- Health & Safety

6. Constraints and dependencies

6.1. Initiatives which depend on this project are:

- Future Corporate Asset Strategy
- Better Ways Of Working (BWOW) – Strategy and Implementation
- Future Investment Asset Strategy
- Reduced energy consumption and carbon output
- Annual Financial Savings Targets

6.2. This project depends on:

- Appropriate levels of resource and expertise
- Consultant and/or contractor performance
- Information as to service plans and strategy
- The required level of engagement from stakeholders

7. Budget provision

The budget for the project is expected to be sourced from Prudential Borrowing.

8. Estimated costs and assumptions

The costs are as shown in Appendix A (works arising from condition surveys) and Appendix B (works arising since the approval of the 3 year Estate Building Improvement Programme 2019/22) and are high level estimated figures i.e. detailed evaluation has not been undertaken.

It is assumed that consultant expertise will be required for technical feasibility and design work and an allowance has been included for professional fees and contingency.

9. Benefits

The anticipated benefits of the proposed project are listed below:

9.1. Cashable benefits

- Reduced revenue costs
- Reduced depreciation of buildings and assets
- Protected income
- Increased revenue (from investment portfolio)

9.2. Non-cashable benefits

- Risk mitigation
- Protecting service delivery
- Statutory Compliance

10. High level timeline

The programmes of works as shown in Appendices A and B will be carried during the financial year 2021 – 2022. The first part of the year taken up with technical feasibility and design followed with a rolling programme of construction commencing in the latter part of the year.

11. Risks

The programme seeks to reduce the risks identified on a project by project basis as listed within the tables noted under section 8 Estimated cost and assumptions - see Appendices A & B.

Aside from cost, the council risks reputational damage if it fails to adequately manage its estate and enhance or release value through capital investment.

Do Nothing - Without adequate expenditure on a programme of improvement works, property assets will depreciate which will have a negative consequential adverse bearing on the value of the estate. Furthermore do nothing will have an impact on the council being able to deliver services from buildings that are not fit for purpose. In each case the 'Do Nothing' option is not viable as each proposed project represents the considered way forward.

Do the Minimum - Deferring investment will merely lead to the further deterioration of estate assets, which in turn is likely to mean that the inevitable investment costs will increase. Do the minimum may not be the most cost effective way to maintain buildings as this will only postpone any underlying problems to a later time and a further increase risk of failure and deterioration.

Do Something - Allowing investment and undertaking a programme of improvement works will mitigate and prevent risk of failure and ensure the building remains open and fit for its current use, thereby avoiding disruption to the delivery of services. In some cases under Landlord's obligation, it is the Council's responsibility under leases to maintain an asset so the tenant can continue their business operation.

11.1. The key risks of not doing the project are:

- Impact on service delivery
- Rising cost
- Loss of income
- Loss in value/deterioration of property assets
- Reputational risk
- Non-Compliance with statute/regulation

11.2. The key project risks are:

- Statutory
- Financial
- Service
- Governance

12. Appendices

Appendix A – Works identified as required by Condition Survey programme 2019/20/21

Appendix B - Works arising since the approval of the 3 year Estate Building Improvement Programme 2019/22

13. Environmental Impact

Within the current capital submission comprises a programme of works where there is a need to address the building plant and fabric improvements to extend the economic life various properties and address compliance and functional needs. These works will entail consideration of the energy management and any associated matters, such as sustainability issues, that will impact upon reducing the carbon footprint of buildings. In particular this will include:

- 1) Energy efficient heating systems
- 2) Energy efficient lighting and electrical systems

- 3) Energy management in buildings
- 4) Insulation of buildings
- 5) Use of recycled material and the recycling of redundant materials
- 6) Use of materials from sustainable sources

Furthermore consideration will be given, where possible, to use local labour in order to reduce vehicular travel to and around the county.

For example there will be a requirement that new mechanical and electrical systems will be energy efficient - old boilers would be replaced with more modern condensing types which will recycle the heat from the flue gases back into the heating system and reduce carbon emissions; improvements to air conditioning/ chiller/ heating pipework will allow the installation to function more efficiently; relining crematorium burners using newer components will ensure a better retention of heat which would otherwise be potentially lost. In addition improvements to building fabric will, where possible, include better insulation to enhance thermal efficiency.

As part of the scoping of these capital works we will seek to use where suitable materials that have or can be recycled. In addition, with regard to sustainability issues works at the Broadlands children centre and Hereford Library will require that the new timber floor finishes will be from a sustainable source.

As part of our procurement process the current building service provider is monitored to ensure they meet their KPI that as appropriate local SME (small to medium enterprise) sub-contractors are engaged to deliver such works. This reduces travel to and around the county.

The programme of capital improvement work ensures property assets will not deteriorate. One of the key objectives of the programme is to tackle assets that would become increasingly less efficient in terms of their overall performance which would have a negative bearing on the council's objective to reduce its carbon footprint.

Appendix A				
Works identified as required by Condition Survey programme 2019/20/21				
Property	Description	Impact/ Rationale/Benefits	Potential Costs £	EIA
Hereford Broadlands Children's Centre	Replacement of external door set, life expired floor finishes and life expired lighting. Improvement to roof flashings, plastered walls and ceilings and other associated works.	To improve the security of the building, to address a health and safety risk and prevent further deterioration of the asset.	£30k	New timber products to be from a sustainable source whilst redundant timber work to be recycled. Improvement to energy efficiency of lighting system. Works to the building fabric will improve insulation and reduce heat loss.
Hereford Cemetery and Crematorium	Improvement works to access road, replacement of life expired floor finishes and life expired pergolas. Making book of remembrance building weather tight.	To enable business continuity, to address a health and safety risk and to prevent further deterioration of the asset.	£65k	Weatherproofing improvements works will prevent damp and improve the building environment for users.
Hereford Franklin House	Improvement works to damaged brickwork and spalled concrete lintels and other associated works.	To prevent further deterioration of the asset. Landlord's responsibility - breach of lease terms/legal duty.	£60k	Use of local sub-contractors will reduce travel; Works to the building fabric will improve insulation and reduce heat loss.
Hereford Museum and Art Gallery	Replacement of exposed boarding to floors, replacement in part of plastered walls and ceilings and other associated works.	To address a health and safety risk, to prevent further deterioration of the asset.	£40k	New timber products to be from a sustainable source whilst redundant timber work to be recycled; Works to the building fabric will improve insulation and reduce heat loss.
Hereford	Improvements to humidity	A requirement for the	£45k	Improvements will

Museum and Art Gallery	control and its related mechanical/ electrical installation.	museum to uphold its accreditation to ensure the environment is fit for purpose to preserve artefacts and to enable business continuity.		decrease use of energy which will reduce carbon footprint
Hereford Plough Lane	Improvements to air conditioning/ chiller/ heating pipework, suspended ceilings supports and electrical infrastructure. Replacement of goods lift.	To enable business continuity and to prevent further deterioration of the asset.	£450k	Improvements will ensure the heating installation operates more efficiently which will reduce both energy use and carbon footprint
Kingsland Depot	Replacement and improvement works to salt barn structure and cladding.	To enable business continuity and to prevent further deterioration of the asset. Land lords obligation	£50k	Use of local sub-contractors to reduce travel
Ross on Wye Library	Replacement of external door set, defective ventilation fans, radiators, life expired distribution boards and other associated works.	To improve the security of the building and prevent further deterioration of the asset.	£25k	Improvements will ensure the heating and ventilation installation operates more efficiently which will reduce both energy use and carbon footprint Improvements will increase thermals insulation and use of energy
Total			£765k	

Appendix B

Works arising since the approval of the 3 year Estate Building Improvement Programme 2019/22

Property	Description	Impact/ Rationale/Benefits	Potential Costs £	EIA
Boiler Replacement Programme	Replacement of life expired boilers with energy efficient condensing type models to reduce carbon emissions at: Hereford Hunderton Neighbourhood Nursery Hereford H3 Leominster Library The Buttercross Kington Library	To enable business continuity, to prevent further deterioration of the asset and to support the Council's carbon reduction target.	£100k	New boilers to be energy efficient and therefore reduce carbon output
Hereford MRLC	Improvements to humidity control and its related mechanical/ electrical installation to preserve artefacts	A requirement for the museum's to uphold its accreditation to ensure the environment is fit for	£45k	Improvements will decrease use of energy which will reduce carbon

		purpose to preserve artefacts and to enable business continuity		footprint
Hereford Shirehall	Improvement works to provide resilience to CCTV monitoring team	To improve the security of the building and to enable business continuity	£12k	System installation – limited capacity for reducing environmental impact but use of local sub-contractors to reduce travel
Hope Centre	Replacement of flat roof coverings to the balcony to prevent further water ingress and repairs to consequential fabric and services damage.	To prevent further deterioration of the asset, to enable business continuity and to facilitate the transfer of the freehold interest in the building to the Hope Family Centre	£60k	Works to the building fabric will improve insulation and reduce heat loss; Use of local sub-contractors to reduce travel.
Hereford Cemetery and Crematorium	Relining of second cremator – one is being relined in 20/21 and relining of creators are done sequentially so one is always operational at any one time.	To enable business continuity	£65k	Improvement to thermal efficiency.
Bromyard Leisure Centre	Upgrade to a L2 compliance fire protection system	To enable business continuity	£170k	
Total			£452k	

PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Shire Hall Ceiling replacements and additional improvement works

Release: Fourth issue

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Author:

Document Number: v.4

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		Strategic property Manager		
		Assistant Director		
		Director		

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1. Purpose of document

This outline business case contains information that describes the justification for continuing the development of a detailed business case for the Shire Hall ceiling and remedial works project. The Business Case is to be submitted to the Property Development Board and if accepted, a more detailed business case will be developed.

2. Project aims and objectives

Based upon the recent structural issues at the Shire Hall, and other planned works, the building now requires additional works in addition to those already identified through the Estates capital program 2019/22.

Project aims

To rectify and make improvements due to recent structural and fabric defects, alongside other improvement works as identified through technical surveys, to make the building, safe, water and weather tight, and fit for use.

Project Objectives

- To replace the recently collapsed ceiling within Court room 1
- To replace the damaged ceiling within court room 2
- To replace ceilings elsewhere and undertake remedial works as identified through technical surveys to make the property structurally sound
- To undertake any additional remedial works were financially possible as identified through technical surveys.
- To undertake all works in accordance with statutory undertaking inclusive of planning and conservation requirements
- Ensure that the Council's estate is safe and fit for purpose
- Address identified risks
- Reduce revenue expenditure by investing in the building and reducing reactive maintenance
- Extend the lifecycle of Council assets and protect/enhance value

3. Background

The Shire Hall is a Grade 2* listed building dating back to 1819 and was extended in mid Victorian times. In June 2020, ceiling failures have rendered the property as being no longer fit for operational use. The

council's main tenants (crown prosecution services) have now vacated pending suitable remedial works to be undertaken.

Subsequent emergency temporary works have been undertaken, as permissible under the conservation emergency powers. However, this does not rectify the longer-term repair and replacement works required, nor allow all parts of the buildings to be utilised.

Due to the age, nature of the structure and fabric, and its method of construction defects can be hidden, and slow to materialise. Without adequate expenditure to carry out necessary improvement works, the property asset will depreciate, and may result in further structural and or fabric of the building failures.

Two other projects have capital program approval, within the Estates capital program 2019/22, for works at the Shire Hall. By allowing investment to carry out this project, the building will have had a substantial but necessary uplift. This will mitigate and prevent the risk of failure, ensure the building remains open and fit for its current use thereby avoiding disruption to the delivery of services.

3.1. Project Drivers and High Level Issues

- Reduce the risk for future structural failures that are difficult to predict due to the age and hidden construction methods of the building, which may result in health, safety and welfare issues for the occupants.
- Provide a more suitable environment for the occupants of the building
- Enable full occupancy of the building, currently not permissible whilst structural defects are apparent.
- Enable revenue savings through ability to re - rent space within the building
- Provide cost savings by reducing reactive repair works
- To drive best value for the use of the Council Estate Assets in line with the County Plan.

3.2. High Level Metrics

- Revenue cost savings per annum
- Rent income
- Reduced maintenance cost per annum

4. Scope

4.1. Included in Scope

The project will require commissioning of both consultants and contractors to undertake the following works were possible:-

- Replacement to ceilings to court rooms 1 and 2,
- Any additional ceiling replacements throughout the Shire Hall as identified through independent technical surveys,
- Any appropriate remedial works required to mitigate against any potential future building structural and fabric failures.
- incorporate other items as identified through technical surveys where possible
- Look to enhance energy efficiency through these works where permissible,
- Ensure all works are in accordance with statutory compliance and listed building consent.

4.2. Out of scope

Any extensions and or conversions

5. Stakeholders

The project sponsor will be Director of economies and place with delegated powers as authorised.

Stakeholders:-

- Property services
- Procurement
- Facilities management
- Legal
- Finance
- Health and safety
- Tenants

6. Constraints and dependencies

6.1. Initiatives which depend on this project are:

Currently emergency works and technical surveys are underway, and approved, to meet the immediate structural support required to prevent further damage to the structure and fabric of the courtrooms.

Initiatives that depend on this project are-

- Future Corporate Asset Strategy
- Future Investment Asset Strategy

6.2. This project depends on:

- Appropriate levels of resource and expertise
- Consultant and/or contractor performance
- The required level of engagement from stakeholders
- Statutory approvals

This project is planned to be run with two other approved capital projects for the Shire Hall to ensure that a holistic and economically viable delivery solution can be produced for the whole of the building.

7. Budget provision

The budget for the project is expected to be sourced from Prudential Borrowing Capital

8. Estimated costs and assumptions

Estimated costs for the delivery of the project are £ 850 k.

This is based upon the following assumptions:-

- High level estimated figures i.e. detailed evaluation has not been undertaken.
- It is assumed that consultant expertise will be required for technical feasibility and design work and an allowance has been included for professional fees and contingency.
- The need to meet conservation approved design requirements for replacement works.
- Addition works throughout the building is estimated and awaiting further technical survey details.

9. Benefits

9.1. Cashable benefits

- Reduced revenue costs

- Protect income (circa £75k pa)
- Reduced depreciation of buildings and assets

9.2. Non-cashable benefits

- Risk management
- Protecting service delivery
- Statutory compliance

10. High level timeline

Anticipated program based on ability to meet statutory compliance and governance approvals

Shire Hall ceiling replacement and associated works													
	20/21				21/22				22/23				23/24
Description	Qrt 4		Qrt 1		Qrt 2		Qrt 3		Qrt 4		Qrt 1		Qrt 2
Brief													
approvals /tender/ governance /contracts													
Design Phase													
approvals/tender/ governance/ contracts													
construction phase													

11. Risks

Risks have been reviewed based on three options on proposing the way forward.

1. Do Nothing -This will have a negative consequential adverse bearing on the value of the property and the estate. Furthermore do nothing will have an impact on the council being able to deliver services from buildings that are not fit for purpose, and the consequential loss of income from tenants and other ad-hoc building users.
2. Do the minimum – this has been the approach in the past, which has resulted in lack of suitable funding which has resulted in a series of patch repair work. Deferring investment will merely lead to the further deterioration of estate assets, which in turn is likely to mean that the inevitable investment costs will increase.
3. Do appropriate and necessary work to maintain a fit for purpose environment - It is the landlord’s obligation, being Hereford Council in this case, who is responsible under lease to maintain the asset so the tenant can continue their business operation from it to ensure prevent risk of and ensure the building remains open and fit for its current use, thereby avoiding disruption to the delivery of services

The Shire Hall is within HC’s ownership and is part of the long-term asset strategy for retention.

11.1. The key risks of not doing the project are:

- Inability to utilise the whole of the building and impact on service delivery
- Loss of rental income
- Continued failure of the structural integrity of the building
- Continued failure of the fabric of the building
- Possible prosecution for allowing a listed building to fall into disrepair
- Reputational risk

11.2. The key project risks are:

- Financial
- Governance
- Operational
- Technical

12. Environmental Impact

The current capital submission for the Shire hall comprises a programme of works where there is a need to address the building's mechanical/ electrical infrastructure and fabric improvements to extend the economic life of the building and also address functional needs. These works will entail consideration of the energy management and associated matters, such as sustainability issues, that will impact upon reducing the carbon footprint of the building. The proposed works will be subject to approval by the conservation planners to achieve a listed building consent. The proposed work will take into consideration the following:

- 1) Energy efficient heating system
- 2) Energy efficient lighting and electrical system
- 3) Energy management in the building
- 4) Insulation of the building
- 5) Use of recycled material and the recycling of redundant materials
- 6) Use of materials from sustainable sources

Furthermore consideration will be given, where possible, to use local labour in order to reduce vehicular travel to and around the county.

There will be a requirement that new mechanical and electrical systems to be installed will be energy efficient - old boilers would be replaced with modern energy efficient boilers which will recycle the heat from the flue gases back into the heating system and reduce carbon emissions; improvements to heating pipework will allow the heating installation to function more efficiently. Improvement to the electrical infrastructure will encompass energy efficiencies where possible. In addition, improvements to building fabric will include better insulation to enhance thermal efficiency.

As part of the scoping of these capital works we will seek to use where possible materials that have or can be recycled. In addition, with regard to sustainability issues, works that will require replacement or new timber members will, as necessary, be from a sustainable source.

As part of our procurement process, tenderers will be evaluated to ensure where appropriate that local SME (small to medium enterprise) are engaged. This is so travelling is reduced.

The capital improvement works for this building will ensure the property will not deteriorate. Furthermore a key objective of these works is to tackle parts of the building and its infrastructure that would otherwise become increasingly less efficient in terms of its overall performance, which would have a negative bearing on the council's objective to reduce its carbon footprint.

PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Extra Ordinary Maintenance and Biodiversity Net Gain

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Date: 16/11/2020

Author:

Document Number:

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1. Purpose of document

This outline business case contains information that describes the justification for capital investment in various highway service areas that will make a step change in condition.

The investment will improve the network for the public, support the economic growth of the county and help to address the Climate & Ecological Emergency through significant investment in biodiversity net gain across public open spaces.

The investment, if approved will be for 2021/22 through to 2023/24.

2. Project aims and objectives

The aims of the project are:

- 1 To provide sustained investment and support an ongoing programme of works with targeted investment in the highway asset to manage and minimise decline before larger more costly repairs are required.
- 2 To undertake a significant programme of biodiversity improvements and local wildlife enhancements as part of the Council's response to the Climate and Ecological Emergency. The project will be delivered through a countywide approach to achieve biodiversity net gain across the council owned public realm and wider public open spaces.

A proportion of the funding will also target highway maintenance in Market Towns where the improved network will support active travel initiatives, improve access, overall highway condition and improve connectivity.

The project will support the growth of the county by making the best use of its highway asset and where possible facilitate more efficient usage together with improvements in the quality of our public places.

Public places should be safe and enjoyable for all to use responsibly. Public places should also remain safe through all seasons of the year. The infrastructure that is vital to a functioning county should be resilient to the impact of weather and climate.

The investment in additional tree planting and wider green infrastructure improvements will also positively contribute to public health and wellbeing, better air quality and will improve wildlife corridors in urban areas.

The highway asset should provide a network that facilitates the efficient and safe movement of people and goods whilst protecting the quality of life within communities.

Optimal asset management will enable this vital asset to be maintained for least whole life cost and with a lowest possible carbon footprint.

Roads have an essential role to play in Herefordshire, economic, social and encouraging active travel and safe movement of pedestrians and cyclists. However, they also have the potential to compromise the quality of the environment; there are also pressures from development and climate change.

This project will look to provide a well-managed road network and make a significant contribution to the protection and enhancement of our biodiversity to mitigate our carbon footprint.

This project will also specifically support the implementation of the following key project in the Corporate Delivery Plan:

- EN6.1: Develop & implement a new nature strategy to enhance and protect biodiversity across the Council's estate

3. Background

The County Plan sets out the ambition for Herefordshire in supporting the Environment, Community and Economy.

This project will continue the sustained investment in the network whilst supporting the delivery of the following objectives within the county plan:

- Improve and extend active travel options throughout the county
- 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
- Develop environmentally sound infrastructure that attracts investment
- Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism

The project will enable the highway asset to be maintained to an appropriate level providing a safe and usable network for communities and businesses. Public places will be safe and enjoyable for all to use responsibly.

The project is broken down into different elements of the service:

- C and U road investment
 - The council allocated £2m in the capital budget for 2020/21 to improve the condition of the C and U road network. The whole network was surveyed which highlighted deterioration and condition, a programme of works has been identified and will be delivered in 2020/21. The proposed further investment set out in this business case is to address the condition of the network and provide sustainable investment that will address many local accessibility concerns. The 3-year investment will enable a pallet of materials such as surface dressing, resurfacing and localised drainage improvements that have caused the accelerated deterioration on the network.
 - Without this investment, there is a potential for the loss or extended closure of roads (due to flooding) which would have a severe impact on the local economy and community. Most residents require roads to travel their daily commute to work; and local business rely on roads to have access to suppliers and customers. Diversion times via alternative roads would have significant financial impact in terms of lost time and increased fuel costs.
 - Upgrading and maintaining drainage and earthworks will mitigate the environmental impact of a road closure including the cost in carbon terms of remedial works. It can also improve community resilience to flood events. Additionally the diversion routes due to extended closures would result in a significant carbon impact because of these extended journeys and the associated network congestion.

