

# Agenda

## Cabinet

Date: **Thursday 26 September 2024**

---

Time: **10.30 am**

---

Place: **Herefordshire Council Offices, Plough Lane, Hereford,  
HR4 0LE**

---

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

For any further information please contact:

**Samantha Gregory, Democratic Services Officer**

Tel: (01432) 260176

Email: [samantha.walmsley2@herefordshire.gov.uk](mailto:samantha.walmsley2@herefordshire.gov.uk)

---

If you would like help to understand this document, or would like it in another format, please call Samantha Gregory, Democratic Services Officer on (01432) 260176 or e-mail [samantha.walmsley2@herefordshire.gov.uk](mailto:samantha.walmsley2@herefordshire.gov.uk) in advance of the meeting.

# **Agenda for the meeting of Cabinet**

## **Membership**

**Chairperson** Councillor Jonathan Lester, Leader of the Council  
**Vice-Chairperson** Councillor Elissa Swinglehurst, Deputy Leader of the Council

**Councillor Graham Biggs**  
**Councillor Harry Bramer**  
**Councillor Barry Durkin**  
**Councillor Carole Gandy**  
**Councillor Ivan Powell**  
**Councillor Philip Price**  
**Councillor Pete Stoddart**

## Agenda

	Pages
<p><b>1. APOLOGIES FOR ABSENCE</b></p> <p>To receive any apologies for absence.</p>	
<p><b>2. DECLARATIONS OF INTEREST</b></p> <p>To receive declarations of interests in respect of Table A or Table B or Other Interests from members of the committee in respect of items on the agenda.</p>	
<p><b>3. MINUTES</b></p> <p>To approve and sign the minutes of the meeting held on 27 June 2024 and 18 July 2024.</p>	11 - 28
<p><b>HOW TO SUBMIT QUESTIONS</b></p> <p><i>The deadline for submission of questions for this meeting is:</i></p> <p><i>5pm on Friday 20 September 2024.</i></p> <p><i>Questions must be submitted to <a href="mailto:councillorservices@herefordshire.gov.uk">councillorservices@herefordshire.gov.uk</a>. Questions sent to any other address may not be accepted.</i></p> <p><i>Accepted questions and the response to them will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at <a href="https://www.herefordshire.gov.uk/getinvolved">https://www.herefordshire.gov.uk/getinvolved</a></i></p>	
<p><b>4. QUESTIONS FROM MEMBERS OF THE PUBLIC</b></p> <p>To receive questions from members of the public.</p>	
<p><b>5. QUESTIONS FROM COUNCILLORS</b></p> <p>To receive questions from councillors.</p>	
<p><b>6. REPORTS FROM SCRUTINY COMMITTEES</b></p> <p>There are no reports from the Council's scrutiny committees.</p>	
<p><b>7. CHILDREN AND YOUNG PERSONS' IMPROVEMENT PLAN – PROGRESS UPDATE</b></p> <p>The purpose of this report is to present cabinet with the Phase 2 Children's Services Improvement Plan for endorsement 13th July 24</p>	29 - 58
<p><b>8. Q1 2024/25 BUDGET REPORT</b></p> <p>To report the forecast position for 2024/25 at Quarter 1 (June 2024), including explanation and analysis of the drivers for the material budget variances, and to outline current and planned recovery activity to reduce the forecast overspend.</p> <p>To provide assurance that progress has been made towards delivery of the agreed revenue budget and service delivery targets, and that the reasons for major variances are understood and are being addressed to the cabinet's</p>	59 - 88

	satisfaction.	
<b>9.</b>	<b>Q1 PERFORMANCE REPORT</b>	89 - 110
	To review performance for Quarter 1 (Q1) 2024/25 and to report the performance position across all Directorates for this period.	
<b>10.</b>	<b>TO RE-COMMISSION THE INTEGRATED COMMUNITY EQUIPMENT SERVICE (ICES) IN HEREFORDSHIRE</b>	111 - 126
	To approve the proposed approach to re-commissioning the Integrated Community Equipment Service (ICES) in Herefordshire. This is a joint service between Herefordshire Council and NHS Herefordshire and Worcestershire Integrated Care Board (ICB).	
	The current ICES contract ends on 31 March 2025. This report details the intended approach to re-commission a new joint service from 1 April 2025, for up to five years. This is in line with both organisations statutory duty to provide community equipment, as set out in the Care Act 2014 and Children and Families Act 2014.	