- Achieving biodiversity net gain across the public realm and public open spaces:
 - Alongside delivery of highway maintenance activities this project will seek to significantly mitigate part of the impact of the work the council is doing in managing the network. The aim is to leave biodiversity in a better state, we are looking to continually improve the condition of the asset in regards to bio diversity and mitigate our carbon footprint.
 - This project will work closely work with all areas of the council, identifying locations to improve such as ponds, breeding sites, winter refuge sites and increases in tree cover. The project will be a collaborative approach with property, public realm and the conservation team drawing on specific expertise to improve the county's biodiversity and help mitigate the impact of maintaining the highway network.
 - We have an awareness of the impact that our operations have on biodiversity and generally seek to limit the consequential loss of natural habitats.
 - We have identified particular locations across our asset where we have adjusted our operations to promote, protect or preserve the biodiversity of the natural habitats and ecological features of those sites.
 - There are a number of ways we aim to achieve further BNG which include:
 - securing improvements through a third party such as parish councils and Herefordshire Local Nature Partnership
 - Include in the programme of works such as retaining walls, drainage materials.
 - Securing long term outcomes in programme works
 - Contributing to biodiversity priorities
 - Engaging with stakeholders
 - Implementing Lawton's Principles protecting what we have, increasing wildlife site, creating new wildlife, improving the wilder environment.
 - The programme of investment will be looking at the principles and delivery; this will be a mixture of work within the Public Realm and as stated above, working with stakeholders to enhance the overall biodiversity in Herefordshire. The council are enhancing the verges with planting of wild flowers, this is to take maintenance to the next level and move towards the goal of the service being carbon neutral.
 - The outcome of the project will be measured and monitored in areas such as areas improved biodiversity, trees planted and number of partnerships engaged. A Carbon Tracker for the public realm has been developed which will be used to monitor and measure the benefits.
 - Council owned land/Public realm in line with emerging nature strategy could provide a benchmark for green standards for other landowners to work towards.
 - With the mapping for Nature Recovery Networks (mapping at county scale to create ecological corridors Lawton Review) coming forward as part of the Environment Bill, the council has the opportunity to review where public realm can form part of these connections and develop its biodiversity programme in line with these objectives.
 - We will look for other funding streams to support including service providers, businesses in Herefordshire and nationally such as Severn Trent Boost for Biodiversity Grant Scheme.

- Market Town Maintenance
 - Investment in the market town public realm to enhance and to improve access and active travel opportunities as identified in market town transport plans
 - The network is deficient in some areas, the towns have had some investment with S106 available, this further capital will be used to enhance and compliment works. The programme will deliver improved crossing facilities, improved accessibility, active travel routes and improvements to highway condition.

- Structures Retaining Structures
 - Pontrilas retaining structure
 - Failure of the wall will affect a private property, which will have a reputational and legal impact. Intervention will remove the risk.
 - Dulas Brook
 - The road is at risk and there is potential of flooding of the area, failure has the potential for blocking the watercourse, which could cause flooding and landslips and this investment (restricting access to land and properties) will remove this risk.

- Village Safety Initiative Schemes
 - The scheme is aimed at villages, which have a number of concerns such as speed, lack of footpaths, accidents. The primary goal will be the development of a “proactive” village safety initiative, aimed at changing driver behaviour through the many and varied village locations across Herefordshire. This will draw from, and be based around, the continued development of a package of innovative measures, which look to create a significant visual change to main road / roadside village environments, encouraging greater compliance with speed limits across the County. The initiative will also aim to actively engage and involve the local community in the development of a long-term plan for their area, which will serve as a focus for future interventions and ensure a coordinated approach for both programmed asset maintenance and additional interventions developed through Section 106 contributions, where applicable. Overall, this aims to enhance the sense of place within villages, bringing both quality of life and longer-term road safety benefits to the community as a whole.
 - The scheme will deliver improvements and change the feel from a road to a place, which will strengthen communities.
 - The scheme is intended to be match funded by villages, whether from the parish council, S106 opportunities and or funding from the Police Crime Commissioner. The scheme is proposed to run for three years, the measurement of success will be reduced speeds and localities able to enjoy their village environment.
 - There are a pallet of engineering measures available that have been successfully implemented including traffic regulation orders for speed limit change. There are a number of villages already requesting assistance in this way.

3.1. Project Drivers and High Level Issues

The network is valued with a replacement cost of c£3.8 billion with an estimated backlog of maintenance value of c£87.8m.

The council has implemented the Highway Asset Management Strategy, which has the following components:

1. Major Investment
2. Sustained Investment
3. Reduce the need for reactive temporary pothole repairs

4. Shift our routine resources further towards preventative activities.
5. Provide the support that enables routine maintenance work to be delivered locally.

The aim of the strategy will reduce the whole life cost of maintenance and prevent over 386,000 potholes over the 34-year lifecycle of our roads.

This investment enables the strategy to be implemented and has the potential to secure further investment in the network through the Local Highway Maintenance Challenge Fund.

In response to two recent motions at Full Council, an executive response is currently being prepared proposing the development of a new Council Nature Strategy in order to establish new targets, commitments and an action plan to improve biodiversity across the Council's activities and estate

The development of the Nature Strategy is due to commence in January and the associated action plan will help to inform and shape the detailed activities within this Business Case.

This project has been developed recognises the significant role that public open spaces and the management of the public realm plays in protecting and enhancing our natural environment.

3.2 High Level Metrics

The core outcomes for the investment would be to remove some of the risk from the network deliver a step change in the quality of this asset.

This project seeks to achieve a minimum 10% Bio Diversity Net Gain across projects in line with the national standards set out in the forthcoming Environment Bill. This will be further developed as part of the councils emerging nature strategy in 2021.

The performance of delivering the investment will be managed through the capital programme, the improvement in the asset will be managed through the performance indicators set out in the public Realm.

4. Scope

4.1. Included in Scope

The project scope is to undertake a programme of investment in the highway network to ensure the asset will support communities and businesses. The funding will enable investment in the network identified through the councils Asset Management Plan and will include:

- Maintenance and improvements in the Market Towns
- Additional tree planting, wider green infrastructure improvements and local wildlife enhancement in public open spaces

4.2. Out of scope

The project is to invest in the existing network and does not include new infrastructure.

5. Stakeholders

The Assistant Director of Highways and Transport is the project sponsor who will be accountable for operational decisions in consultation with the Cabinet Member for Infrastructure and Transport and the Cabinet Member – Environment, Economy and Skills

The project team will comprise officers from the Highways & Transportation, Built & Natural Environment and Property Services teams.

Stakeholders will be engaged throughout the delivery of this investment and stakeholder engagement strategy will be developed. The additional investment will deliver a better environment and improved connectivity for the communities and a more efficient network, which will support the economy and accessibility.

Key stakeholders include

- Local members,
- Parish and town councils,
- Herefordshire Tree Forum
- Hereford City Wildlife Trust Group
- Hereford in Bloom
- Herefordshire Wildlife Trust
- Herefordshire Local Nature Partnership

6. Constraints and dependencies

6.1. Initiatives which depend on this project are:

- The council is submitting a Local Highway Network Maintenance Challenge Fund Bid, which will be supported by investment and match funding within this project.
- This project will form an integral part of achieving Biodiversity Net Gain in the public realm and will be a key action in the new Council Nature Strategy.

6.2. This project depends on:

- This project is not dependent on existing or future projects, however will form part of the Council's Carbon Management Plan and emerging Nature Strategy.
- The project will need to compliment highways maintenance delivered annual through the public realm contract.
- The project will support the local communities and businesses who will be engaged through the Public Realm contract annual and forward plan.

7. Budget provision

The budget requested is set out below to be funded from the councils capital programme and if possible, in some cases match funding will be sought. (E.g. market town or village schemes)

8. Estimated costs and assumptions

The network has an estimated circa £87.8 million maintenance deficit, this is based on survey data of the network. The funding sought for 2021/2022 is set out below and bids for future years will be considered and developed.

£	2021/22	2022/23	2023/24	Future Years	Total
C and U road Investment Drainage and Carriageway Works	£910k				£910k
Achieving biodiversity net gain across the public realm and public open spaces.	£250k				£250k
Market Town Maintenance	£750k				£750k
Structures / Retaining Wall Repairs	£200k				£200k
Village Safety Initiatives	£50k				£50k
TOTAL	£2,160k				£2,160k

9. Benefits

The benefit of the project will be an improvement in the highway network condition, the reduced backlog in the defects affecting the asset and the improved accessibility and enjoyment of the public realm. The investment in drainage proposed will address a number of defects, which will reduce flooding in the county, either on the highway network or a reduction in property flooding. The scheme will increase the resilience of the council's highways network, which in turn will support the economy and accessibility for the people of Herefordshire.

There will be an overall benefit in investing in the biodiversity in Herefordshire and addressing the impact and carbon footprint of the highways service.

9.1. Cashable benefits

There will be a reduction in reactive maintenance costs and an increase in the life of the asset. There will be a reduced risk of claims to the council in relation to vehicle damage. The network will also be safer with a reduced risk of road traffic collisions which in turn reduce the cost to the community in respect to our partners such as police, fire, ambulance and the health service, it is estimated that an RTC = £98,232 average. (Based on DfT figures)

9.2. Non-cashable benefits

- Improved accessibility, attractiveness and enjoyment for local and visitor population.
- Protecting and enhancing the natural environment through biodiversity net gain, improved air quality and reduced carbon emissions.
- Improving Public Health & Wellbeing through green infrastructure, sustainable and active travel.

10. High level timeline

The projects will be delivered in year; this is the first phase of a 3-year delivery programme.

11. Risks

11.1. The key risks of not doing the project are:

- There is a risk of increased backlog of defects in the network and the potential for negative reputational risk of insurance claims and possibly roads closed due to safety concerns.
- Unable to mitigate the carbon footprint of the council and partners maintaining the network.
- Flooding risk including flooding of properties.
- Increasing maintenance requirement with associated higher carbon footprint.
- There is a reputational risk in not delivering the BNG for the authority in that it is unable to deliver on the public declaration on the climate and ecological emergency. (full council held on the 11th December, 2020)

11.2. The key project risks are:

- There are no significant risks in delivery of the project, resourcing and delivery will be managed through the Public Realm Contract and working with partners such as Parish councils.

12. Environmental Impact

C and U road investment

The project has been developed to address the number of concerns in the locality, surface condition and drainage issues.

The aim of the investment is to address a backlog of maintenance works, which have an impact on the locality such as flooding, potholes, which have a negative impact on the quality of life for the user/customer.

The programme of works will look to address the defects and ensure the network is fit for purpose. The Environmental Impact is in reducing the reactive maintenance and reduce the localised flooding, which has the potential to negatively impact on the environment such as localised pollution. The continued

reactive maintenance has a cost to the environment in fleet and material usage, with sustainable maintenance the routine reactive works will be reduced. The works to the drainage system will ensure appropriate systems are in place to manage surface water runoff and minimise the damage caused to the bio diversity in the county.

The C and U network is also integral in providing a network, which is beneficial for cycling and walking connectivity.

This will positively contribute to the delivery of the Climate & Ecological Emergency Declaration and the following environmental commitments within the Corporate Plan.

EN 2 – Improve and extend active travel options throughout the county

EN 5 - Identify climate change action in all aspects of council operation

EN 6 - Seek strong stewardship of the county's natural resources

EN7 - Protect and enhance the county's biodiversity, value nature and uphold environmental standards

Achieving biodiversity net gain across the public realm and public open spaces

This project has been developed to reduce carbon footprint and wider environmental impacts associated with the maintenance of the public realm. This will positively contribute to the delivery of the Climate & Ecological Emergency Declaration and the following environmental commitments within the Corporate Plan.

EN 2 – Improve and extend active travel options throughout the county

EN 4 - Invest in low carbon projects

EN 5 - Identify climate change action in all aspects of council operation

EN 6 - Seek strong stewardship of the county's natural resources

EN7 - Protect and enhance the county's biodiversity, value nature and uphold environmental standards

This will be achieved through significant investment in additional tree planting, wider green infrastructure improvements and local wildlife enhancement in public open spaces. This will result in reduced carbon emissions, protect and enhance local biodiversity, support and develop wildlife corridors and Nature Recovery Networks, improved local air quality and will contribute towards improved public health and wellbeing. The project will also utilise an innovative new Carbon Tracker tool to monitor and measure the carbon footprint of the project.

These environmental improvements will help the delivery of the following corporate strategies and action plans:

- Council's Carbon Management Plan,
- Air Quality Management Plan,
- The emerging Nature Strategy
- The emerging Countywide Climate and Nature Partnership action plan.

Market Town Maintenance

The project has been developed to address the number of asset condition concerns and opportunities in the Market Towns to improve connectivity for pedestrians and cyclists.

The programme of works will look to address defects and ensure the network is fit for purpose. The Environmental Impact is in reducing the reactive maintenance, reduce the localised flooding and more significantly improve the location for all users specifically cyclists and pedestrians.

This will positively contribute to the delivery of the Climate & Ecological Emergency Declaration and the following environmental commitments within the Corporate Plan.

EN 2 – Improve and extend active travel options throughout the county

EN 5 - Identify climate change action in all aspects of council operation

EN7 - Protect and enhance the county's biodiversity, value nature and uphold environmental standards

Structures Retaining Structures

The project has been developed to address the number of concerns in the locality, surface condition and drainage issues.

The aim of the investment is to address a backlog of maintenance works, which have an impact on the locality such as flooding, potholes, which have a negative impact on the quality of life for the user/customer.

The programme of works will look to address the defects and ensure the network is fit for purpose. The Environmental Impact is in reducing the reactive maintenance and reduce the localised flooding, which has the potential to negatively impact on the environment such as localised pollution. The continued reactive maintenance has a cost to the environment in fleet and material usage, with sustainable maintenance the routine reactive works will be reduced. The works to the drainage system will ensure appropriate systems are in place to manage surface water runoff and minimise the damage caused to the bio diversity in the county.

The C and U network is also integral in providing a network, which is beneficial for cycling and walking connectivity.

This will positively contribute to the delivery of the Climate & Ecological Emergency Declaration and the following environmental commitments within the Corporate Plan.

EN 2 – Improve and extend active travel options throughout the county

EN 5 - Identify climate change action in all aspects of council operation

EN 6 - Seek strong stewardship of the county's natural resources

EN7 - Protect and enhance the county's biodiversity, value nature and uphold environmental standards

Village Safety Initiative Schemes

The project has been developed to address the number of concerns in the locality, speed and volume of vehicles, making it a better place for pedestrians and cyclists.

The project will work with the locality to improve and provide appropriate management of vehicles assisting in reducing the speed and making it the area safer for the vulnerable users.

Improvement in vehicle movements will help in the reduction of the county's carbon footprint and reduction in accidents.

This will positively contribute to the delivery of the Climate & Ecological Emergency Declaration and the following environmental commitments within the Corporate Plan.

EN 2 – Improve and extend active travel options throughout the county

EN 5 - Identify climate change action in all aspects of council operation

EN 6 - Seek strong stewardship of the county's natural resources

EN7 - Protect and enhance the county's biodiversity, value nature and uphold environmental standards

PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Investment into the councils Winter Fleet

Release: Draft/Final

Date: 28/11/2020

Author:

Document Number:

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The source of the document will be found at XXX

Revision History

Revision date	Summary of Changes	Changes marked
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1. Purpose of document

This outline business case contains information that describes the justification for continuing the development of a detailed business case for the replacement of the gritting fleet. The Business Case is to be submitted to the Management Board and if accepted, a more detailed business case will be developed.

2. Project aims and objectives

The project aim and objective is to implement the winter service fleet strategy which commenced 2020/21 and is planned up to 2029/30. The plan is to replace the fleet over the period and to be council owned. This will ensure the fleet is capable of delivering the current Winter Service Plan 2018/23 and future year requirements.

The immediate plan is for the renewal of 1 no gritter for the 21/22 season.

3. Background

Winter Service – Replacement strategy for the winter gritting fleet.

The service provided by the council ensures the safety of the travelling public in times of cold/severe weather and snow events and is key to supporting the economic and social well-being of the populace of Herefordshire.

The fleet is sufficient to enable all gritting routes to be completed within the requisite time scales and cover all routes county wide. The council operate 15 front line gritters with 2 on standby. The fleet is aging, with the current number a programme of renewal is planned that will ensure the fleet is fit for purpose whatever the weather conditions.

The maintenance costs rise with the severity of weather and increase use and with age. The replacement of the fleet is necessary to ensure the service is reliable, minimal risk of breakdowns and the costs are manageable within budget without excessive maintenance costs being incurred.

The current Fleet Replacement Strategy was developed in 2019, the council invested in a new gritter which will join the fleet end of 2020/21 season. The 2020/21 investment also delivered additional plant which will see the councils tractor utilised as an additional resource in treating the network and removal of snow if / when it arrives. The strategy looks to invest and replace the fleet over a 10 year period, this is to ensure the fleet is modern and able to deliver the service with an ever changing climate which is seeing more demanding seasons such as the beast from the east.

The programme of investment is to continue the fleet replacement programme. As part of the programme, we will investigate and consider investing in electric vehicles. There are options available but costs and performance are prohibitive, this is changing and we will need to review regularly to include when this is viable.

The County Plan ambitions align to the Winter Service Plan 2020-24 which sets out that we will strengthen communities to ensure everyone lives well and safely together and support an economy which builds on the county's strengths and resources. The winter service plan sets out how we ensure the safety of the public in using the footway, cycle and highway network which also keeps the economy moving through the winter period.

As the fleet are replaced the dependence on service providers fleet reduces, therefore the BBLP supplied fleet will be replaced with HC owned vehicles. The savings will be reinvested in the service and be able to mitigate the revenue pressures as they arise if this is the preferred council option at the time of realisation. This will not be until the fleet replacement strategy replaces the BBLP fleet, which will be in 2 years.

3.1. Project Drivers and High Level Issues

The aging winter fleet is in need of renewal, the strategy will replace the fleet over the next 10 years, which will see an efficient, economical and environmentally friendly fleet. The replacement will provide resilience to breakdowns and ensure the delivery of the service.

The strategy aims to have the fleet owned by the council. The importance of the winter service in regards to safety is such that the provision of the fleet is required, this will mitigate the administrator going into administration. If this were to happen, the fleet would be tied with the administrator, as such, not available for the winter service. The risk is relatively minimal but this has happened to Carillion. The vehicles will become all HC owned over the 9 year plan. This will also see the fleet capability secure during any change in provider.

The age of the existing fleet and cost of maintenance is set out in Appendix 1 Winter Fleet Replacement Strategy.

3.2. High Level Metrics

The spend will be managed through the capital programme, the performance and improvements in the fleet will be managed by the councils Contract Management Team, the performance target for completion of all gritting routes within the timescale is reported to the project board.

4. Scope

4.1. Included in Scope

Replacement of the gritting fleet over the next 9 years, (10 year replacement commenced 2020/21) the aim of the project is to ensure the winter fleet is appropriate and in a condition to meet the challenges of the ever changing climate. The current fleet is for the council to have 15 front line gritters and 2 reserve, this will enable the council's Public Realm service providers to operate and deliver the Winter Service Plan. The fleet is mostly owned by the council, the plan it to own the whole fleet as the service is critical to the authority and is best placed to manage the risk if/when realised, this includes change in service provider.

4.2. Out of scope

Future fleet replacement, which will be subject to future bids.

5. Stakeholders

The project sponsor is the Assistant director for Highways and Transport, the key stakeholder is BBLP who manage the fleet on the council's behalf and implement the Winter Service Plan.

The Cabinet member for Highways is a key stakeholder that is consulted in any changes in the Winter Service.

The service impacts on the county of Herefordshire ensure the network is usable for all communities and businesses.

In severe weather, the service is critical in keeping the network safe, other resources such as local contractors are utilised to remove snow. During the Beast from the East, the Tactical Co-Ordinating Group was supported by the service helping to keep all services operating as best they could given the conditions.

6. Constraints and dependencies

6.1. Initiatives, which depend on this project, are:

Delivering the council's Winter Service Plan revolves around a functioning fleet, which can perform in extreme weather for long durations as required for network resilience.

6.2. This project depends on:

The Winter Service Plan depends on the investment to ensure the service is delivered and that the fleet is fit for purpose in being maintainable and efficient in performance and emissions especially if the council is to achieve its aims in the climate emergency.

7. Budget provision

The budget will be from the councils capital works programme.

8. Estimated costs and assumptions

The budget cost for replacement is based on current costs for fleet circa £145k which will allow for inflation, the sale of the existing fleet will see a return circa £6k per vehicle.

The projected cost of the 10 year strategy with 1 year completed is £2,030,000.00. Inflation has been added for the first 3 years of the programme, this will be updated for future year investments.

£	2021/22	2022/23	2023/24	Future Years	Total
10 year fleet replacement programme commenced 2020/21 (9 years remaining of the fleet replacement strategy)	£145k				£145k
Income from sale of fleet	-£6k				-£6k
TOTAL	£139k				£139k

9. Benefits

The anticipated benefits of the proposed project are listed below:

Modern fleet able to meet the demands of challenge of severe winter.

Fuel efficient

Acceptable level of emissions.

Lower maintenance costs.

9.1. Cashable benefits

Fuel efficiency and less vehicle maintenance. Fleet support the county plan in keeping Hereford safe and moving and supporting partners such as blue lights in their role.

There has been a lot of work if moving to electric vehicles, when this is available the service will invest and move to a more efficient fleet. The challenge is the demands of a severe winter with back to back treatments over long periods.

9.2. Non-cashable benefits

Resilient fleet which will see the delivery of the Winter Service Plan which will keep the people of Herefordshire safe. Minimal accidents on the network due to ice and snow. Support to blue light services.

10. High level timeline

The business case will deliver in year over the next 9 years.

11. Risks

11.1. The key risks of not doing the project are:

- Ageing fleet not capable of delivering the Winter Service Plan. The fleet is a finite resource, in 2019/20, 2 vehicles were in accidents, to continue delivering the service, 2 BBLP fleet resources was diverted to Hereford to backfill. An aging fleet will be susceptible to breakdowns and become too expensive to run.
- Unreliable fleet putting the lives and economy of Herefordshire at risk. The Winter Service Plan aims to treat all routes before 7:30am, able to respond within 1 hour of an instruction to treat all specified treatment runs are completed in 4 hours. The risk in not doing so is in the potential for accidents on the routes and in the disruption in the network which will impact on the economy of the county. Delays in traffic have a direct impact on getting to work, raw materials and goods getting to their destination and the cost of any accident is set out below:

Department for Transport statistics

<https://www.gov.uk/government/statistics/reported-road-casualties-in-great-britain-annual-report-2019>

RAS60001**Average value of prevention¹ per reported casualty and per reported road accident²:
GB 2019**

Accident/casualty type	£ (2019 prices)	
	Cost per casualty	Cost per accident
Fatal	2,029,237	2,260,633
Serious	228,029	261,498
Slight	17,579	26,840
Average for all severities	76,267	105,156
Damage only	-	2,425

1 The costs were based on 2019 prices and values

Source: STATS19, Transport Analysis Guidance - WebTAG

2 The number of reported road accidents were based on 2019 data

The figures in this table are National Statistics

Last updated: 30 September 2020

Next update: September 2021

Telephone: 020 7944 6595

Email: roadacc.stats@df.gov.uk

[Notes & Definitions](#)

For further information on Transport Analysis Guidance - [WebTAG](https://www.gov.uk/government/publications/tag-data-), see: <https://www.gov.uk/government/publications/tag-data->

- Excessive maintenance costs.
 - An aging fleet will incur increased maintenance costs as the parts go past their life, similar to your own car but the fleet is used for use in extreme weather conditions and for long periods of time, the fleet also hold and spread salt which corrodes the body and parts.

11.2. The key project risks are:

- Delivery dependent on market availability.
- Delivery of an electric or hybrid fleet is dependent on performance and fast charging points, in times of heavy need, the fleet are treating roads back to back.

12. Appendices**Appendix 1 – Winter Service Replacement Strategy**

Winter Maintenance
Fleet Replacement Str.

Appendix 2 - Winter Service Plan 2018 -2023

winter_service_plan_2
018-2023.pdf

13. Environmental Impact

Investment in the Councils Winter Fleet

This project is to implement the winter service fleet strategy for 2021/22, this has been developed to provide an efficient effective fleet that will deliver the Winter Service Plan.

This will positively contribute to the delivery of the Climate & Ecological Emergency Declaration and the following environmental commitments within the Corporate Plan.

EN 2 – Improve and extend active travel options throughout the county

EN 4 - Invest in low carbon projects

EN 5 - Identify climate change action in all aspects of council operation

EN 6 - Seek strong stewardship of the county's natural resources

EN7 - Protect and enhance the county's biodiversity, value nature and uphold environmental standards

This will be achieved through continued investment in the fleet which will provide a reduction in CO2 emissions and repairs in keeping ageing fleet operational. A well-managed and maintained fleet will reduce the impact of breakdowns and recovery.

The Winter Service plan is designed ensure the network is safer with a reduced risk of road traffic collisions which in turn reduce the cost to the community in respect to our partners such as police, fire, ambulance and the health service, it is estimated that an RTC = £98,232 average. (Based on DfT figures)

This will also reduce the likelihood of congestion in built up areas.

These environmental improvements will help the delivery of the following corporate strategies and action plans:

- Council's Carbon Management Plan,
- Air Quality Management Plan,

PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Air Quality Monitoring Station Resource Improvements

Release: Draft

Date: 13th November 2020

Author: Environmental Health Service Manager

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This document requires the following approval:

Name	Signature	Title	Date of Issue	Version
		Director Economy and Place	26 th November 2020	001.1

Distribution

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	Assistant Director Economy and Place	26 th November 2020	001.1
	Head of Environment, Climate Emergency & Waste	26 th November 2020	001.1

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1. Purpose of document

This outline business case contains information that describes the justification for continuing the development of a detailed business case for a project to update DEFRA approved air quality monitoring equipment at the air quality monitoring station (AQMS) on Victoria Street Hereford and to expand the network to include a second AQMS in Leominster. The Business Case is to be submitted to Members and if accepted, a more detailed business case will be developed.

2. Project aims and objectives

Monitoring of pollutants within Herefordshire up to 2018 has shown an exceedance of the NO₂ Air Quality Objectives at both AQMA's (Hereford 42 µg/m³ and Bargates 45.1 µg/m³). There is currently no intention to extend, revoke or amend Herefordshire's AQMAs, however these will be reviewed in the near future. Further information related to Herefordshire's declared AQMAs can be found on the following website: https://uk-air.defra.gov.uk/aqma/local-authorities?la_id=126

The 2015 Core strategy provides the strategic planning framework for Herefordshire's future development needs up to 2031. A number of major housing developments were identified to meet Herefordshire's housing need along with the need to ensure appropriate infrastructure such as the Hereford Relief Road and the Leominster Relief Road. The potential impact of these developments on air quality will need to be considered during the planning application stages.

Other Priorities for Herefordshire include:

- Continue to monitor and review both the Hereford and Leominster AQMA's
- Identify and review other locations in Herefordshire that may benefit from additional monitoring considering identified sites in the core strategy
- Review the Air Quality Action Plan for Herefordshire
- Comment on planning applications for major housing road schemes in relation to air quality
- Continue to inspect Local Authority Permitted installations.

Key objects of this project will therefore be to:

- develop new air quality monitoring capabilities in Leominster by installing an AQMS in the Leominster AQMA,
- modernise the existing AQMS asset in Hereford,
- improve access and scope of real-time data capture in both Herefordshire AQMAs,

- improve reliability of the existing AQMS asset in Hereford,
- reduce escalating maintenance costs of aging and outdated air quality monitoring equipment, and
- reduce escalating need for Environmental Health staff intervention / resource to address breakdowns of the AQMS asset.

3. Background

The Local Air Quality Management (LAQM) process (as set out in Part IV of the Environment Act 1995 and the relevant Policy and Technical Guidance documents) places an obligation on all local authorities to regularly review and assess air quality in their areas, and to determine whether the air quality objectives are likely to be achieved. Where there is an exceedance or it is considered likely an exceedance will occur, the local authority must declare an Air Quality Management Area (AQMA) and prepare an Air Quality Action Plan (AQAP) setting out the measures it intends to put in place in pursuit of the objectives.

In Herefordshire, there are two Air Quality Management Areas (AQMA's) due to high levels of nitrogen dioxide, exceeding national standards ($40\mu\text{g}/\text{m}^3$). The AQMA's include A49 Road through Hereford and Bargates Road junction in Leominster (see figure 1 and figure 2).

Air pollution is associated with a number of adverse health impacts. It is recognised as a contributing factor in the onset of heart disease and cancer. Additionally, air pollution particularly affects the most vulnerable in society: children and older people, and those with heart and lung conditions. Further, there is often a strong correlation with equalities issues, because areas with poor air quality are also often the less affluent areas. The annual health cost to society of the impacts of particulate matter alone in the UK is estimated to be around £16 billion.

The main pollutant of concern within Herefordshire is nitrogen dioxide (NO₂). The major source of air pollutants in Herefordshire is vehicle emissions, specifically the emissions from the A49 Road through Hereford and Bargates Road junction in Leominster have been identified as significant.

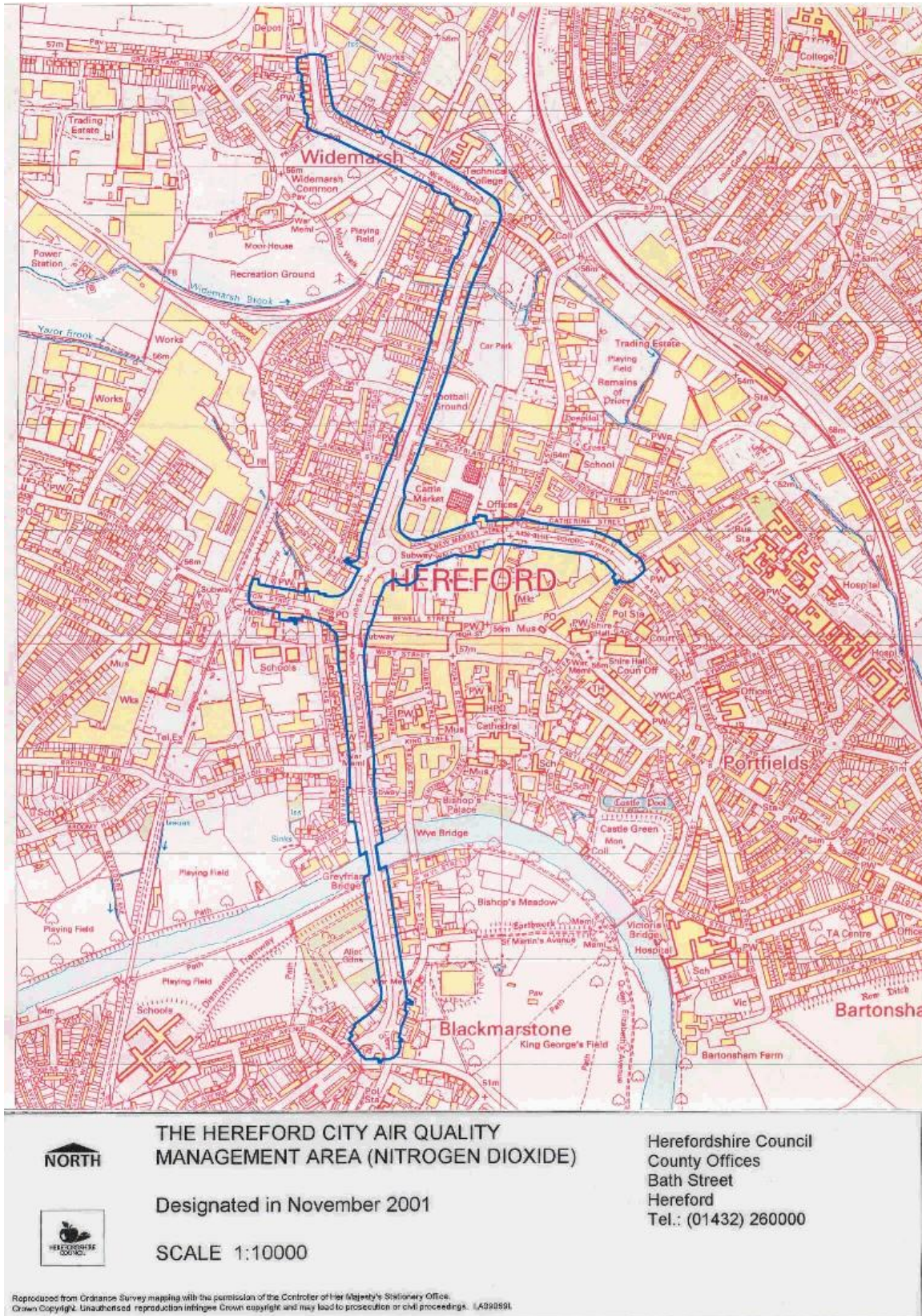


Figure 1 – Hereford AQMA Boundary

EN2.1: Complete the Hereford Transport Strategy Review and implement its recommendations on active travel	This project supports the strategy review by ensuring there is robust environmental data on which to base medium to long term decisions
EN2.2: Deliver and extend the Choose How You Move sustainable and active travel programme to increase levels of walking and cycling. Including Beryl Bikes, park & choose, active travel in schools, Get Walking, business	This project supports the program by providing real-time and accurate data which will better inform the public about environmental cost of their personal transport decisions and influence behaviour change
EN2.3: Significantly increase electric vehicle charging infrastructure by leveraging private sector investment through the development of a concession contract	This project supports the program by providing data which justifies / supports the need for increased electric vehicle uptake within the County and therefore improves the prospect of successful grant submissions
EN3.1: Create a new countywide climate & ecological emergency partnership, strategy and action plan to improve biodiversity and achieve countywide carbon neutrality by 2030	This project supports the partnership, strategy, and action plan by ensuring there is robust environmental data on which to base medium to long term decisions
EN3.2: Introduce supplementary planning guidance on environmental building standards to ensure all new buildings are compatible with our climate and nature goals	This project supports the development of supplementary planning guidance by ensuring there is robust environmental data on which to base medium to long term decisions
EN5.1 Reduce the council's own carbon footprint through implementing our Carbon Management Action Plan, including improving the energy efficiency of schools and academies, reducing staff travel, and working with partners such as BBLP and Halo to reduce their carbon footprint	This project supports review of our Carbon Management Action Plan by ensuring there is robust environmental data on which to demonstrate an impact by this intervention
EC1.1: Introduce policy to ensure that a robust climate and nature impact assessment is conducted for all infrastructure proposals	This project supports the development of the policy by ensuring there is robust environmental data on which to base all infrastructure proposals

Benefits of the asset investment

The proposal will:

- significantly improve the scope and reliability air quality monitoring data capture
- provide real-time DEFRA approved monitoring within the Hereford and Leominster AQMA
- utilise, integrate and promote this information directly to the public through:
 - the 'Destination Herefordshire' active travel behavioural change campaign to further influence travel choices and behaviour,
 - the Herefordshire Council Health & Wellbeing Board, and
 - council media and the Herefordshire Council website

- demonstrate Herefordshire Council’s commitment and compliance with statutory provisions within Part IV of the Environment Act 1995

3.1. Project Drivers and High Level Issues

3.1.1 Bargates, Leominster

The Bargates Air Quality Action plan was published in 2014. Action 1 was to improve the traffic light sequencing at the Bargates junction. A report was commissioned in 2015, which identified the need to upgrade the pedestrian crossing and road surfacing and to install a Microprocessor Optimised Vehicle Actuation (MOVA) traffic management system. This system sought to increase the capacity at the junction, help to disperse queues more effectively and therefore could reduce emissions from idling vehicles at the traffic lights. The work commenced in September 2016 and has been completed. The monitoring data in Bargates AQMA indicates that nitrogen dioxide levels have fallen between 2017 (45.1µg/m³) and 2018 (43.5µg/m³). Although we are unable to identify if this reduction is a direct result of this improvement or not.

3.1.2 Major Infrastructure Projects

Figure 3 shows the geographical scope of the major infrastructure projects (Hereford City Centre Transport Package, South Wye Transport Package and Hereford Transport Package), ongoing and emerging within Hereford.

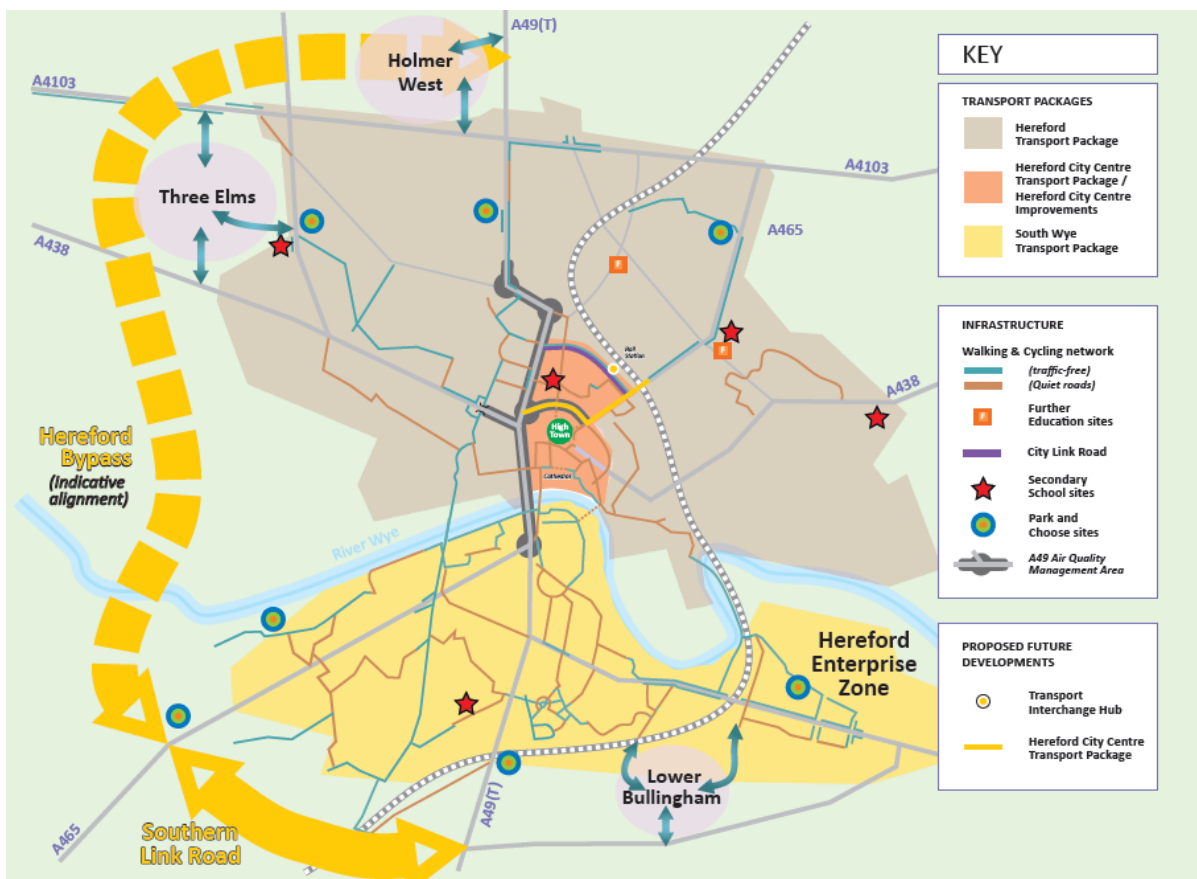


Figure 3: Major transport projects geographical scope in Hereford

Local Transport Plan 2016 – 2031 Strategy:

https://www.herefordshire.gov.uk/directory_record/2093/local_transport_plan_2016-2031

Hereford City Centre Transport Package

In December 2017, the City Centre Link Road opened. This formed the first part of Hereford City Centre Transport Package and linked the A49 (Edgar Street to Aylestone Hill). The second part of the scheme is a transport hub adjacent to the railway station and active travel improvements to Newmarket Street, Blueschool Street and Commercial Road. Herefordshire Council and Marches Local Enterprise Partnership funded these schemes.

South Wye Transport Package

This package contains a new link road (linking A465 and A49) and active travel measures in South Hereford (South of the river Wye). In 2016, planning consent was granted for the Southern Link and the link road is due to open in 2020.

Hereford Transport Package

This package contains a new road linking the A465 in the south to the A49 in the north. This will provide an additional crossing over the river Wye and provide an alternative route for traffic travelling along the A49, therefore traffic will avoid the city centre.

Market Town Studies

Studies are currently being conducted for the market towns in Herefordshire. The aim of the studies is to establish an appraised programme of interventions to improve the transport within the towns.

These studies are at various development stages and include the following towns;

- Bromyard;
- Ross on Wye;
- Leominster; and
- Ledbury.

Local Cycling and Walking Infrastructure Plan (LCWIP)

The LCWIP is a long-term plan to outline required interventions to improve the cycling and walking infrastructure for an area. The Transport Department in Herefordshire Council are in the process of developing a plan for Hereford. The final output will identify a list of prioritised walking and cycling schemes. When these interventions have been prioritised for delivery, the LCWIP will be integrated with key council plans and policies.

Destination Hereford

The Department for Transport has funded a behavioural change project called 'Destination Hereford', which includes targeted interventions. The aim of the project is to encourage people to increase their use of active modes and reduce their car usage.

Sustainable Modes of Travel to School Strategy (SMOTS)

SMOTS aims to promote and facilitate sustainable travel to and from school and thus reduce private car use. This project includes road safety education to pupils, school engagement and infrastructure delivery.

Other Relevant Policies:

- The Health and Well-being strategy- supporting a shift away from private vehicles to active travel;
- Hereford Bus Strategy; and
- Walking and Cycling Strategies - reducing short distance car journeys and modal shift to active travel.

3.2. High Level Metrics

Herefordshire currently has two AQMA sites where NOx levels have historically been in exceedance of the 40µg/m3 threshold as demonstrated in figures 4 and 5 (see figure 6 for national thresholds).