## The Public's Rights to Information and Attendance at Meetings

Please take time to read the latest guidance on the council website by following the link at [www.herefordshire.gov.uk/meetings](http://www.herefordshire.gov.uk/meetings) and support us in promoting a safe environment for everyone. If you have any queries please contact the Governance Support Team on 01432 261699 or at [governancesupportteam@herefordshire.gov.uk](mailto:governancesupportteam@herefordshire.gov.uk)

### You have a right to:

- Attend all Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting. Agenda and reports (relating to items to be considered in public) are available at [www.herefordshire.gov.uk/meetings](http://www.herefordshire.gov.uk/meetings)
- Inspect minutes of the Council and all committees and sub-committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees. Information about councillors is available at [www.herefordshire.gov.uk/councillors](http://www.herefordshire.gov.uk/councillors)
- 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. Information about councillors is available at [www.herefordshire.gov.uk/councillors](http://www.herefordshire.gov.uk/councillors)
- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50 for postage).
- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect and copy documents.

## **Recording of meetings**

Please note that filming, photography and recording of this meeting is permitted provided that it does not disrupt the business of the meeting.

Members of the public are advised that if you do not wish to be filmed or photographed you should let the governance services team know before the meeting starts so that anyone who intends filming or photographing the meeting can be made aware.

The reporting of meetings is subject to the law and it is the responsibility of those doing the reporting to ensure that they comply.

The council may make a recording of this public meeting or stream it live to the council's website. Such recordings form part of the record of the meeting and are made available for members of the public via the council's web-site.

## **Public transport links**

The Herefordshire Council office at Plough Lane is located off Whitecross Road in Hereford, approximately 1 kilometre from the City Bus Station.

The location of the office and details of city bus services can be viewed at:

<http://www.herefordshire.gov.uk/downloads/file/1597/hereford-city-bus-map-local-services->

## Guide to Cabinet

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

Cllr Jonathan Lester (Leader)	Corporate Strategy and Budget
Cllr Elissa Swinglehurst (Deputy Leader)	Environment
Cllr Ivan Powell	Children and Young People
Cllr Harry Bramer	Community Services and Assets
Cllr Pete Stoddart	Finance and Corporate Services
Cllr Carole Gandy	Adults, Health and Wellbeing
Cllr Graham Biggs	Economy and Growth
Cllr Barry Durkin	Roads and Regulatory Services
Cllr Philip Price	Transport and Infrastructure

The Cabinet's roles are:

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

### Who attends cabinet meetings?

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



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

**1. Selflessness**

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

**2. Integrity**

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

**3. Objectivity**

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

**4. Accountability**

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

**5. Openness**

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

**6. Honesty**

Holders of public office should be truthful.

**7. Leadership**

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.



Herefordshire Council

**Minutes of the meeting of Cabinet held at Herefordshire Council Offices, Plough Lane, Hereford, HR4 0LE on Thursday 27 June 2024 at 2.30 pm**

**Cabinet Members Physically Present and voting:** Councillor Jonathan Lester, Leader of the Council (Chairperson) Councillor Elissa Swinglehurst, Deputy Leader of the Council (Vice-Chairperson), Harry Bramer, Carole Gandy, Ivan Powell, Philip Price and Pete Stoddart

**Cabinet Members in remote attendance** None  
*Cabinet members attending the meeting remotely, e.g. through video conferencing facilities, may not vote on any decisions taken.*

Cabinet support members in attendance None

Group leaders / representatives in attendance Councillors Clare Davies, Liz Harvey, Terry James and Stef Simmons (representative for Cllr Ellie Chowns).

Scrutiny chairpersons in attendance Councillors Pauline Crockett, Toni Fagan, Ben Proctor and Louis Stark.

Other councillors in attendance: None

Officers in attendance: M Averill, R Cook, H Crane, A Deans, A Lovegrove, C Porter, H Sandifort, S Woodhouse, P Walker and S Walmsley (clerk)

(a) LEADERS OPENING REMARKS

The Leader opened the meeting to acknowledge the sad passing of Councillor Bob Matthews. The Leader expressed that Cllr Matthews will be missed and said a few words regarding Cllr Matthews, that he was a man of resolve, who showed true grit and determination and fought for what he believed in. He had a great zeal for wanting to get things right, his persistence and fortitude in his role were exemplary. Cllr Matthews was a stalwart character, his devotion and dedication to public service as a long standing councillor for Herefordshire Council were to be commended and stood as an example to us all about how to serve as a councillor. The Leader expressed the Cabinet’s collective condolences to Cllr Matthew’s family and friends.

Group Leaders all expressed their condolences and each group expressed their thoughts noting that Cllr Matthew’s will be sorely missed. He was a larger than life character and a champion of independence in local politics. He was a great leader in his community and served his ward diligently, his passion and challenge in Council and committee meetings will be missed. Cllr Matthew’s legacy of tireless service and unshakeable commitment to his principles meant that his impact on Herefordshire will be felt for many years to come.