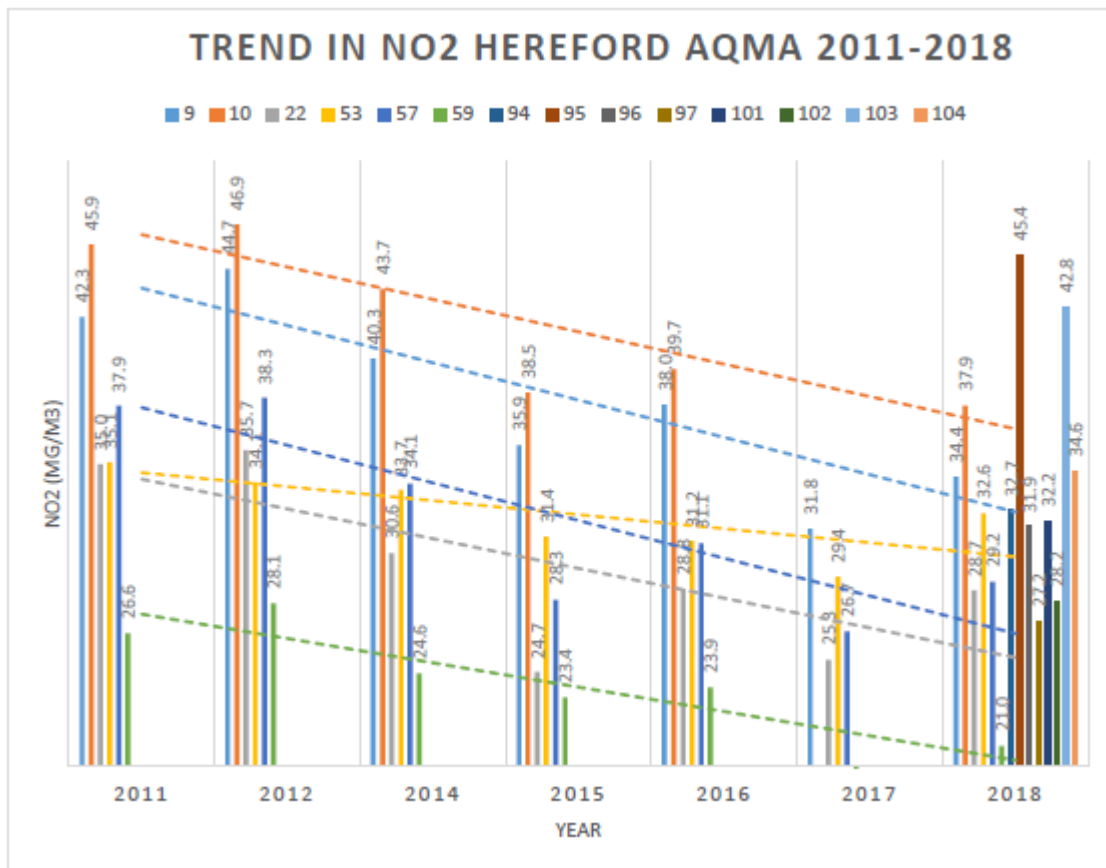


Figure 4: Trend in NOx levels in Hereford AQMA

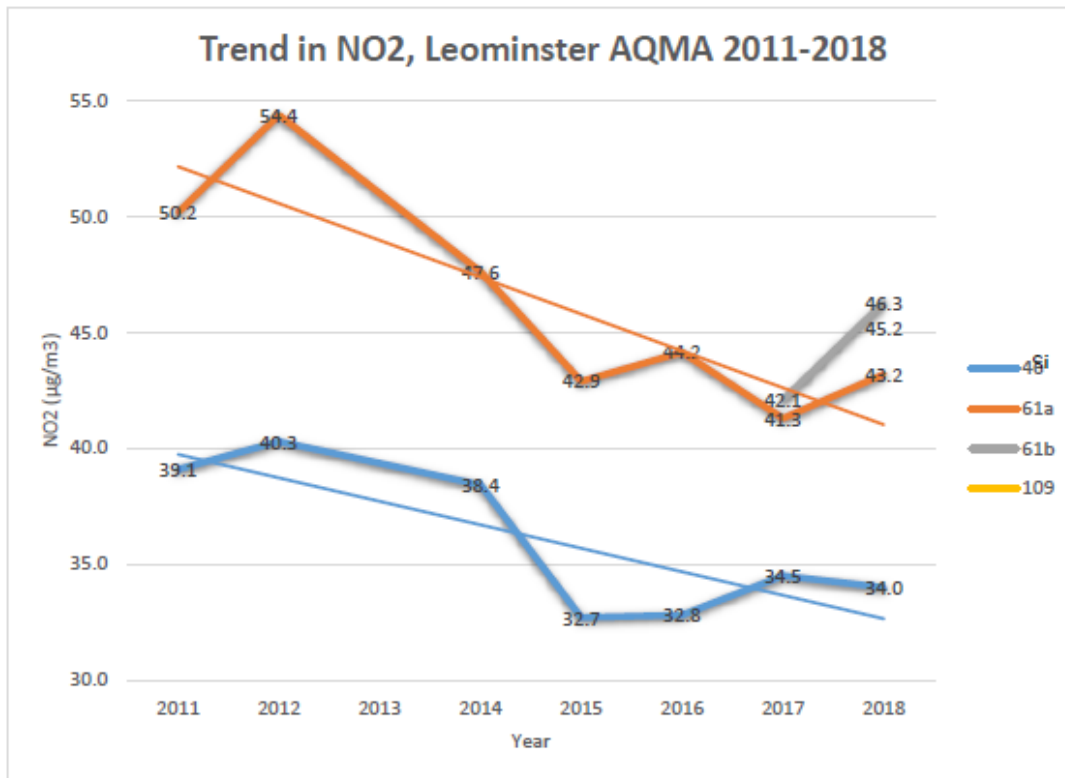


Figure 5: Trend in NOx levels in Leominster AQMA

Pollutant	Air Quality Objective ¹	
	Concentration	Measured as
Nitrogen Dioxide (NO ₂)	200 µg/m ³ not to be exceeded more than 18 times a year	1-hour mean
	40 µg/m ³	Annual mean
Particulate Matter (PM ₁₀)	50 µg/m ³ , not to be exceeded more than 35 times a year	24-hour mean
	40 µg/m ³	Annual mean
Sulphur Dioxide (SO ₂)	350 µg/m ³ , not to be exceeded more than 24 times a year	1-hour mean
	125 µg/m ³ , not to be exceeded more than 3 times a year	24-hour mean
	266 µg/m ³ , not to be exceeded more than 35 times a year	15-minute mean

Figure 6: Air Quality Objectives in England

¹ The units are in microgrammes of pollutant per cubic metre of air (µg/m³).

Herefordshire Council undertakes non-automatic (passive) monitoring of NO₂ at 21 sites across the County and has recently expanded this to 46 sites. The air quality monitoring results from these diffusion tubes normally have to be adjusted for bias, annualised and distance corrected before they can be presented to the public.

Herefordshire Council previously had an automatic monitoring station located on Edgar Street roundabout within Hereford City measuring NO₂ and PM₁₀. The monitoring station was removed in preparation for the development work on the Edgar Street Grid in 2011 and relocated at end of 2013 to a new position in Victoria Street. However, since installation there have been continuing technical issues with access to data. The Nitrogen dioxide and PM₁₀ analysers are now in operation as of December 2016, although intermittent technical problems persist.

The current issues facing these sites in Herefordshire are:

- Vehicle demand in Hereford is forecasted to rise by 7% in peak periods leading to a 11% rise in Journey times by 2022
- 66.3% of people in Leominster access work via car or van
- NO₂ Model for Hereford forecasting exceedance in 2025
- High levels of HGV traffic through Leominster with no alternative route
- Indicative results (not bias corrected) from new diffusion tube monitoring sites in the AQMAs suggest continuing NO_x exceedance and therefore the need to retain both AQMA areas

PM_{2.5}'s in Herefordshire.

Public health framework indicator 3.01 states that the fraction of mortality in Herefordshire attributable to anthropogenic (man-made) PM_{2.5} particulate air pollution (particulate matter with an aerodynamic diameter of 2.5µm or less) is 4.5% of all deaths. The average for this indicator in the West Midlands is 5.2% and in England is 5.1%.

Local Authorities are expected to work towards reducing emissions and/or concentrations of PM_{2.5} (Policy Guidance LAQM.PG16 (Chapter 7)). Health based objective levels for PM_{2.5}'s have not yet been set for local authorities. The EU annual average limit value for PM_{2.5} is 25µg/m³, further there is an additional requirement to reduce the average urban background concentrations by 15% by 2020 (against a 2010 baseline). There are many different sources of PM_{2.5}, these can be from natural or anthropogenic (manmade) sources. Anthropogenic sources include industrial sources, road transport, off road transport, residential sources (such as non-smokeless fuels and bonfires) and polluted air traveling from the continent.⁵

The Automatic Urban and Rural Network (AURN) is the UK's largest automatic monitoring network and is the main network used and managed by DEFRA for compliance reporting against the Ambient Air Quality Directives – see <https://uk-air.defra.gov.uk/networks/network-info?view=aurun> The closest ARUN monitoring site to Herefordshire that measures PM_{2.5} is Chepstow on the A48, this is an urban traffic site. Therefore, it is perhaps difficult to draw direct comparisons to Herefordshire. It has been recognised that the cost of monitoring for PM_{2.5}'s can be prohibitive. Therefore, other methods of estimating the likely PM_{2.5} levels in Herefordshire have been considered to establish an overview of the possible levels.

Background mapping of PM_{2.5} published by Defra has been reviewed <http://laqm.defra.gov.uk/review-and-assessment/tools/background-maps.html> and the background levels in 2018 were estimated to be between 4.52 and 6.61µg/m³.

Calculations can be undertaken to estimate the PM_{2.5} fraction from PM₁₀ monitoring data. The monitoring data for PM₁₀'s at the Victoria Street location in 2018 was 24µg/m³ (as measured by a BAM using a gravimetric factor of 0.833 for Indicative Gravimetric Equivalent). Also, the data capture for PM₁₀ in 2018 was 79.4%. Further, PM_{2.5} was estimated based on the recorded PM₁₀ measurements, using the calculation method detailed in TG16. As such, the estimated annual mean of PM_{2.5} at the Hereford AQMS in 2018 was 16.8µg/m³. It should be noted that this estimation would only give an indication of PM_{2.5}'s at the roadside location in the Hereford AQMA (a worst-case scenario).

Herefordshire Council is taking the following measures to address PM_{2.5}:

- Ensure PM_{2.5}'s are considered at the planning application stage for relevant development
- Inspection of Local Authority Permitted installations
- Review AQAP's to include additional actions for PM_{2.5}
- Consider the need for background monitoring of PM_{2.5}

The approach being taken taking in terms of PM_{2.5} assessment and possible monitoring has been considered together with Public Health. Further work is needed in this area, including improving available data within Herefordshire and in particular the AQMAs.

4. Scope

4.1. Included in Scope

4.1.1 Renovation of Hereford AQMS in Hereford

This part of the project will be relatively straightforward and essentially be an upgrade of equipment at the same Hereford City location (see figure 7) using the existing AQMS shell and power supply.

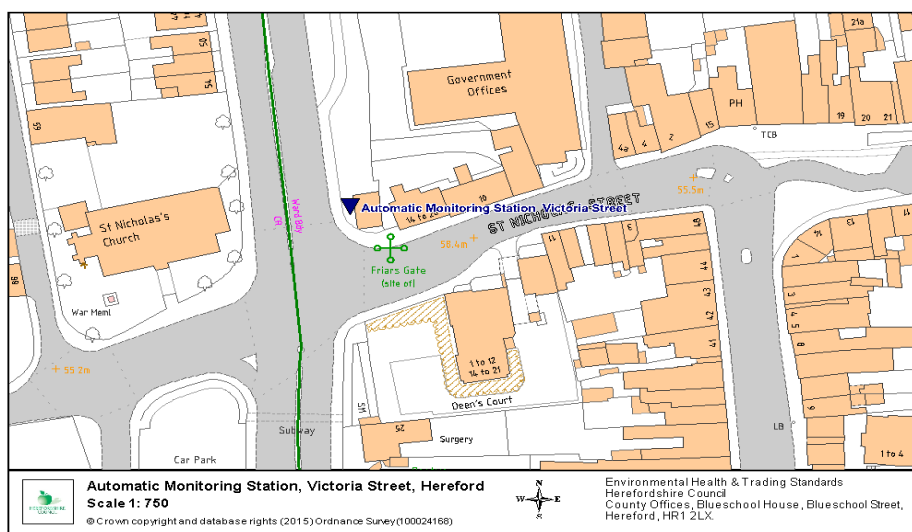


Figure 7: Location of the Automatic Monitoring Station (site HRD1), Hereford

For reference, the Hereford AQMS can be seen on Google street view here:

<https://www.google.co.uk/maps/@52.0542936,-2.7201788,3a,75y,73.63h,83.19t/data=!3m6!1e1!3m4!1shG0IT9EUIL7oUh7RS4ok3A!2e0!7i13312!8i6656>

4.1.2 Site determination, installation and maintenance of a new AQMS in the Leominster AQMA

Preliminary investigation has identified four viable sites as indicated in figure 8. Site 1 is the preferred option due to the proximity of receptors (i.e. residential properties).

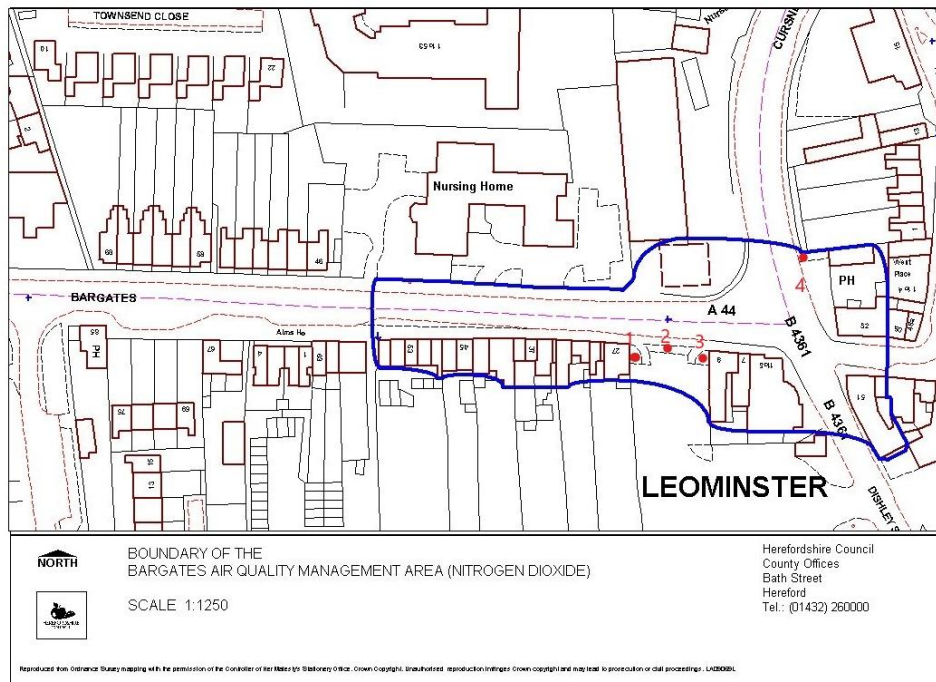


Figure 8: Four location options for a Leominster Automatic Monitoring Station

For reference, proposed locations 1-3 can be seen on Google street view here:

<https://www.google.co.uk/maps/@52.2270855,-2.7423897,3a,75y,191.16h,84.45t/data=!3m6!1e1!3m4!1s3n7yiU3Z90vISbiLi6dO4Q!2e0!7i16384!8i8192>

Proposed location 4 can be seen on Google street view here:

<https://www.google.co.uk/maps/@52.2272276,-2.7420451,3a,75y,93.48h,88.52t/data=!3m6!1e1!3m4!1sL4PtIjHHgZTis70Q9Db2FA!2e0!7i16384!8i8192>

A new Leominster AQMS would be of similar dimension to the one already located in Hereford; the dimensions quoted are 1500 mm (l) x 650 mm (d) x 1500 mm (h) with top cage for protection of sample inlet & PM inlets.

Email confirmation from Highways & Transport confirm that sites 1- 3 are on Herefordshire Council owned private land (see appendix 3) and site 4 is on the highway, so there would be no financial implications regarding land acquisition.

Property Services and Parking Services have confirmed in principal that the proposed AQMS could be situated at sites 1-3 (see appendix 3). BBLP Street-works and Highways have confirmed in principal that the AQMS could be situated at the proposed Bargates highway location 4 (see appendix 3).

Planning consider that the works are permitted development by virtue of Schedule 2, Part 12, Class A of the Town & Country Planning (General Permitted Development) Order 2015 which allows certain development undertaken by local authorities in their role as a statutory undertaker (see appendix 3).

4.1.3 Maintenance and repair of the Hereford and Leominster AQMS

The capital bid includes a proposal for a 3 year enhanced maintenance program at both sites. This option is commensurate with other capital projects where short term maintenance costs have been included in the initial specification and budget. While not essential, the benefits of capitalising maintenance costs are that:

- it provides a short term cost saving to the revenue budget,
- it externalises the management risk of equipment failure,
- it removes the need for staff to attend to the AQMS for maintenance and calibration tasks (this can require multiple site visits per week if equipment fails), and therefore
- it facilitates more effective use of officer time.

Beyond the 3 year term, the exiting Environmental Health revue budget would accommodate both sites at a projected total cost of approximately £6K (current maintenance and data access spend for the Hereford AQMS is approximately £3K), but this would only cover minimum statutory maintenance requirements. All other maintenance tasks, including calibration and resetting of faulty equipment, would revert back to Environmental Health staff.

4.2. Out of scope

Assessments of data and reporting subsequent to data capture and analysis.

5. Stakeholders

Herefordshire Council is a Unitary Authority, which enables close working between the sections and teams, which are involved with air quality, its causes and effects and mitigation measures. These include the Energy and Environmental Management team, Transportation team and Public Health. There is also close working with the Environment Agency through various mechanisms including permit consultations and a formal liaison group.

6. Constraints and dependencies

6.1. Initiatives which depend on this project are:

Air Quality: a strategy for Herefordshire and Worcestershire

The Joint Herefordshire and Worcestershire air quality strategy sets out the Council's approach to tackle air quality and to publish annual air quality status reports. Through the significant improvements to air quality monitoring that this proposal will deliver, this will enable both better targeted intervention and also much greater monitoring and evaluation of the delivery of the Hereford and Leominster Air Quality Management Plans.

Herefordshire Council is a Unitary Authority which enables close working between the sections and teams which are involved with air quality, its causes, effects and mitigation measures. These include the Energy and Active Travel team, Transportation team and Public Health. There is also close working with the Environment Agency through various mechanisms including permit consultations and a formal liaison group.

Herefordshire's Core Strategy was adopted in October 2015. The Core strategy is a key document in the Local Plan, which provides the strategic planning framework for the county's future development needs up to 2031. A number of major housing developments were identified to meet Herefordshire's housing need along with the need to ensure appropriate infrastructure such as the Hereford Relief Road and the Leominster Relief Road

The potential impact of these developments on air quality will need to be considered during the planning application stages, and more resilient and timely data from a network of accurate AQMSs would be beneficial.

Other Priorities for Herefordshire include:

- Continue to monitor and review both the Hereford and Leominster AQMA's
- Identify and review other locations in the County that may benefit from additional monitoring considering identified sites in the core strategy.
- Review the Air Quality Action Plan for Herefordshire
- Comment on planning applications for major housing road schemes in relation to air quality
- Continue to inspect Local Authority Permitted installations

Bargates Air Quality Action Plan

The Bargates Air Quality Action plan was published in 2014. Action 1 was to improve the traffic light sequencing at the Bargates junction. A report was commissioned in 2015 to review the best options for the junction arrangement to improve. The findings of the report were to upgrade the pedestrian crossing and road surfacing and to install a MOVA' (Microprocessor Optimised Vehicle Actuation) traffic management system. The MOVA system which will increase the capacity at the junction and help to disperse queues more effectively. A result of this could be a reduction in emissions created from idling vehicles at the traffic lights. This work commenced in September 2016 and has now been completed. 2017 monitoring data will be reviewed in the 2018 ASR to evaluate if there are any improvement in NO2 levels.

Hereford Air Quality Action Plan

The Hereford Air Quality Action plan was published in 2008. The Council scoped 15 air quality actions from an original 42, in liaison with the multi discipline 'Herefordshire Air Quality Steering Group'. The 15 actions relate to the following projects:

- Edgar Street Grid Re-development
- Improvement of A4103 road west of Herefordshire
- Rotherwas Access Road Link
- City Link Road Hereford
- New Outer Distributer road (3rd Link) Hereford Relief Road
- Alteration of traffic management at the Belmont Round-about
- "North & South" Park and ride Scheme in Hereford
- Parking Strategy in Hereford to reduce commuter parking
- Improve and increase number of cycle routes and facilities in Hereford
- City Centre Pedestrian Enhancement in Hereford
- Behavioural Change Programme
- Designation of a Traffic manager for network management Duties along the A49 in Hereford
- Continue to implement Vehicle Emission Testing in Hereford
- Information and awareness training
- Southern Link Road A49 Ross Road / Rotherwas Access Road roundabout to the A465 and the B4349 Clehonger Road

Major Projects and Developments in the Hereford AQMA

Figure 8 below illustrates the alignment of the Council's strategies, infrastructure projects and the behavioural change projects which all contribute towards the air quality in the Hereford AQMA.

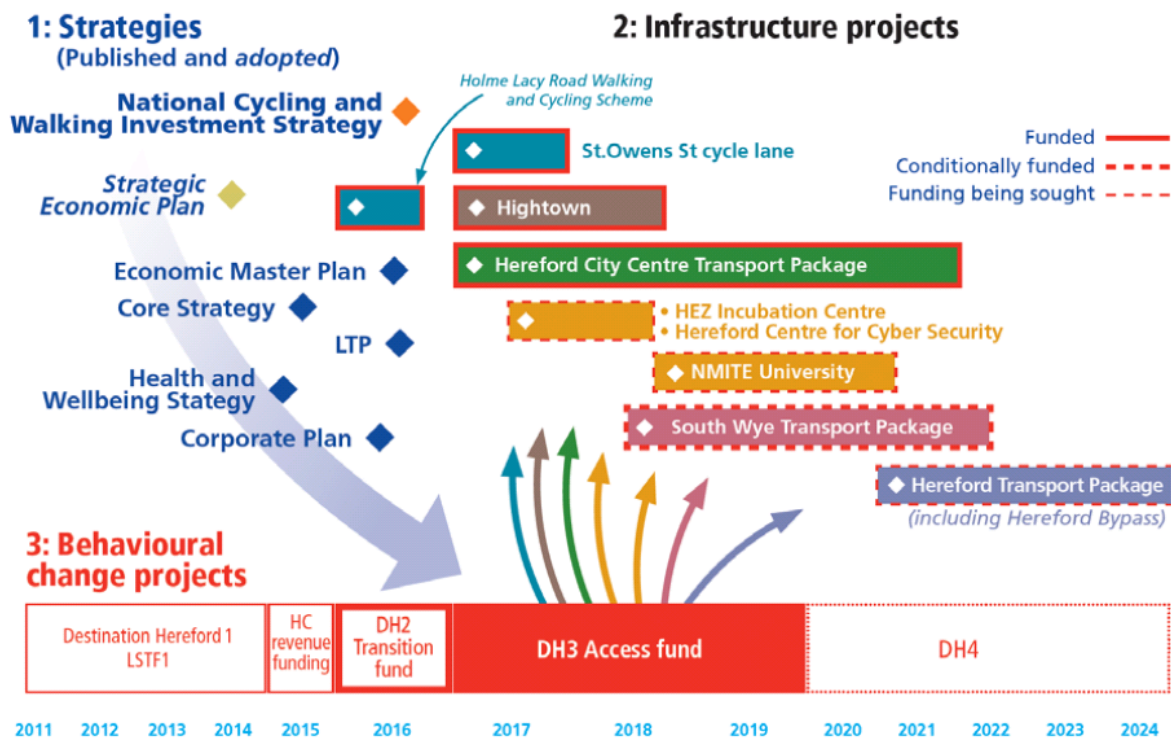


Figure 9: Herefordshire strategies, infrastructure projects, and behavioural change projects

Hereford City Centre Transport Package

Construction work commenced on the City link road in 2015 and was completed in December 2017. The road has opened up brownfield land for new affordable housing and regeneration in the centre of Hereford. The new Link Road connects Edgar Street to the west and Commercial Road to the east (with a spur linking Blackfriars Street to the south). The completed road includes a shared use path along the north side and a walking and cycling link between Morrisons and Canal Road.

It is anticipated that the road will help ease congestion within the core of the city along part of the AQMA. There are proposals to re-design Newmarket Street, Blueschool Street and Commercial Square with safe and attractive routes for pedestrians and cyclists and improved public transport facilities.

Southern Link Road and South Wye Transport Package

The Southern Link Road planning application was submitted in May 2015 and given permission in July 2016. This road will aim to reduce congestion on Belmont Road and provide improved access to the Enterprise Zone at Rotherwas. This action was identified in the Hereford Air Quality Action Plan. The Southern Link Road forms part of the South Wye Package along with a range of active travel measures. Funding has been secured for this work.

Destination Hereford

Since 2011 the Council has successfully secured and delivered a total of ~£7m to deliver the ‘Destination Hereford’ active travel behavioural change programme. Through a suite of targeted interventions in Hereford City, supported by a countywide mixed media campaign ‘Destination Hereford’ is a key element

of the Hereford air quality action plan and seeks to reduce congestion and help improve journey choices. This programme is currently midway through the delivery of phase 3 which runs until March 2020, this is illustrated below.

The Oval redevelopment also included a shared use path along the frontage between Goodrich Grove and Broxash Drive, and a new traffic-free link from Kilvert Drive to Great Western Way.

Other major projects in progress that affect the AQMA's include:

- St Owen's Street cycle contraflow between Bath Street and High Town
https://www.herefordshire.gov.uk/consultations/article/10034/st_owen_street_consultation
- High Town refurbishment including cycle parking
https://www.herefordshire.gov.uk/info/200196/roads/252/hereford_2020/2
- South Wye Transport Package, consultation on a range of active travel measures to support the Southern Link Road (between A49 and A465) <https://www.herefordshire.gov.uk/south-wye-transport-package>. There are a links to series of panels describing the schemes in more detail on that page.

6.2. This project depends on:

There is a significant number of important issues which need to be resolved and decisions which need to be made to achieve the successful delivery of the benefits of the project.

- Some of the project is subject to relevant Highway Agency consent in Leominster – see appendix 1
- The project depends on sourcing suitable contractors through the Councils procurement process.
- There is a small contingency to pay for unforeseen works which may not cover significant issues that could arise
- Costs are based on quotations provided in 2017 and will need to be refreshed to reflect current values
- No depreciation plan is in place for costs of upkeep. Revenue budget only exists for basic repair and maintenance.

6.3. Internal and external stakeholders / partners engagement

Governance

An officer decision report is currently in development seeking approval, if successful, to accept and implement this project. This submission has the general approval of the Director Economy and Place (subject to financial caveats detailed in DMT meeting minutes of 25th November 2020)

Roles and Responsibilities

The project will be led by the environmental health team with support from a corporate project team consisting officers from energy & active travel, commercial services and finance. These roles and named officers are defined below:

Project Role	Named Officer	Description of Main Duties
Project Officer	Ben Boswell, Head of Environment, Climate Emergency & Waste	Destination Hereford project manager
Project Officer	Kate James, Management Accountant	Specialist Support - finance
Project Officer	Carrie Deeley, Category Manager	Specialist Support - procurement
Project Officer	Rory O'Rafferty, Press & Publicity Officer	Specialist Support - communications
Project Officer	Philippa Hargraves Environmental Health Officer (Air Quality)	Day to day project delivery
Project Manager	Charles Yarnold, Environmental Health Service Manager	Project management, reporting and financial control / spend manager
Project Sponsor	Marc Willimont, Assistant Director (Regulation, Environment and Waste Services)	Senior responsible officer and budget holder

Project Management

The project will be managed through the Council's bespoke, corporate project management system 'VERTO'. The VERTO system will contain a live project plans, require monthly project updates, highlight report, escalation reports and is monitored by the Directorate Management Team.

Any project delays will be escalated to senior management in order to ensure successful project delivery.

Performance Management

Performance management will be included within the Council's corporate performance system.

The corporate performance system provides monthly performance updates, reporting on KPI's, monthly risk updates, project RAG rating and are reviewed by Directors and the Cabinet Member.

7. Budget provision

It is proposed that capital spend is awarded in full to ensure adequate commitment to both renovations and upkeep of air quality monitoring assets in the County for at least the next 3 years.

The project will be managed within the Council's contract procedure rules and spend will be authorised within the Council's scheme of delegation.

The Environmental Health Service Manager will act as project manager and budget manager with budget responsibility. This will be done within the Council's finance system 'Business World' with dedicated support from the corporate finance team.

8. Estimated costs and assumptions

See the costing breakdown spreadsheet and quotations attach as appendix 2.

9. Benefits

9.1. Cashable benefits

The anticipated cashable benefits of the proposed project are listed below:

- Reduces the repair and maintenance costs due to improved asset reliability
- Reduced staff time spent repairing due to improved asset reliability

9.2. Non-cashable benefits

The anticipated non-cashable benefits of the proposed project are listed below:

- Demonstrate that the Council is working towards delivery of the requirements of declared AQMA action plans
- Secures and evidence robust data pertaining to air quality in Herefordshire to properly inform current and future policy and strategic development
- Ensures that the health and safety impacts of poor air quality are appropriately assessed and balanced with the need for economic and urban development.
- To better inform Herefordshire residents of the impacts particular around transport use and to facilitate behaviour change towards more sustainable travel.

10. High level timeline

Below is a draft project plan outlining the key deliverables and milestones, although this will be refined and finalised upon notification of the funding decision and updated following the completion of the procurement process.

Item	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun

Capital funding decision	■																		
Internal governance		■																	
Procurement e-portal			■	■	■														
Contract award						■	■												
Installation							■	■	■	■	■	■	■						
Development of live reporting																	■		
Monthly performance reports																		■	■
Quarterly review						■				■									■
Air Quality Annual Status Report (ASR)						■													■

The timescales provide a robust framework with reasonable and achievable milestones for procurement, commissioning, and reporting of air quality data.

11. Risks

Risks are potential threats that may occur but have not yet happened. Risk management will monitor the identified risks and take any remedial action should the risk happen. Project risks will be recorded within the service risk template included within the corporate performance system.

All risks are assessed to identify control measures, gaps in assurance and are given a residual risk score. Traditionally risks are managed within service areas, but if the residual risk score is high this automatically escalates to the directorate and corporate risk registers.

Any significant project risks will be escalated to the Directorate Management Team.

11.1. The key risks of not doing the project are:

- limited scope of air quality monitoring data from the Hereford City AQMS
- poor reliability of aging air quality monitoring equipment
- compliance with statutory provisions within Part IV of the Environment Act 1995
- adverse impacts on development of council policies, strategies and projects
- disconnect between passive diffusion tube monitoring and time to process publicly availability results (up to 2 years) to effect behaviour change

11.2. The key project risks are:

- *the project will need management both in terms of finance and managing public interest*

- *there is limited revenue budget to undertake repairs and maintenance*
- *the revenue contributions for the capital repayments can be met corporately*

12. Appendices

Appendix 1 – New Roads and Street Works Act 1991, Section 50 Street Works Licence



New Roads and
Street Works Act 1991

Appendix 2 – Costing breakdown



AQ Monitoring
Station Quote 2153(Herfordshire Road:HEREFORDSHIRE



26251



HER130720



HERLSO130720



Costs of Relocating
CAQ Monitoring stati



AQMS Costs.xls

Appendix 3 – Emails regarding Leominster AQMS feasibility



Steve Churchill -
S50 Streetworks.msc



Andy Banks -
Planning.msg



Andy Byng - Land
Ownership.msg



Bruce Evans -
Highways.msg



James Hughes -
Parking.msg



Gill Straton -
Property.msg

13. Environmental Impact

A cleaner, healthier environment benefits people and the economy. Clean air is vital for people's health and the environment, essential for making sure our towns and cities are welcoming places for people to live and work now and in the future, and to our prosperity. It is therefore important to monitor levels of air pollution. The broad objectives of monitoring air pollution in the UK are:

- to fulfil statutory air quality reporting requirements,
- to provide a sound scientific basis for the development of cost-effective control policies,
- to provide the public with open, reliable and up-to-date information on air pollution, enabling them to take appropriate action to minimise health impacts, and
- to evaluate potential impacts on population, ecosystems and our natural environment.

The proposed project is linked to Herefordshire Council's 2020-2024 county plan ambitions to uphold environmental standards in line with the integrity principal of making decisions based on evidence. The project will help the delivery of the following corporate strategies and action plans:

- Council's Carbon Management Plan,
- Air Quality Management Plan,
- The emerging Nature Strategy
- The emerging Countywide Climate and Nature Partnership action plan.

Contribution to corporate plan priorities are detailed in section 3 of the outline business case. Most of these contributions are linked to the "zero carbon by 2030" commitment made by Herefordshire Council. More specifically, this project will positively contribute to the delivery of the Climate & Ecological Emergency Declaration and the following environmental commitments within the Corporate Plan.

- EN 2 - Improve and extend active travel options throughout the county
- EN 4 - Invest in low carbon projects
- EN 5 - Identify climate change action in all aspects of council operation
- EN 6 - Seek strong stewardship of the county's natural resources
- EN7 - Protect and enhance the county's biodiversity, value nature and uphold environmental standards

In addition to meeting the Environment Agency MCERTS scheme performance standards for Continuous Ambient Air Monitoring Systems (CAMS), low energy consumption AQMS monitors would be detailed as part of the design specification to minimise electricity consumption (the tariff for which would be carbon offset).

<https://uk-air.defra.gov.uk/networks/monitoring-methods?view=eu-standards>

<https://www.csagroupuk.org/services/mcerts/mcerts-product-certification/mcerts-certified-products/mcerts-certified-products-continuous-ambient-air-monitoring-system/>

New CAMS also offer opportunities to expand the range of monitored air quality pollutants (including CO₂ and O₃) to directly inform outcomes of environmental policy commitments and interventions.

For example, the proposed project would also allow for better understanding of the impacts on Ozone (O₃) levels in relation to the emerging nature strategy. O₃ is a secondary pollutant produced by the effect of sunlight on NO_x and volatile organic compounds (VOCs) from vehicles and industry. Ozone concentrations are greatest in the summer on hot, sunny, windless days. O₃ can travel long distances, accumulate and reach high concentrations far away from the original sources. Ground level ozone can also cause damage to many plant species leading to loss of yield and quality of crops, damage to forests and impacts on biodiversity. Ozone is also a greenhouse gas implicated in climate change. In the upper atmosphere the ozone layer has a beneficial effect, absorbing harmful ultraviolet radiation from the sun.

Information from CAMS will help in initiatives to reduced carbon emissions, protect and enhance local biodiversity, support and develop wildlife corridors and Nature Recovery Networks, improved local air quality and contribute towards improved public health and wellbeing.

PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Accessibility Improvement Works

Release: Draft

Date: 10 November 2020

Author:

Document Number: V.1

Document History

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...sufficiency\capital\capital bids and submissions\2020

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30/11/2020	Funding information clarified	Yes

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Name	Title	Date of Issue	Version

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1. Purpose of document

This outline business case contains information that describes the justification for undertaking accessibility improvement works in schools. The Business Case is to be submitted to the Children & Families Capital Programme Board and if accepted, a more detailed business case will be developed.

2. Project aims and objectives

If the business case is approved then the project can move into the implementation phase and deliver the following:

- Ensure the council's estate is safe and fit for purpose
- Ensure that sufficient pupil places in suitable accommodation are available to meet demand in schools
- Ensure that appropriate facilities are in place to meet the needs of children with special educational needs

The business case sets out the work required in schools to ensure the identified children with special educational needs requiring a place in a school can attend as all adaptations and improvement works required to meet their needs will be implemented.

3. Background

All children in Herefordshire should have a good start in life and be safe. Children with special educational needs or a disability may need extra help and support to make the most of educational and learning opportunities.

Special Educational Needs (SEN) is a legal term. It describes the needs of a child or young person who has a difficulty or disability which makes it harder for them to learn than the majority of others of the same age.

A disability is a physical or mental impairment which has a substantial and long term negative effect on a person's ability to do normal daily activities. Not all children and young people with a disability have SEN but there is often an overlap.

When children and young people have either or both SEN and a disability it can affect their learning and education.

The Equality Act 2010 sets out the legal obligations that schools, early years providers, post-16 institutions, local authorities and others have towards disabled children and young people.

Section 19 of the Children and Families Act 2014 makes clear that local authorities, in carrying out their functions under the Act in relation to disabled children and young people and those with special educational needs, **must** have regard to certain aspects, these include:

- the views, wishes and feelings of the child or young person, and the child's parents

- the need to support the child or young person, and the child's parents, in order to facilitate the development of the child or young person and to help them achieve the best possible educational and other outcomes, preparing them effectively for adulthood

All children and young people are entitled to an appropriate education, one that is appropriate to their needs, promotes high standards and the fulfilment of potential.

The child's parent or the young person has the right to request a particular school be named in their Education Health and Care (EHC) plan.

If a child's parent or a young person makes a request for a particular nursery, school or post-16 institution in these groups the local authority **must** comply with that preference and name the school or college in the EHC plan unless:

- it would be unsuitable for the age, ability, aptitude or SEN of the child or young person, or
- the attendance of the child or young person there would be incompatible with the efficient education of others, or the efficient use of resources

Where a local authority is considering the appropriateness of an individual institution, 'others' is intended to mean the children and young people with whom the child or young person with an EHC plan will directly come into contact on a regular day-to-day basis.

The Herefordshire Council accessibility strategy (a requirement under the planning duty in the Equality Act 2010, Part 6, Section 88 (Schedule 10)) sets out the approach that the council is taking to increase access to education for disabled children and young people, so that they can benefit from educational provision to the same extent which children without disabilities can.

The Equality Act requires ALL providers to make **reasonable adjustments** to avoid disadvantaging pupils with disabilities, but schools have an additional duty to plan for better access for disabled pupils. The reasonable adjustments duty and a wider and more strategic planning approach for schools are intended to complement each other.

The council has a planning duty to improve the physical accessibility of school buildings over time. The council strategy has been i) improvement of physical access for known pupils in the system, ii) investment to create a geographical spread of accessible schools.

A system of physical accessibility ratings has been devised, based on the council's expected standards of accessibility. The accessibility of all schools was audited in 2015 using these criteria, and 78% of county schools were found to be fully or mainly accessible.

A capital investment strategy for the school estates was published in 2016. One of the aims of this is to improve the standard of physical accessibility alongside planned capital investment.

Where there is a new build, extension or refurbishment, it is expected that the school will incorporate any access facilities needed for existing pupils, as well as, in accordance with its statutory responsibilities, anticipate the needs of future pupils (e.g. level access, height adjustable work stations).

3.1. Project Drivers and High Level Issues

The council has a planning duty to improve the physical accessibility of school buildings over time. The council strategy has been i) improvement of physical access for known pupils in the system, ii) investment to create a geographical spread of accessible schools.

Councils receive no dedicated funding for adaptation, improvement or alteration at any schools. It remains the case, therefore, that central funding for accessibility improvements related to pupils joining or transferring to an individual school will need to be considered by the council. There is a requirement on schools to notify the council of access needs, and parents need to identify on school admission forms that their child has physical access requirements.

There are two known children with EHC Plans who are transitioning into schools. One into primary, the other from primary into secondary. The schools that the children will ultimately be attending has not been determined. This will be ascertained as part of the admissions process which takes place at the start of each calendar year. The final places therefore will not be known until April/May 2021, however, these children will need an accessible school for September 2021. Early indications of the preferred school can be provided once the admissions round has opened for applications and plans for potential adaptations can commence at that point.

4. Scope

4.1. Included in Scope

Accessibility improvement works at the primary and secondary schools named in the EHC Plan.

4.2. Out of scope

Accessibility improvement works at all other schools in the county.

5. Stakeholders

- Head teachers of the affected Schools
- Chairs of Governors of the affected Schools
- Parents/guardians of children at the affected Schools
- Parents/guardians of the children with the EHC Plans
- Ward Councillors
- Children & Families Directorate
- Property Services
- Procurement
- Finance
- Health & Safety

- Legal

6. Constraints and dependencies

6.1. Initiatives which depend on this project are:

None

6.2. This project depends on:

- Appropriate levels of resource and expertise
- Contractor availability
- The required level of engagement from stakeholders

7. Budget provision

Councils receive no dedicated funding for adaptation, improvement or alteration at any schools. It remains the case, therefore, that central funding for accessibility improvements related to pupils joining or transferring to an individual school will need to be considered by the council. The funding of adaptations to schools for children with special educational needs has been discussed in the Children & Families Capital Programme Board, chaired by Director for Children & Families, where it was agreed with finance that funding requests should be made for children requiring these adaptations.

7.1. Estimated costs and assumptions

The adaptations required are not known at this stage as it would depend upon the school to be attended and the ability of that school to meet the needs of the child in question. Works may be required for ramps and handrails to enable the child to move around the school to larger scale works for example the provision of hygiene and physiotherapy rooms.

New build hygiene and physiotherapy rooms, by way of an extension to the school, in previous years have cost around £40-50k per room. This is the worst case scenario. Every attempt would be made to find an internal remodelling solution initially without compromising on the quality of education provided for the children at the school.

Two children therefore would equate to an approximate cost of £200k plus contingency and professional fees, a total cost in the region of £240k.

Child 1		Child 2	
Hygiene room	£50,000	Hygiene room	£50,000
Physiotherapy room	£50,000	Physiotherapy room	£50,000
Contingency (10%)	£10,000	Contingency (10%)	£10,000
Fees (10%)	£10,000	Fees (10%)	£10,000
Total	£120,000	Total	£120,000

8. Benefits

The anticipated benefits of the proposed project are listed below:

8.1. Cashable benefits

None

8.2. Non-cashable benefits

- Compliance with government guidelines
- Fit for purpose accommodation and associated infrastructure
- A fully accessible school that could meet the needs of all future children with EHC Plans

9. High level timeline

Funding approved in capital programme	February 2021
Schools identified following admissions application	February 2021
Assessment of need and adaptations required at schools	March/April 20201
Accessibility improvement works completed	August 2021

10. Risks

Risks are potential threats that may occur but have not yet happened. Risk management will monitor the identified risks and take any remedial action should the risk happen.

10.1. The key risks of not doing the project are:

- Council does not fulfil their statutory duty to place children with SEN and/or disabilities in schools
- Impact on service delivery
- Reputational risk

10.2. The key project risks are:

- Insufficient budget
- Insufficient resource
- Disruption to school
- Contractor availability

11. Environmental Impact

An assessment will be carried out once the location and work required are identified.

PROJECT DOCUMENTATION

FULL BUSINESS CASE

Leominster Area Regeneration Company – Grange Court loan

Release: Draft

Date: 30th November 2020

Author:

Project sponsor:

Document Number:

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1. Purpose of document

To establish justification for capital funding of £359,174 to Leominster Area Regeneration Company (LARC) as a loan to retain ownership of Grange Court, Leominster.

2. Project aims and objectives

- To enable the Leominster Area Regeneration Company to retain Grange Court, Leominster as an asset for community use so that it can continue to deliver and develop the activities and facilities at the building to benefit Leominster and the surrounding area.

3. Background

Grange Court, Leominster, is a community asset transfer from Herefordshire Council to LARC Development Trust in June 2013. Refurbishment / improvements took place prior to the transfer of the freehold. As part of the funding for the refurbishment costs, LARC Development Trust secured £1M from Futurebuilders in 2010, with a split of £550k grant and £450k loan. Herefordshire Council agreed to guarantee the loan with Futurebuilders, which was for an initial period of 10 years. In view of the property cost savings, the council entered into a 10 year grant agreement with LARC to help finance the loan repayments, based on a full business plan provided by the Trust. The Social Investment Business, which took on the loan administration from Futurebuilders, has indicated that it requires LARC to repay the outstanding capital at the end of the 10 year period (November 2021), rather than negotiate a further repayment period. LARC will not be able to make the capital repayment, and has therefore requested that Herefordshire Council consider repayment of the capital sum, for which LARC will enter into a loan agreement to pay back over a period of years to be determined, based on negotiations with LARC and the submission of a viable business plan. Subject to legal advice, this will be secured with a second charge on the property which would be until 2014, when it would become the first charge on the property.

Grange Court is an historic Grade II listed building and a key part of Leominster and Herefordshire's cultural heritage. It is part of the Leominster tourist trail, as well as offering local residents and small businesses a wide range of services and facilities, including an affordable events venue, serviced office space and community café, which employs local people with learning disabilities. It therefore supports the local economy whilst providing a community hub for Leominster residents.

3.1 Project Drivers and High Level Issues

- The retention of Grange Court within community ownership at no further cost to the Council.
- Grange Court continues to deliver benefits to local businesses, voluntary, community and social enterprise organisations, Leominster residents and visitors.

3.2 Current Performance Measures

Office space at Grange Court is fully let with a waiting list, providing a regular income stream. During Covid-19, the events and bookings have significantly reduced which has an impact on income, although LARC has been fortunate in securing grants from Heritage England and via the Council to help it remain viable.

4. Scope

4.1 included in Scope

Repayment of the outstanding capital on the loan that LARC has with the Social Investment Business to be repaid by LARC through a loan agreement with Herefordshire Council.

4.2 Out of scope

Any further capital investment in Grange Court.

5. Stakeholders

Leominster Area Regeneration Company – ownership of Grange Court transferred to the organisation for £1 in 2013 following £3.5M refurbishment with grants secured from the Big Lottery Community Assets Programme, Advantage West Midlands RDPE Rural Development Programme for England (RDPE) and the Social Investment Business Community Builders Fund.

Leominster Town Council – has been approached by LARC for a loan via Public Works Loans Board. Leominster Town Council received a presentation from LARC in July 2019. However, this option has not been pursued. LTC has already entered into a substantial PWLB loan for projects it is directly responsible for and felt the business case for an additional loan had not been made.

National Lottery Community Fund – has an interest in the property as it provided part of the refurbishment funding.

Social Investment Business – has taken over responsibility for the loan granted to LARC by Futurebuilders in 2010.

6. Constraints and dependencies

6.1 Initiatives which depend on this project are:

Grange Court is a significant community facility within Leominster. It is being considered for a Talk Community Hub.

6.2 This project depends on:

The project will depend on a robust business plan being provided by LARC to demonstrate ability to make the loan repayments.

If LARC fails to find a solution to financing / refinancing the outstanding capital repayment demanded by SIB, Herefordshire Council as the guarantor of the loan will become liable for repayment. Legal opinion is required on the extent of the redress which Herefordshire Council can seek from LARC if this should happen, including whether the building would revert to the local authority. However, there is no current

business case for Grange Court being other than surplus to requirement in relation to the Council's overall estate.

7. Options considered

Option 1 – DO NOTHING

Detail	
Cost	£359,174 capital repayment of outstanding loan
Advantages	None
Disadvantages	Capital cost to local authority. Legal action against LARC to seek redress. Period of uncertainty for key stakeholders in the building, including those renting offices, community organisations, café, visitors and residents.
Impact	Reputational damage; capital cost; increased revenue costs e.g. legal, officer time
Deliverability	Not viable, likely to lead to protracted negotiations with local stakeholders plus historic funders
Recommendation	Reject

Option 2 – LARC to pursue other options to source financing of capital repayment

Detail	
Cost	£0
Advantages	No cost to the authority, other than officer time. Authority has no further obligations to LARC / Grange Court. Will enable original objectives of the community asset transfer to be delivered. Should enable existing community management to continue without disruption to local stakeholders.
Disadvantages	None
Impact	Responsibility rests with LARC to manage the implications of the refinancing of the loan and the future viability of Grange Court.
Deliverability	This is the route that LARC have been supported by officers to pursue over the past 2 years, including the option of PWL via Leominster Town Council. LARC has been unable to secure alternative financing.
Recommendation	Reject

Option 3 – Deliver Proposed Project

Detail	
Cost	(Outlay of capital of £359,174 plus interest to be repaid by LARC through a loan agreement, including interest payments).
Advantages	Local authority will recoup its capital outlay through loan repayment by LARC. Will enable original objectives of the community asset transfer to be delivered. Will enable existing community management to continue without disruption to local stakeholders.
Disadvantages	Local authority maintains a continued interest in property, longer than planned
Impact	Supports continued community management
Deliverability	LARC would need to provide a business plan to demonstrate how it will be able to meet the loan repayments.
Recommendation	Approve

8. Budget provision

Budget for the project will come from the 2021/22 capital programme to go to Full Council in February 2021.

9. Detailed costs and assumptions on final recommendation

£359,174 capital outlay – estimated. LARC has requested that the local authority pay outstanding grant payments immediately. This would enable it to make a lump sum payment and therefore reduce the outstanding capital payment when it falls due in November 2021.

Repayment terms: The loan will be repaid in full by LARC at an interest rate which will at least match the council's average weighted cost of capital which is currently 3.96% for a term to be agreed. The length of the loan will be a balance between recouping the loan as soon as possible and affordable annual loan repayments which will be based on LARC's business plan.

10. Benefits

The anticipated benefits of the proposed project are listed below:

10.1 Cashable benefits

£359,174 plus interest recouped from LARC through repayment of loan.

10.2 Non-cashable benefits

Continued delivery of community management of Grange Court.

10.3 Dis-benefits

Additional call on capital in 2021/22, which could otherwise have been avoided if LARC had been able to source refinancing of the loan from elsewhere.

11. Resources

In addition to capital outlay, resources include legal costs, officer time to assess LARC business plan, negotiate terms of loan agreement and negotiate with original funders.

12. High Level timeline

December 20 – in principle agreement with LARC re terms of loan

January 21 – Capital programme approved by Cabinet

February 21 – Capital programme approved by Full Council

March 21 – 5 year business plan from LARC approved by S.151 Officer

April 21 - Agreement from all funding stakeholders to new financial position

May 21 – Authority to sign the loan agreement through governance processes

July 21 - Loan Agreement signed by LARC and Herefordshire Council

November 21 – repayment by Herefordshire Council of outstanding capital to SIB

13. Risks

13.1 The key risks of not doing the project are:

- A capital cost which will not be repaid
- Protracted negotiations to secure the future of Grange Court
- Loss of a community asset with associated reputational issues
- Failure to fulfil the role of guarantor will potentially undermine future relationships with national funders

13.2 The key project risks are:

- LARC not able to meet the loan repayments – LARC will be required to submit a 5 year business plan to give confidence that it will be able to meet the loan repayments in the short term and be required to update the business plan on an annual rolling programme.
- Unable to agree terms with historic funders – the National Lottery Community Fund has a charge on the property until 2024. If the asset remains within community ownership negotiation with funders is expected to be positive.
- LARC becomes unviable within the loan period – the loan agreement will include what happens in this eventuality. One option, could be that the asset is transferred to the Leominster Town Council, subject to its agreement or that Herefordshire Council reconsiders the option of the building reverting the its ownership.

14. Environmental Impact

This loan is to refinance existing debt for previous building works and therefore there is no environmental impact assessment required for issuing a loan.

**Budget 21/22 and corporate
priorities (2020 -2024)**

General Scrutiny

15 January 2021

Presentation outline

- Herefordshire Council context
- Local government finance settlement –Key issues
- Budget pressures
- Savings requirement
- Capital and proposed areas for investment
- Consultation feedback

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Our ambition for Herefordshire



“Respecting our past, shaping our future - we will improve the **sustainability, connectivity** and **wellbeing** of our county by strengthening our **communities**, creating a thriving local **economy** and protecting and enhancing our **environment**”.

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Environment

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



Community

Strengthen communities to ensure everyone lives well and safely together



Economy

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

Herefordshire Council Context – County Plan

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- ✔ 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
- ✔ 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 into 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
- ✔ 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

Key Issues

Provisional Local Government Finance Settlement 2021/22

- One year Spending Round (SR2020)
- In summary, net additional funding provided plus new homes bonus funding (£1,791k) & lower tier support services grant (£250k) for one year only
- However, additional cost pressures including 2% losses in the tax base, are outstripping original forecasts.
- Overall the long term position is uncertain, there was no confirmation of movement to fairer funding and local rates retention.

2021/22 Assumptions post provisional settlement

- 4.99% increase in Council Tax (1.99% general, 3% Adults Social Care) Band D = £1,652.30, increase of £1.51 per week;
- Rural services delivery grant uplifted by £252k for Herefordshire (total £5,353k);
- Additional Social Care funding at £633k in 2021/22;
- New lower tier services one off grant £250k;
- Improved better care fund (ibcf) continues at £6.6m;
- Provisional settlement shared, central government consultation open until 16 January, final settlement will follow.

Provisional Local Government Finance Settlement 2021/22

	2020/21 budget	Provisional settlement	change
	£000	£000	£000
Formula grant	635	638	3
Locally retained rates	36,725	36,753	28
Council tax – 4.99% increase	109,780	112,944	3,168
Rural Sparsity Delivery Grant	5,101	5,353	252
Social Care support grant	4,875	5,508	633
Collection Fund Surplus / (losses)	-	(200)	(200)
TOTALS	157,117	160,996	3,879

The increase is not sufficient therefore substantial savings are required

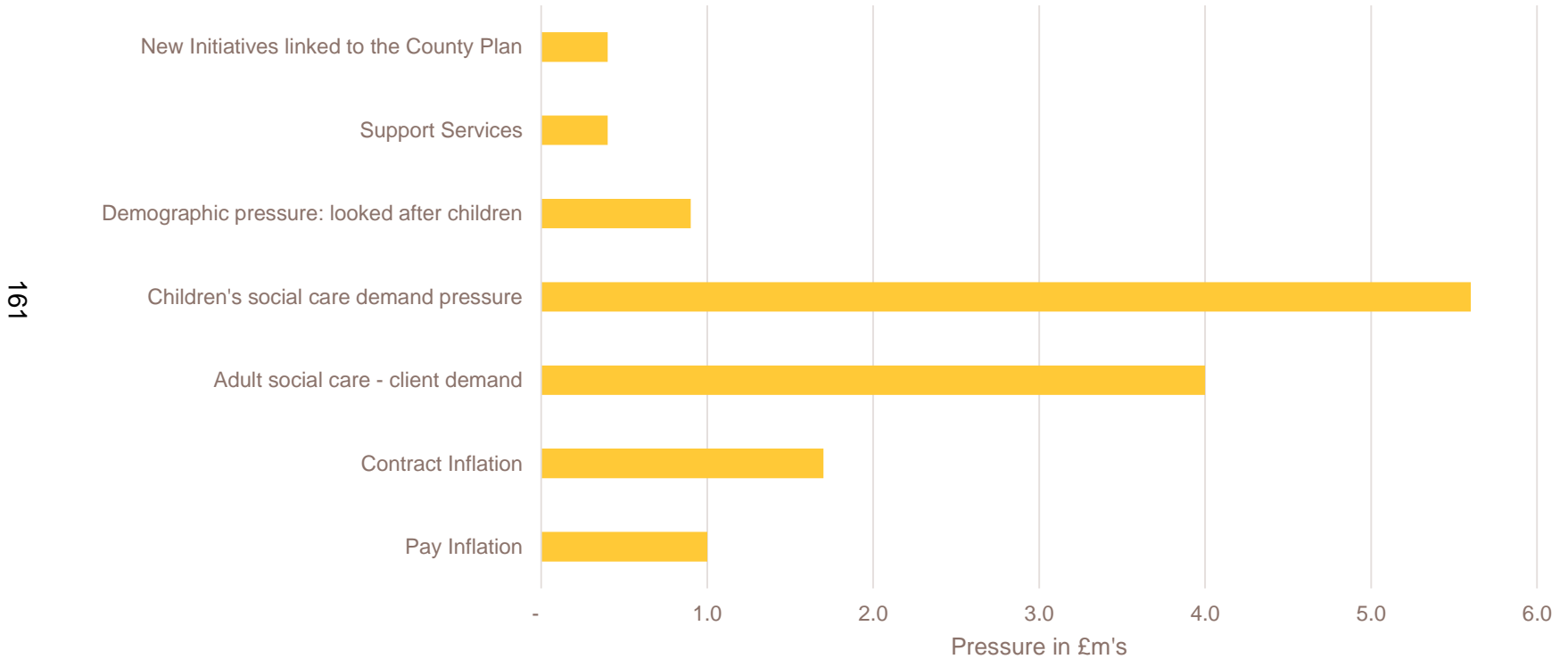
The 2021/22 Net Base Budget proposal

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Directorate	20/21 forecast outturn £k	20/21 revised base £k	Pressures £k	New 21/22 base £k	Savings £k	Base Budget £k
Adults and Communities	61,996	57,751	4,458	62,209	(3,270)	58,939
Children and families	37,401	32,678	6,623	39,301	(2,390)	36,911
Economy and Place	33,187	29,743	933	30,676	(4,348)	26,328
Corporate Services	17,223	16,659	1,988	18,647	(497)	18,150
Total Directorate	149,807	136,831	14,002	150,833	(10,505)	140,328
Central	18,705	20,286	1,082	21,368	(700)	20,668
Total Net Budget	168,515	157,117	15,084	172,201	(11,205)	160,996

The 20/21 forecast outturn reflects additional expenditure as a result of Covid-19, the provisional settlement confirmed a £4.8m specific grant in 2021/22 and collection fund support including compensation for irrecoverable local taxation losses due to the pandemic

Pressures in the 2021/22 Budget



Pressures in the 2021/22 Budget

- **Childrens** — a lower number but higher residential costs being incurred in looking after children in our care. We are transforming children and families services, particularly safeguarding and early help. The transformation journey is at an early stage, it can take up to eight years to achieve sustained cultural and practice change
- **Adults** - just over £1m relates to transitional clients moving from children's services to adults in the 21/22 financial year. The remainder of the demand pressure falls in the older client group and is due to a combination of factors ie. client demand, particularly within homecare as people with increased needs are supported in their own homes rather than a care home setting, but also the cost of maintaining that same care at home for people with higher needs,

Savings proposals in 2021/22 budget

Directorate	£000
Adults & Communities	3,270
Children & Families	2,390
Economy & Place	4,348
Corporate	497
Central	700
Totals	11,205

Appendix 2 of the report provides the individual savings detail behind the totals above and the impact of delivering the savings required

Capital Proposals

- During the last year a new project management office team have been set up to manage development and delivery of council projects, ensuring effective project management.
- A capital review was undertaken in November 2020, 16 of 82 capital projects were placed on hold to complete a business case review
- From 2021/22 a £1m Development Fund budget has been proposed to be included in the capital programme.
- This is to ensure projects are added to the capital programme when they have a robust business case including accurate costings and are deliverable within the timeframe.
- There are eleven capital investment proposals for the committee to consider, totaling £20.7m mainly funded through grants (£14.5m)

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Proposed areas for investment

A number of new capital investment proposals have been proposed to seek Council approval in February to include in the current capital programme.

The new capital programme proposals will be funded from a number of sources:

- £14.5m Grants
- £1.0m Redirected funding
- £0.4m Spend to Save (ROI)
- £4.8m Corporate Borrowing

The total current and future capital programme for the council out to 2025 is expected to be £409m

- £63m Communities
- £306m Economy & Environment
- £40m Corporate

Scheme	Current Capital Programme £000	New Capital Programme £000
Community:- Build communities to ensure everyone lives well and safely together		
Schools Accessibility Works		240
Grange Court Loan		359
Schools Maintenance Grant	3,514	1,195
Childrens S106	649	300
Total Community	4,163	2,094
Economy:- Support an economy which builds on the county's strengths and resources		
Estates Building Improvement Programme		1,217
Shirehall (include in estates programme)	4,835	850
Extra Ordinary Highways Maintenance, Biodiversity Net Gain & Winter Fleet		2,299
Capital Development Fund		1,000
Local Transport Plan	12,259	12,272
E & P Section 106	511	750
Total Economy	17,605	18,388
Environment:- Protect our environment and keep Herefordshire a great place to live		
Air Quality Monitoring Station Resource Improvements		192
Total Environment		192
Total	21,768	20,674

Consultation Update

- Local consultation with parish and town councils, businesses and organisations now closed
- 17 events were held with 96 participants
- Online public consultation has now commenced 18 December 2020 and closes on 10 January 2021 in the form of a Residents Survey and Organisation Survey

Local Consultation Findings

- People said it was important to avoid short-termism
- Working with partners was supported
- Transferring assets to communities was supported
- Discretionary services least valued were street lighting, archive services and parks and open spaces
- Increasing charges for parking and cremation was least popular
- 167 • People wanted a high quality service and VFM for social care
- Use of technology was seen as both an opportunity and a threat to vulnerable residents
- 45% of people thought the proposed council tax & social care precept increase of 4.99% was about right
- Over 70% of people wanted to support households in financial difficulty
- The majority said they would support a Herefordshire Community Lottery and Herefordshire Voluntary Community Contribution Scheme
- Overall local priorities matched the council's priorities in the County Plan and Delivery Plan



Meeting:	General scrutiny committee
Meeting date:	Friday 15 January 2021
Title of report:	Work programme
Report by:	Democratic Services Officer

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

To review the committee's work programme.

Recommendation(s)

That:

- (a) **the draft work programme as set out at appendix 1 to the report be approved subject to any amendments the committee wishes to make; and**
- (b) **the committee determines any other matter in relation to the appointment of task and finish groups, their chairmanship and any special responsibility allowance or the undertaking of a spotlight review.**

Alternative options

1. It is for the committee to determine its work programme to reflect the priorities facing Herefordshire. The committee needs to be selective and ensure that the work programme is focused, realistic and deliverable within existing resources.

Key considerations

2. The work programme needs to focus on the key issues of local concern and be manageable. It must also be ready to accommodate urgent items or matters that have been called-in.
3. Should committee members become aware of any issue they think should be considered by the Committee they are invited to discuss the matter with the chairperson, vice-chairperson and the statutory scrutiny officer.
4. The draft work programme is attached at appendix 1. A number of suggestions were made at an informal scrutiny work planning session on 20 November. The Committee has addressed some of these. The remainder are set out for consideration in the appendix.
5. The Committee on 23 July 2019 authorised the statutory scrutiny officer, following consultation with the chairperson and vice-chairperson, to add items to the work programme where it is necessary to ensure their timely consideration where there is no scheduled meeting to approve their inclusion.

Constitutional Matters

Task and Finish Groups

6. A scrutiny committee may appoint a task and finish group for any scrutiny activity within the committee's agreed work programme. A committee may determine to undertake a task and finish activity itself as a spotlight review where such an activity may be undertaken in a single session; the procedure rules relating to task and finish groups will apply in these circumstances.
7. The relevant scrutiny committee will approve the scope of the activity to be undertaken, the membership, chairperson, timeframe, desired outcomes and what will not be included in the work. A task and finish group will be composed of a least 2 members of the committee, other councillors (nominees to be sought from group leaders with un-affiliated members also invited to express their interest in sitting on the group). This may include, as appropriate, co-opted people with specialist knowledge or expertise to support the task. In appointing a chairman of a task and finish group the committee will also determine, having regard to the advice of the council's monitoring officer and statutory scrutiny officer, whether the scope of the activity is such as to attract a special responsibility allowance.
8. The Committee is asked to determine any matters relating to the appointment of a task and finish group and the chairperson and any special responsibility allowance or undertaking a spotlight review including co-option.

Task and finish group – update

9. A task and finish group on the climate emergency was established in January 2020. This group is aiming to report to the committee on 25 January 2021.

Suggestions for scrutiny

11. Suggestions for scrutiny are invited from members of the public through the council's website, accessible through the link below.

Tracking of recommendations made by the committee

12. A schedule of recommendations and action in response is attached at appendix 2.

Forward plan

13. The constitution states that scrutiny committees should consider the forward plan as the chief source of information regarding forthcoming key decisions. Forthcoming decisions can be viewed under the forthcoming decisions link on the council's website:

<http://councillors.herefordshire.gov.uk/mgdelegateddecisions.aspx?XXR=0&DAYS=28&RP=0&K=0&DM=0&HD=0&DS=1&META=mgdelegateddecisions&V=0>

14. An extract from the plan containing items within the remit of this Committee to consider is attached at appendix 3.

Community impact

15. In accordance with the adopted code of corporate governance, Herefordshire Council is committed to promoting a positive working culture that accepts and encourages constructive challenge and recognises that a culture and structure for scrutiny are key elements for accountable decision making, policy development and review. Topics selected for scrutiny should have regard to what matters to residents.

Environmental Impact

- 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 The topics selected for scrutiny will take environmental impact into account.

Equality duty

- 17 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.

- 18 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. As this report concerns the administrative function of the committee, it is not considered that it will have an impact on the equality duty.
19. The topics selected for scrutiny need to have regard to equality and human rights issues.

Resource implications

20. The costs of the work of the committee will have to be met within existing resources. It should be noted the costs of running scrutiny can be subject to an assessment to support appropriate processes.

Legal implications

21. The council is required to deliver an overview and scrutiny function. The development of a work programme that is focused and reflects priorities facing Herefordshire will assist the committee and the council to deliver the scrutiny function.

Risk management

Risk / opportunity	Mitigation
There is a reputational risk to the council if the overview and scrutiny function does not operate effectively.	The arrangements for the development of the work programme should help to mitigate this risk.

Consultees

22. The work programme is reviewed at every committee meeting. The Chairperson Vice-Chairperson and statutory scrutiny officer also review the work programme.

Appendices

Appendix 1 – draft work programme

Appendix 2 – schedule of recommendations made and response

Appendix 3 – Extract from the Forward Plan

Background papers

- None identified

General Scrutiny Committee Work Programme

A Matters Currently Scheduled

Currently scheduled meetings and business	Purpose	Type of Scrutiny	Notes
TBC			
<p>Work Programme addition</p> <p>As part of the work programme – report on options for scrutiny of Contract management/Performance management (see minutes of 7 December)</p>			<p>T&F Group suggested as one option for contract management. First step would be approval of scoping statement.</p> <p>Proposal 7 December. That a task and finish group be established to examine why the council had previously not been able to meet project deadlines for council projects, the reasons for delays, what measures needed to be put in place including arrangements with LEP partners, governance, and processes to ensure projects could be delivered on time, budgeted and to the appropriate quality.</p>
25 January 2021			
Report of T&F Group on Climate Emergency	To consider the Group's recommendations with a view to recommending them to the Executive.	Policy Development	

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22 March 2021			
Repairs to the B4224 between Fownhope and Mordiford	To review how the work was <i>done and any lessons to be learned for the future.</i>	Performance Review	Request from Fownhope Parish Council. (Accepted by Committee on 28 September) Consider invitees
Action Plan accompanying the Local Flood Risk Management Strategy	To review the Plan.	Performance Review/Policy Development	
26 April 2021			
Covid 19	To review the response to the Covid 19 pandemic in the County in 2020 and the proposed recovery plan to ensure measures in place to provide enhanced resilience	Performance Review/Policy Development	
Update on executive responses to Waste management strategic review and Climate Emergency Task and Finish Group recommendations.	To review progress.	Performance Review	
Other Matters already agreed for inclusion but not yet scheduled			
Purchase of Maylords Shopping Centre	To review the decision	Policy review	Request from member of the public (Accepted by Committee on 28 September)

B Outstanding Issues raised during work programming session

The Committee has addressed some of the matters raised during the above session. Consideration needs to be given to including these remaining items and, if they are to be included, allocating a target date.

Outstanding Item/issues Raised/Proposed during scrutiny workshop 20 November	Purpose	Timing	Type of Scrutiny	Notes
Scrutiny of the Planning Service: particular concern about enforcement strategy.				
Consideration of use to which S106 monies/Community Infrastructure levy are put.				
Devolution of control over parking charges and income to market towns?			Policy Review	
Partnership Working				

C Issues previously logged on work programme for possible future consideration

<ul style="list-style-type: none"> NMiTE 	To review progress with the Scheme			
<ul style="list-style-type: none"> Sustainable Transport 	To explore planned and implemented sustainable transport measures.			
Public Realm Service Provision (Council contract arrangements with Balfour Beatty Living Places – and stakeholder communication	To explore how Councils communicate effectively with the public, explaining service levels, costs and delivery that can be expected under the contract, performance measures in place, and evidence that the contract is delivering to the required standard within the agreed framework. Consider results of customer satisfaction performance data Ways of improving feedback to the public – so that they know when they can expect work that has been requested and can track delivery.			Noted that decision on extension of contract pending.
Police and Crime Commissioner	Need to specify what is to be considered			Suggested Performance indicator - killed and seriously injured on roads is one possible topic.
Budget and Policy Framework items to be scheduled			Policy Development and Review	
<ul style="list-style-type: none"> Hereford Area Plan 				

<ul style="list-style-type: none">• Rural Areas Development Plan Document				
<ul style="list-style-type: none">• Core Strategy				
<ul style="list-style-type: none">• Community Safety remit				

Forward plan of forthcoming decisions at 18 December 2020 (Cabinet Member Decisions)

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
<p>Approach to the Core Strategy review and update in the light of the Planning for the Future White Paper</p> <p>To agree to update the Herefordshire Local Plan Core Strategy, following a review of the adopted plan, in accordance with The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) and paragraph 33 of the National Planning Policy Framework in the light of of the proposals set out in the White Paper: Planning for the Future.</p>	<p>Cabinet member Infrastructure and transport 9 November 2020</p>	<p>Kevin Singleton, Team leader strategic planning ks1@herefordshire.gov.uk Tel: 01432260137</p> <p>Cabinet member Infrastructure and transport</p>	<p>Economy and Place</p>	<p>13 July 2020 150034568</p>	<p>KEY Open</p>
<p>Re-Opening of the High Street Safely Fund (RHSSF)</p> <p>Herefordshire Council applied for a £172,188 Re-Opening of the High Street Safely Fund (RHSSF) to support the safe reopening of high streets and other commercial areas. The money will allow IHC to put in place additional measures to establish a safe trading environment for businesses and customers, particularly in high streets, through measures that extend to the end of March 2021. This report is asking for the approval of the RHSSF for Herefordshire Council.</p>	<p>Cabinet member corporate strategy and budget 4 December 2020</p>	<p>Vinia Abesamis, Senior policy and funding officer vabesamis@herefordshire.gov.uk Tel: 01432260625</p> <p>Cabinet member environment, economy and skills</p>	<p>Economy and Place</p>	<p>150036048 NEW</p>	<p>Non Key Open Urgent</p>

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
<p>Transfer of Get Building Funding the New Model Institute Technology and Engineering</p> <p>To enable the accountable body, Shropshire Council, to delegate responsibility for the managing of the Get Building Funding grant and the relationship with the successful grant applicant (NMiTE) to the council. The full grant amount of £1.6m for project will be transferred from the accountable body to the council in advance of project delivery. The grant funding will be utilised to accelerate development of NMiTE's Centre for Automated Manufacturing on the Herefordshire Enterprise Zone</p>	<p>Cabinet member finance and corporate services 17 December 2020</p>	<p>Roger Allonby, Head of Economic Development, Economy and Place Roger.Allonby@herefordshire.gov.uk Tel: 01432 260330</p> <p>Cabinet member finance and corporate services</p>	<p>Economy and Place</p>	<p>19 November 2020 I50035929</p>	<p>KEY Open</p>
<p>£2m Investment in the C and U road network - confirmation of the delivery programme</p> <p>To approve the programme of works on the C and U road network further to the decision by the cabinet member of 6 August 2020 and resolution of the Council of 14 February 2020.</p>	<p>Cabinet member Infrastructure and transport 17 December 2020</p>	<p>Bruce Evans, Engineering manager bje@herefordshire.gov.uk Tel: 07792880548</p> <p>Cabinet member Infrastructure and transport</p>	<p>Economy and Place</p>	<p>6 November 2020 I50035794</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
<p>Executive response to the tree strategy and hedgehog protection motions</p> <p>To approve the cabinet member response to the Tree Strategy resolution that was passed by council at the meeting of full council on 17 July 2020.</p> <p>To approve the cabinet member response to the Decline in Hedgehog population resolution that was unanimously supported at the meeting of full council on 9 October 2020.</p> <p>To approve the development of a Nature Strategy to enhance and protect biodiversity across the Council's operations</p>	<p>Cabinet member environment, economy and skills 12 January 2021</p>	<p>Ben Boswell, Head of environment, climate emergency and waste services bboswell@herefordshire.gov.uk Tel: 01432 261930</p> <p>Cabinet member environment, economy and skills</p>	<p>Economy and Place</p>	<p>6 November 2020 150035790</p>	<p>Non Key Open</p>
<p>Additional funding in support of Lengthsman Grant</p> <p>To approve £60k capital works under the public realm annual plan 2020/21 and £10k additional revenue funding to the lengthsman scheme to allow all applications received from parishes under the lengthsman scheme to be undertaken.</p>	<p>Cabinet member Infrastructure and transport 14 January 2021</p>	<p>John Manterfield, Commercial and Contract Manager John.Manterfield@herefordshire.gov.uk</p> <p>Cabinet member Infrastructure and transport</p>	<p>Economy and Place</p>	<p>26 October 2020 150035456</p>	<p>Non Key Open</p>

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
<p>Lugwardine: A438 Improvement scheme:S106 Works Pedestrian Crossing and footway</p> <p>To approve the allocation of highway contributions secured by way of a S106 agreement to deliver works through the public realm contract.</p> <p>These works are to be undertaken using S106 monies which will deliver a pedestrian crossing and extend a footway to the bus stop. The works are in the vicinity of the school and are aimed to ensure safety for children accessing the school and access for all to the bus waiting facilities</p>	<p>Cabinet member Infrastructure and transport 15 January 2021</p>	<p>Bruce Evans, Engineering manager <small>bje@herefordshire.gov.uk Tel: 07792880548</small></p> <p>Cabinet member Infrastructure and transport</p>	<p>Economy and Place</p>	<p>5 November 2020 150035792</p>	<p>Non Key Open</p>
<p>Public Realm Contract Extension</p> <p>To approve an extension of the public realm service contract, with Balfour Beatty Living Places, in line with contract terms and conditions.</p>	<p>Cabinet member commissioning , procurement and assets 18 January 2021</p>	<p>John Manterfield, Commercial and Contract Manager <small>John.Manterfield@herefordshire.gov.uk</small></p> <p>Cabinet member commissioning, procurement and assets</p>	<p>Economy and Place</p>	<p>18 November 2020 150035893</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
<p>To review and authorise a resourcing plan that will be required to take forward and implement the outcome of the waste management review</p> <p>The council are currently undertaking a waste management review where by the council is likely to be responsible for delivering a significant change programme to deliver changes in the way that waste is collected and disposed of throughout the county. There will be a need for expertise across waste contract procurement, public communications, strategic waste management and the capacity to implement change within the organisation</p>	<p>Cabinet member commissioning , procurement and assets 21 January 2021</p>	<p>Ben Boswell, Head of environment, climate emergency and waste services, Joni Hughes, Senior Project Manager bboswell@herefordshire.gov.uk, Joni.Hughes@herefordshire.gov.uk Tel: 01432 261930, Tel: 01432 260598</p> <p>Cabinet member commissioning, procurement and assets</p>	<p>Economy and Place</p>	<p>29 October 2020 150035661</p>	<p>KEY Open</p>
<p>Property services estates capital programme 2021/22</p> <p>To agree the property services 2021/22 estates capital works programme The proposed programme of works as set out in appendix A, incorporates a series of planned project works that enables the council to deliver on its obligations to maintain buildings fit for purpose utilising the agreed £1.390m capital budget which was approved at council budget meeting of 15 February 2019</p>	<p>Cabinet member commissioning , procurement and assets 21 January 2021</p>	<p>GianCarlo Paganuzzi, Architectural technologist gpaganuzzi@herefordshire.gov.uk Tel: 01432 261896</p> <p>Cabinet member commissioning, procurement and assets</p>	<p>Economy and Place</p>	<p>2 September 2020 150034995</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
<p>Maylord Shopping Centre - Procurement of Management Contract</p> <p>To approve the procurement of a contract for the management of the Maylord Shopping Centre, Hereford so that a new contract is in place at the expiry of the existing contract in June 2021.</p>	<p>Cabinet member commissioning , procurement and assets</p> <p>22 January 2021</p>	<p>Andrew Husband, Strategic property services manager andrew.husband@herefordshire.gov.uk Tel: 01432 383552</p> <p>Cabinet member commissioning, procurement and assets</p>	<p>Economy and Place</p>	<p>16 December 2020 I50035828</p> <p>NEW</p>	<p>KEY Open</p>
<p>Car Parking Charges</p> <p>To consider consultation feedback and approve revised parking tariffs in council on and off street parking areas.</p>	<p>Cabinet member Infrastructure and transport</p> <p>22 January 2021</p>	<p>James.Hughes, Parking Strategy & Processing Manager James.Hughes@herefordshire.gov.uk Tel: 01432 260975</p> <p>Cabinet member Infrastructure and transport</p>	<p>Economy and Place</p>	<p>6 August 2020 I50034795</p>	<p>KEY Open</p>
<p>Community Improvement Project relating to Wilton Sports Centre, Ross-on-Wye.</p> <p>To approve the community improvement project at Wilton Sports Centre, Ross-on-Wye</p>	<p>Cabinet member commissioning , procurement and assets</p> <p>January 2021</p>	<p>Helen Beale, Senior Estate Manager HBeale@herefordshire.gov.uk Tel: 01432 260688</p> <p>Cabinet member commissioning, procurement and assets</p>	<p>Economy and Place</p>	<p>4 December 2020 I50036153</p>	<p>Non Key Open</p>

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
<p>Empty Property and Development Capital Budget To approve expenditure and approach to delivering the Empty Property and Development Capital Budget.</p>	<p>Cabinet member housing, regulatory services, and community safety 29 January 2021</p>	<p>Hayley Crane, Strategic Housing Manager hcrane@herefordshire.gov.uk Tel: 01432 261919 Cabinet member housing, regulatory services, and community safety</p>	<p>Economy and Place</p>	<p>28 August 2020 150034941</p>	<p>KEY Open</p>
<p>Project Plan for the Local Plan update To set out a project plan for the preparation of an updated Herefordshire Local Plan</p>	<p>Cabinet member Infrastructure and transport 29 January 2021</p>	<p>Kevin Singleton, Team leader strategic planning ks1@herefordshire.gov.uk Tel: 01432260137 Cabinet member Infrastructure and transport</p>	<p>Economy and Place</p>	<p>24 November 2020 150035981 NEW</p>	<p>Non Key Open</p>
<p>Hereford Towns Fund sign off process and project development funding acceptance To approve the Hereford Towns Fund Town Investment Plan (TIP) sign off process and to accept the £162,000 of revenue grant received from the government to support the development of the Hereford TIP</p>	<p>Cabinet member environment, economy and skills 29 January 2021</p>	<p>Nick Webster, Economic development manager nwebster@herefordshire.gov.uk Tel: 01432 260601 Cabinet member environment, economy and skills</p>	<p>Economy and Place</p>	<p>2 November 2020 150035698</p>	<p>Non Key Open</p>

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
<p>Hereford City Centre Transport Package (HCCTP) To provide an update on programme and budget for the HCCTP project and to agree next steps to progress the remaining elements of the project.</p>	<p>Cabinet member Infrastructure and transport 4 February 2021</p>	<p>Mairead Lane, Acting Assistant Director for Highways and Transport / Head of Infrastructure Delivery mlane@herefordshire.gov.uk Tel: 01432 260944</p> <p>Cabinet member Infrastructure and transport</p>	<p>Economy and Place</p>	<p>19 November 2020 I50035899</p>	<p>KEY Open</p>
<p>Commissioning of S106 projects for the public Realm This decision will enable funding and delivery in the financial year 2020/21 of developer S106 planning contributions for highways and transportation schemes. These schemes have been identified in accordance with the Heads of Terms (HoT) in the S106 Deed of Planning Obligation Heads of Terms for the individual developments which form the S106 contribution</p>	<p>Cabinet member Infrastructure and transport 11 February 2021</p>	<p>John Manterfield, Commercial and Contract Manager John.Manterfield@herefordshire.gov.uk</p> <p>Cabinet member Infrastructure and transport</p>	<p>Economy and Place</p>	<p>10 June 2020 I50034269</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
<p>Holmer & Shelwick - Traffic Calming and Pedestrian Improvements</p> <p>To propose and implement highway regulation measures, and associated engineering measures as part of Holmer and Shelwick Traffic Calming & Pedestrian Improvements. The scope and funding for this scheme has been approved and monies received by Herefordshire Council as part of planning process and associated S106 agreements following recent development in the locality.</p>	<p>Cabinet member Infrastructure and transport 22 March 2021</p>	<p>Bruce Evans, Engineering manager bje@herefordshire.gov.uk Tel: 07792880548</p> <p>Cabinet member Infrastructure and transport</p>	<p>Economy and Place</p>	<p>18 September 2020 I50035199</p>	<p>KEY Open</p>
<p>Highways Maintenance Plan 2020</p> <p>To update the original plan, incorporating updates in legislation.</p>	<p>Cabinet member Infrastructure and transport 3 June 2021</p>	<p>Bruce Evans, Engineering manager bje@herefordshire.gov.uk Tel: 07792880548</p> <p>Cabinet member Infrastructure and transport</p>	<p>Economy and Place</p>	<p>21 January 2020 I50030462</p>	<p>KEY Open</p>

Forward plan of forthcoming Cabinet decisions at 18 December 2020

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
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Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
<p>Hereford Transport Strategy For cabinet to set out its recommendations to council with regard to stopping the western bypass and southern link road schemes and to confirm the re-allocation of associated capital funds; and</p> <p>For cabinet to agree the approach to progressing the preferred transport strategy for Hereford.</p>	Cabinet 14 January 2021	<p>Steve Burgess, Head of transport and access services sburgess@herefordshire.gov.uk Tel: 01432260968</p> <p>Cabinet member Infrastructure and transport</p>	Economy and Place	<p>16 December 2020 I50036233</p> <p>NEW</p>	KEY Open
<p>Empty Property Strategy for Herefordshire 2021-2024 To approve the empty property strategy for Hereford to bring properties back into use in the County.</p>	Cabinet 21 January 2021	<p>Sarah Woodhouse, Empty Property and Housing Development Officer Sarah.Woodhouse@herefordshire.gov.uk</p> <p>Cabinet member housing, regulatory services, and community safety</p>	Economy and Place	28 October 2020 I50036029	KEY Open
<p>Hereford Towns Fund town investment plan submission Endorsement of the Hereford Towns Fund town investment plan submission and approval to act as accountable body for any subsequent Town Deal agreed with government.</p>	Cabinet 21 January 2021	<p>Nick Webster, Economic development manager nwebster@herefordshire.gov.uk Tel: 01432 260601</p> <p>Cabinet member environment, economy and skills</p>	Economy and Place	23 November 2020 I50035959	KEY Open

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
<p>Progressing the transport strategy for Hereford For cabinet to confirm how it will take forward its preferred transport strategy for Hereford as determined at its meeting of 3 December 2020 and to set out its recommendations with regard to current road proposals and allocation of capital funds for consideration of full council.</p>	Cabinet 21 January 2021	<p>Steve Burgess, Head of transport and access services sburgess@herefordshire.gov.uk Tel: 01432260968</p> <p>Cabinet member Infrastructure and transport</p>	Economy and Place	150036229 NEW	Non Key Open
<p>Recommendation for potential sites to progress affordable housing delivery in Herefordshire To approve the recommendation of the potential sites to progress affordable housing delivery in Herefordshire</p>	Cabinet 28 January 2021	<p>Nigel Thomas, Senior Project Manager Nigel.Thomas@herefordshire.gov.uk</p> <p>Cabinet member housing, regulatory services, and community safety</p>	Corporate Support Centre	150035883 NEW	KEY Open
<p>Discretionary purchase policy for the Hereford Transport Package (HTP) To consider a discretionary purchase policy for the Hereford Transport Package.</p>	Cabinet 25 February 2021	<p>Mairead Lane, Acting Assistant Director for Highways and Transport / Head of Infrastructure Delivery mlane@herefordshire.gov.uk Tel: 01432 260944</p> <p>Cabinet member Infrastructure and transport</p>	Economy and Place	150036033 NEW	KEY Open

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
<p>Housing Strategy 2020-2025 To approve the strategy which sets out objectives, targets and policies on how the authority intends to manage and deliver its strategic housing role.</p>	<p>Cabinet 25 February 2021</p>	<p>Hannah McSherry, Housing Strategy Officer Hannah.McSherry2@herefordshire.gov.uk Tel: 01432 383061</p> <p>Cabinet member housing, regulatory services, and community safety</p>	<p>Economy and Place</p>	<p>5 July 2019 I50030451</p>	<p>KEY Open</p>
<p>Estate Asset Strategy 2020-2024 To approve the Estate Asset Strategy 2020-2024 and the Corporate Asset Management Plan which support and enables the implementation of the council's County Plan and strategic objectives. The Estate Asset Strategy 2020-24 will guide the management of the council's estate over the next four years and sets the parameters and processes to be followed in respect of all aspects of estate asset management including the acquisition, disposal, community asset transfer, maintenance, tenure, performance measurement and the review of estate assets.</p>	<p>Cabinet 22 April 2021</p>	<p>Andrew Husband, Strategic property services manager andrew.husband@herefordshire.gov.uk Tel: 01432 383552</p> <p>Cabinet member commissioning, procurement and assets</p>	<p>Economy and Place</p>	<p>13 March 2020 I50033634</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
<p>Temporary Accommodation Policy To approve a temporary accommodation policy for Herefordshire.</p>	<p>Cabinet 22 April 2021</p>	<p>Hannah McSherry, Housing Strategy Officer Hannah.McSherry2@herefordshire.gov.uk Tel: 01432 383061</p> <p>Cabinet member housing, regulatory services, and community safety</p>	<p>Economy and Place</p>	<p>3 December 2020 I50036099</p>	<p>KEY Open</p>

Schedule of General Scrutiny Committee recommendations made and action in response (May 2019 on)

Meeting	item	Recommendations	Action	Status
23 July	Gambling Policy 2019-22 Review	<p>RESOLVED TO RECOMMEND TO THE EXECUTIVE THAT:</p> <p>a) Officers review the wording in Para 1.1 of the policy to ensure it places clear emphasis on promoting compliance with the principles set out in the Act, and make clear that it is not about promoting gambling;</p> <p>b) Officers include a glossary of terms to cover all technical and legal terms set out in the report before it goes on to cabinet and full Council;</p> <p>c) a sentence be added to the policy document to highlight where people can be directed to apply for a license;</p> <p>d) a new category (i) be added to the itemised list in para 15.6 to include training in child protection and child safeguarding;</p>	<p>Done</p> <p>Done</p> <p>Done</p> <p>(We don't recommend it's mandatory because it's not proportionate to the evidence locally but we can make licensees aware of the risks to CYP and the</p>	Completed

		<p>e) officers look at all of the suggested various changes to wording of the policy suggested in bullet point 7 above and update the policy to ensure there is clarity in the phraseology used.</p> <p>f) the various references to children and young persons should – for consistency – be changed to children and young people throughout the policy document.</p> <p>g) officers revise the wording to highlight that the gambling policy is ‘reviewed’ every three years and to add clarity to the reference of policy review from ‘time to time’ – with the additional context that this will happen when/if there are changes to legislation during the three year period;</p> <p>h) officers remove the reference to ‘the governance team’ in para 4.5 of the policy;</p>	<p>training opportunities that are available.)</p> <p>The phraseology used within the Policy reflects the terms used within the Act and the use of different terminology within the policy may cause confusion).</p> <p>(the term children and young persons is the term used within the Act and again may cause confusion if different terms are used within the policy) .</p> <p>Done</p> <p>Done</p>	
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		<p>i) officers state clearly what the deadline timeframes are in para 5.2.</p> <p>j) grounds for a review of a premises license as set out at section 18 of the policy should also include any breaches to the principles that the licensing authority, upholds in overseeing and this policy and any related enforcement action; and</p> <p>k) details on rights of appeal should be included in the policy document.</p>	<p>Done</p> <p>Done</p> <p>Done</p>	
9 September 2019	Call-in of cabinet member decision on hereford transport package and south wye transport package	<p>RESOLVED: That the decision be referred back to the cabinet member to reconsider, and in doing so:</p> <p>The cabinet member seeks clarification from the funders, of both the South Wye Transport Package and the Hereford Transport Package, of the funding implications of a review and ensures that both projects are not interdependent of each other;</p> <p>Ongoing planned activity, programmed in to take place</p>	<p>THAT, having regard to the recommendations made by General Scrutiny Committee on 9 September 2019:</p> <p>(a) a review of the South Wye Transport Package be undertaken to determine next steps, and work on the Southern Link Road and active travel measures (the scope of which will be determined in a further report and be subject to the agreement of funders to draw down funding or provision being made within the capital</p>	Complete

		<p>during the pause, continues while the review is underway;</p> <p>The cabinet member hosts a time limited series of ‘open days’ with parish councils, businesses and members of the public to ensure their views are taken into account on all of the evidence under consideration as part of the review; and</p> <ul style="list-style-type: none"> • That all council, and council contractors, contact databases, as far as is practicable, are kept up to date ahead of contacting members of the public 	<p>programme) is continued whilst the review is undertaken;</p> <p>(b) a review of the bypass project to determine next steps be undertaken, and work on the Hereford Transport</p> <p>package active travel measures and the other bypass work as listed below is continued whilst the review is undertaken;</p> <p>Phase 2a consultation report completion £12,000</p> <p>Geophysical survey report completion £3,000</p> <p>Ground Investigation Report (GIR) completion £6,000</p> <p>Walking and Cycling (WCHAR) assessment completion £5,000</p> <p>Traffic Modelling £22,000</p> <p>Large Local Major Bid completion £18,000</p>	
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			<p>(c) discussions continue with funding organisations to clarify the funding implications of a review and to seek to minimise the risk of loss of any secured funding;</p> <p>(d) consultation with parish councils, businesses and members of the public be included within the scope of the review;</p> <p>(e) the acting director for economy and place be authorised to take all operational decisions necessary to scope the review work for both road schemes within a budget of £50k (Southern Link Road) and £70k (Hereford By-pass) to inform a further decision in this calendar year on the scope of the review to be undertaken; and</p> <p>(f) the acting director for economy and place be authorised to take all operational decisions necessary to undertake the bypass work listed in recommendation (b) above within a budget envelope of £66,000 and to approve variance between the activities within a tolerance of £5,000.</p>	
<p>22 October 2019</p>		<p>RESOLVED:</p>	<p>(i) Noted – The LEP is working to support the local authority climate</p>	

		<p>(a) to recommend to the executive that:</p> <ul style="list-style-type: none"> i. the LEP be encouraged to declare a climate emergency as a priority; ii. the LEP be encouraged to raise its profile through engagement with Parish and Town Councils and business forums; iii. the LEP be requested to focus on promoting available schemes to the market towns; and <p>(b) provision be made in the Committee's work programme for an annual report from the LEP.</p>	<p>emergency strategies and has allocated resource to support this.</p> <p>The Marches LEP Senior Energy Officer is supporting each of the Local Authorities with the implementation of their climate emergency strategies alongside his work to develop an action plan to implement the Marches Energy Strategy.</p> <p>(ii) Noted – this is a priority for 2020/21 and being led by the Chair.</p> <p>(iii) Noted. Available schemes are currently being promoted through the Marches Growth Hub https://www.marchesgrowthhub.co.uk/.</p> <p>The Marches LEP is also represented on the Boards for the Towns Funding which Hereford and Telford are eligible to bid for https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/843843/20191031_Towns_Fund_prospectus.pdf and the Historic England town fund which Leominster and Oswestry are seeking to access https://historicengland.org.uk/servi</p>	
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			<p>ces-skills/heritage-action-zones/regenerating-historic-high-streets/</p> <ul style="list-style-type: none"> The LEP will continue to lobby government for funding for market towns in line with the agreed priorities set out in the Strategic Economic Plan 2019. <p>(b) Included</p>	
29 November 2019	2020/21 Budget and Corporate Plan Proposals	<p>RESOLVED: That</p> <p>(a) In relation to the draft corporate plan:</p> <p>I. Specific emphasis is given to investment and commitment to high quality members of staff in delivering the corporate plan;</p> <p>II. the wording and presentation of the ambition for Herefordshire and the corporate plan as a whole be reviewed; and</p> <p>III. the corporate plan should address the needs of the county as a whole including the market towns and their environs;</p> <p>(b) in relation to the 2020/21 budget</p> <p>I. any business cases reflect current association with business partners and any</p>	<p>(as stated at para 63 of budget report to Cabinet 30 January 2020)</p>	

		<p>II. current government funding available;</p> <p>III. consideration be given to a specific budget for measures to address the climate emergency;</p> <p>IV. the feasibility of allocating a ring fenced sum for highway maintenance to the market towns should be explored;</p> <p>V. during development of business cases consideration be given to whether greater community use could be made of educational facilities; and the following recommendations of the Adults and Wellbeing and Children and Young People Scrutiny Committees be considered</p> <p>Adults and Wellbeing Scrutiny Committee – 18 November 2019</p> <p>1. The committee welcomes the proposed areas for investment which support prevention and the strengths based agenda.</p>	<p>i (The detailed business cases will include reference to the matters raised by the committee and will form part of the decision to spend against the investment proposal.</p> <p>li This is for cabinet to consider further at this meeting.</p> <p>lii This is for cabinet to consider further at this meeting.</p> <p>Iv The detailed business cases will include reference to the matters raised by the committee and will form part of the decision to spend against the investment proposal</p> <p>v</p> <p>Noted</p> <p>The detailed business cases will include reference to the matters raised by the committee and will</p>	
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		<p>2. Acknowledging that the lack of specific details in the outline business cases was due to the timing constraints and early sight of potential projects coming forward, the committee would be pleased if attention can be given to the matters it has raised and for deeper levels of detail to be provided in the next iterations of the business cases.</p> <p>3. That terminology and language be used consistently, using Plain English.</p> <p>Children and Young People Scrutiny Committee – 25 November 2019</p> <p>RESOLVED: That the committee:</p> <ul style="list-style-type: none"> Supports the planned investments for looked after children, edge of care and improving social care services and requests further information is submitted to the committee regarding proposals for these services; and 	<p>form part of the decision to spend against the investment proposal</p> <p>Agreed, later papers include a glossary of terms.</p>	
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		<ul style="list-style-type: none"> Asks that a report concerning the dental health initiatives is provided to the committee setting out key performance indicators for the proposals. 		
20 January 2020	Review Of Budget And Corporate Plan Proposals For 2020/21	<p>RESOLVED: That</p> <p>(a) in relation to the draft corporate plan:</p> <p>reference be included to protecting and enhancing our local health care services with the inclusion of key performance indicators to underpin this commitment;</p> <p>(c) the presentation of the till receipt as at p7 of the Plan be reviewed to ensure it is an accurate representation of the actual spend;</p> <p>(d) the plan explains where the council is paying less than it did in the previous financial year;</p> <p>(e) the plan at p15 includes success measures – to consider additional focus on resources to improve infrastructure and community resilience in market towns;</p> <p>(f) that the committee receives a briefing note on the progress on broadband roll out;</p> <p>(g) the corporate plan is reworded on page 7 to reflect that the figure of</p>	<p>(Report to cabinet 30 January 2020)</p> <p>(para 24) The recommendations from the scrutiny committees have been incorporated into the latest draft Corporate Plan.</p>	

		<p>£46m is revised to ensure it reflects the compensation paid to the tenants; and it is made clear that £46m is not enough to fund 1000 new homes and that further borrowing is being proposed of up to a further £100m;</p> <p>(h) the corporate plan is reworded on page 18 – to say ‘spend more locally’ and on page 19 – rather than say ‘sweat our assets’ the committee recommends this is changed to say ‘better use of our assets; and</p> <p>(i) that the corporate plan includes a specific element on what farmers are doing to contribute to the climate change emergency.</p> <p>(b) in relation to the 2020/21 budget:</p> <p>IV. that the executive respond to the proposal that schools are better supported in updating their travel plans;</p> <p>V. the cabinet considers providing a specific capital allocation for market towns to be able to bid for public realm improvements;</p> <p>VI. the MTFS includes a separate line on what is being proposed for climate change;</p> <p>VII. that specific resources are identified and included to support the proposed</p>	<p>(as stated at para 63 of budget report to Cabinet 30 January 2020)</p> <p>Vi “This is added as a tracked change in appendix 1.</p> <p>Vii There is a specific earmarked reserve allocated to waste, this is to be reviewed for its adequacy to fund the costs identified</p> <p>The detailed business cases will include reference to the matters raised by the committee and will</p>	
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		<p>work on the waste task and finish group;</p> <p>III. greater clarity be provided on the funding sources for capital investment as set out at paragraph 23 of the report;and</p> <p>IX. the following recommendations of the Adults and Wellbeing and Children and young People Scrutiny Committee be considered:</p> <p>Adults and Wellbeing Scrutiny Committee – 13 January 2020</p> <p>1. To inform the detailed business cases for the key areas of capital investment and to provide assurance that they are sustainable and represent value for money, the executive be asked to arrange an all members’ seminar to explore the options appraisals.</p> <p>2. That the options appraisal for public housing also consider the potential to support key workers with their accommodation needs.</p> <p>3. There is further clarification and detail provided on the proposed shared social care pooled budget between the adults and children’s directorates when it is available.</p>	<p>form part of the decision to spend against the investment proposal</p> <p>This is for Cabinet to consider further at this meeting</p> <p>This is for Cabinet to consider further at this meeting</p> <p>Agreed as proposals are drafted further consultation will be completed</p> <p>Noted</p>	
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		<p>Children and Young People Scrutiny Committee – 14 January 2020</p> <p>VI. That the committee supports the additional areas of investment identified in the budget.</p>		
<p>28 September 2020</p>	<p>Minerals and Waste Local Plan</p>	<p>RESOLVED TO RECOMMEND TO THE EXECUTIVE:</p> <p>That</p> <ul style="list-style-type: none"> (a) a plain English and practical guidance/executive summary document be produced to support the report; (b) a more explicit definition, with links to the examples of acceptable sustainable development - within the context of this report - be included (c) while it recognises that the insertion of a stronger line on preventing fracking/unconventional hydrocarbon extraction in 	<p>Agreed. It would be useful to provide a non-technical summary of the MWLP, in order to reach as wide an audience as possible.</p> <p>Sustainable development has been defined in the glossary of the MWLP. In sections of the text which directly mention sustainable development, references to the glossary will be added to aid technical understanding of this phrase.</p> <p>No changes to the MWLP are required in response to this recommendation, however, officers will work with the Cabinet Member Infrastructure and</p>	

		<p>Herefordshire may make the MWLP ‘unsound’ due to national policy guidelines - the committee wishes to voice its view and see a clearer statement from government that fracking/extraction of unconventional hydrocarbons is unacceptable in Herefordshire; and</p> <p>(d) the current draft MWLP be endorsed to go forward to public consultation.</p>	<p>Transport to lobby Government for a stronger statement on fracking to be issued.</p>	
28 September 2020	Task and finish group report - waste management strategic review	<p>RESOLVED:</p> <p>That (a) the Task and Finish Group report and all of its recommendations be approved, subject to including:</p> <p>1. that, as part of the consultation process, there is clear explanation given as to why option</p>	<p>Decision by cabinet member – commissioning, procurement and assets 26 October 2020</p> <p>http://councillors.herefordshire.gov.uk/ieDecisionDetails.aspx?ID=7273</p> <p>(a) accept the recommendations around consulting on options 2 & 3 from</p>	

		<p>one is not being put forward as an option;</p> <p>2. the Waste Team continue to work with and lead the communications on each of the schemes to ensure public understanding for the preferred options is secured;</p> <p>3. asking that the reuse of waste is brought forward as quickly as possible at our local household recycling centres; and</p> <p>4. that the Task and Finish group report is shared with Defra; and</p> <p>(b) the findings and recommendations be submitted to the executive for consideration.</p>	<p>General Scrutiny Committee held on 28 September 2020</p> <p>(b) consent be given for expenditure up to the value of £75,000 is allocated from the council's waste revenue reserves to the Economy & Place Directorate's revenue budget for 2020/21 to award a tender and include expenditure required for resources to allow the council to carry out an effective and engaging consultation on the future of its Waste Management Service;</p> <p>(c) a further report is brought back to the cabinet member for procurement and assets outlining the resources required to deliver the waste services management review;</p> <p>(d) a further report is brought back to cabinet in Spring 2021 with a recommendation on future collection services and outlining future resources required to</p>	
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			<p>implement the recommendation; and</p> <p>(e) Subject to the provisions of the Financial Procedure Rules, the Assistant Director for Regulatory, Environment and Waste be authorised to take all operational decisions required to implement the above recommendations.</p>	
9 November 2020	Hereford Transport Strategy Review	<p>RESOLVED TO RECOMMEND TO THE EXECUTIVE:</p> <p>That (a) more detailed studies are undertaken on the benefits and dis-benefits of traffic light management in more locations in Hereford;</p>	<p>(As reported to cabinet on 3 December)</p> <p>Whilst the removal of traffic signals along the A49 was looked at and discarded by the review due to negative impacts on pedestrians and cyclists, traffic light management would form an element of the Intelligent Transport Systems option (page 53 of the review) which is included in Package C.</p> <p>If cabinet is minded to support this recommendation this would be additional work which the cabinet could ask officers to consider and set out the resource requirements to progress.</p>	

		<p>(b) as a result of this review, the committee recommends that the cabinet consider 'weighting of the preferred outcomes' to help determine the preferred package to take forward;</p> <p>(c) support is given to promoting more 'park and choose' options in combination with more investment into public</p>	<p>The review has specifically chosen not to weight the 4 objectives or 16 outcomes which underpin these objectives. This provides a comparative view of performance for all of the six packages. Cabinet may choose to assign its own strategic priorities in respect of objectives and outcomes and reference these priorities in determining its preferred package.</p> <p>If cabinet wished for weightings to be applied to the package assessments it could ask for this as a further step to the review. Cabinet would need to confirm its preferred weightings or instruct that alternative weightings are assessed. If cabinet wished to progress this work it would need to defer its decision on the preferred packages and this would extend the review.</p> <p>The recommendation is noted. Package A includes investment in park and choose options (identified as mobility hubs at page 51 of the review) and cycle</p>	
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		<p>transport options and cycle routes to reduce demand for car journeys into or through the city centre with a particular focus given to the limited transport options currently experienced by Herefordshire’s rural communities and that the executive set up a transport team as a matter of priority to implement the planning of cycling and walking, and that the road schemes are reconfigured to accommodate walking and cycling safely within the city;</p>	<p>routes (Page 45) and Package A+B includes significant investment in public transport options within the Hereford’s urban area and urban fringe (options set out at pages 45, 46, 47 and 49 of the review) and these will support longer distance travel needs. Cabinet will be able to select this combination of package options noting the support indicated by committee.</p> <p>Whilst this review has focused on transport issues in Hereford in line with the scope set out in the cabinet member decision of January 2020 it is appreciated that it would be helpful to review transport challenges and solutions countywide. The cabinet report sets out the original intention to review the Local Transport Plan within 5 years of its adoption which would be by 2021. It is also important to note that the core strategy update is due to comment in the next few months. As such, the intention would be to undertake a wider review of transport strategy for the whole county over the coming year.</p>	
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		<p>(d) the cabinet follow up on the suggestion for a 'River-Bus Service' in ongoing refinement and review of the Hereford transport package options;</p> <p>(e) consideration is given to a wider, more in depth study, on the transport options that address countywide transport challenges and</p>	<p>Cabinet may ask officers to consider the approach to designing and delivering transport schemes and report back on options and funding implications for different approaches.</p> <p>Whilst this proposal was not considered in the review or suggested by members or stakeholders during the engagement stages of the review cabinet could include this option in its preferred package combination and instruct that this is considered further in the context of package development work. The cost of undertaking this work would need to be confirmed and set out in a subsequent report to the cabinet member</p> <p>Whilst this review has focused on transport issues in Hereford in line with the scope set out in the cabinet member decision of January 2020 it is appreciated that it would be helpful to review transport challenges and solutions countywide. The cabinet report sets out the original intention to</p>	
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		<p>solutions, not just in Hereford City;</p> <p>(f) cabinet should not feel constrained by having to consider just the package of options that has been presented to them as part of this review.</p> <p>(g) the committee considers that further analysis is undertaken to assess further the mitigation measures of traffic utilising an eastern crossing before the dis-benefits of an eastern crossing rule it out as an option.</p>	<p>review the Local Transport Plan within 5 years of its adoption which would be by 2021. It is also important to note that the core strategy update is due to comment in the next few months. As such, the intention would be to undertake a wider review of transport strategy for the whole county over the coming year.</p> <p>The recommendation to cabinet sets out that cabinet may consider the packages as assessed in the review or combination of package options.</p> <p>Cabinet may choose to agree a package which includes an eastern river crossing noting that 2 eastern river crossing options have been assessed within the 6 packages. If cabinet considers that further technical work is required to understand the impacts and potential mitigations of these elements (or any other transport elements) it could ask officers to consider and set out the resource</p>	
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		<p>(h) school travel and transport is given greater priority and that more work is done to undertake survey work with schools and parents to gain a better understanding to what the barriers to uptake of school transport are;</p> <p>(i) carbon offsetting is looked at in relation to offsetting on major infrastructure projects.</p> <p>(j) the impact of assessing routes over other river crossings, in particular, the Bridge Sollars crossing, is built into the analysis of options and packages under review.</p>	<p>requirements for any additional technical work.</p> <p>Whilst an assessment of the barriers to uptake of different modes of travel to school (other than by car) was not part of this review and the review did not undertake fresh and comprehensive surveys of travel to school for county schools. This is additional work which the cabinet could ask officers to consider and set out the resource requirements to progress.</p> <p>Carbon offsetting is being considered in the work being undertaken on the carbon management plan – Pathway to Carbon Neutral. The Plan indicates that offsetting is likely to follow in the 5 years following the current management plan and between 2025 and 2030.</p> <p>Cabinet is invited to consider whether or not it wishes to instruct that further work is done to understand wider traffic movements through the county and outside of the Hereford transport network in the context</p>	
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		<p>(k) that the executive abandon the Western Bypass and reject other major road infrastructure schemes, barring only the eastern river crossing option;</p> <p>(l) the executive take a look again at the robustness of the qualitative assessment of the evidence presented; and</p>	<p>further development of a preferred package. This is additional work which the cabinet could ask officers to consider and set out the resource requirements to progress.</p> <p>The recommendations for cabinet include the option to stop work on the western bypass and southern link road and the western bypass as also include in package A+C+D. Two of the package options include eastern river crossings and cabinet may determine to progress either of these options. Any decision which would result in a significant change to current adopted policy and strategy may require the need for consideration by full council.</p> <p>If cabinet wished to look again at the robustness of the qualitative assessment this would extend the review and would require it to defer any decision.</p> <p>Cabinet have been briefed on the review at various stages of its development and also requested</p>	
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		<p>(m) Herefordshire Council should immediately implement a well-designed comprehensive safe and attractive network of active travel measures across the entire county to reduce</p>	<p>the engagement of a critical friend in the form of an independent transport consultant to review the draft report and inform final reporting. The critical friend has confirmed that in their view the details of the assessment have been done at a level appropriate to the stage of work, noting that further detailed work would be required. The review includes both qualitative assessment and assessment which is based on modelled outputs. The qualitative assessment was undertaken by transport planners with experience of strategy development and scheme delivery across a range of transport interventions and work was subject to discussion and challenge with council officers, stakeholders and members through the engagement sessions.</p> <p>This aligns with policy and the types of measures identified in Package A. A number of active travel measures are being progressed which will include improvements for pedestrians, cyclists, bus and rail users and we</p>	
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		the effect of climate change and the risk of surface flooding.	are continuing to deliver the choose how you move behavioural change programme countywide. Clearly, more of these measures could be introduced more quickly if additional funding is available and it is anticipated that there will be further opportunities to bid for external funds over the coming months as government provides more details following its publication of 'Decarbonising Transport' and 'Gear Change' earlier in 2020.	
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7 December 2020	Marches Local Enterprise Partnership - Update	<p>That (a) the update from the Marches LEP including current priorities and projects be noted;</p> <p>(b) the executive be recommended that:</p> <p>(1) the LEP be asked to bear in mind the importance of having regard to the needs of the market towns and the rural areas when considering allocating funding for projects;</p> <p>(2) the LEP be encouraged in its stated intention to revisit its Strategic Economic Plan and other policies to ensure that they are sustainable and resilient having regard, for example, to the impact of transport schemes in the context of the declared climate emergency;</p> <p>(3) the LEP be asked to consider how it can improve its engagement with creative industries;</p> <p>(4) the LEP be asked to consider appointing a creative industries champion to the LEP Board;</p>	Response awaited (a-e), (f) referenced in work programme, (g) response awaited.	
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| | <p>(5) the LEP Board be recommended to appoint a rural and market Towns Champion;</p> <p>(6) the LEP be asked to bid for funding to address the impacts of flooding, noting that these are of a significance comparable to the impacts of Covid 19 for which the Government has provided funding;</p> <p>(c) the Executive considers how it can facilitate better engagement between the Herefordshire Cultural Partnership and the LEP;</p> <p>(d) the Executive work with the LEP to make representations for there to be a small towns LEP group along the lines of the national rural LEP Group;</p> <p>(e) the Executive ensures that it has a number of approved prioritised projects available for submission to the LEP in order to take advantage of funding opportunities when they arise; and</p> <p>(f) the Committee establishes a task and finish group to review the processes in</p> | | |
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		<p>place to deliver projects, ensuring that the reasons that have led to delays in the past on council managed projects have been addressed and that the current processes are fit for purpose; and</p> <p>(g) the LEP be asked to report to the Committee on the level of inward investment achieved.</p>		
7 December 2020	Work Programme	<p>(d) the executive be requested to provide a fuller explanation of its response to the Committee's recommendation (b) in its consideration of the Hereford Transport Package review on 9 November that the cabinet consider 'weighting of the preferred outcomes' to help determine the preferred package to take forward'.</p>	Response awaited.	