A minute’s silence was observed.

The Leader acknowledged that whilst this is a sad occasion due to Councillor

Matthew's passing it meant that Councillor Davies was now the new group leader for the True Independents.

The Leader also acknowledged that Andrew Lovegrove was leaving the Council and thanked him for diligent hard work and service. The Leader wished him all the best on behalf of Cabinet and the Council.

**2. APOLOGIES FOR ABSENCE**

There were apologies from Councillor Biggs, Chowns, Durkin, Hurcomb and Mason.

**3. DECLARATIONS OF INTEREST**

None.

**4. MINUTES**

**Resolved:** That the minutes of the meeting held on 16 May 2024 be approved as a correct record and signed by the Chairperson subject to the correction of noting that Councillor Hurcomb was not in attendance on 16 May 2024.

**5. QUESTIONS FROM MEMBERS OF THE PUBLIC** (Pages 7 - 10)

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

**6. QUESTIONS FROM COUNCILLORS** (Pages 11 - 12)

Questions received and responses given are attached as appendix 2 to the minutes.

**7. REPORTS FROM SCRUTINY COMMITTEES**

There were three reports from scrutiny committees for consideration at this meeting.

- (a) Children and Young People Scrutiny Committee - Workforce Challenges in Children's Services Recommendations

The chairperson for the Children and Young People Scrutiny Committee (CYPSC) detailed that at the meeting earlier this month work force issues and the workforce strategy were discussed. This is an area of improvement identified by the Ofsted report. Noted that the recruitment and retention activity in the Council was stabilising but the activity in the improvement plan was still RAG rated as red. On review of this the committee identified six recommendations which are set out in the appendix to the report.

**It was unanimously agreed that the recommendations made on 13 June 2024 by the Children and Young People Scrutiny Committee at its meeting be noted, and that an Executive Response to the scrutiny recommendations be prepared for consideration in due course.**

- (b) Scrutiny Management Board - Herefordshire Council Plan and Delivery Plan Recommendations

The chairperson for the Scrutiny management Board (SMB) noted that he was not chairperson at the time the recommendations were drafted and thanked the previous chairperson. It was confirmed that Cabinet had already responded to the recommendations and noted this was published as a supplement to the agenda. The chairperson thanked cabinet for the changes that had been made and noted that the SMB will be interested in the link between the Council Plan and the Delivery Plan.



- (c) Recommendations of the Health Care and Wellbeing Scrutiny Committee:  
Update on outcomes of Care Quality Commission Inspection of Herefordshire and Worcestershire Health and Care NHS Trust

The chairperson for the Health Care and Wellbeing Scrutiny Committee presented the recommendations on the outcomes of the Care Quality Commission Inspection of Herefordshire and Worcestershire Health and Care NHS Trust. It was noted that Herefordshire and Worcestershire Health and Care Trust took over the Mental Health Services in 2020 during the pandemic. It was noted that there were several areas that required improvement but two services were rated as good and these were Stonebow Road and Community Mental Health Services. Highlighted the recommendation for Cabinet is regarding NHS staff parking availability and charges in Ledbury and Leominster. The chairperson also noted a typo and 'Ettenham Street' should refer to Etnam Street'.

**It was unanimously agreed that the recommendations on the outcomes of the Care Quality Commission Inspection of Herefordshire and Worcestershire Health and Care NHS Trust made by the Health Care and Wellbeing Scrutiny Committee at its meeting on 25 March 2024 be noted, and that an Executive Response to the scrutiny recommendations be prepared for consideration in due course.**

#### 8. DELIVERY PLAN 2024-25

The cabinet member for finance and corporate services provided an over view, it was noted that this was the first of the four annual Delivery Plans and is linked with the Council Plan. The Council Plan and the Medium Term Financial Strategy (MTFS) are the overarching policy frameworks within which decisions will be taken and resources allocated over the next four years. The vision of the Council Plan 'Delivering the best for Herefordshire in everything we do' has fed into the elements of each of the four priorities of the Delivery Plan - People, Place, Growth and Transformation. It was highlighted that the Delivery Plan outlines the Council's priorities and objectives and how these will be achieved in the next 12 months.

It was noted that monitoring of the Delivery Plan will be through quarterly reporting into Cabinet. There will also be routine financial monitoring against the approved revenue and capital program and that monthly progress reports will be provided to the Corporate Leadership Team alongside the quarterly reports to Cabinet. It was also noted that annual service plans will outline the service area priorities and key areas of focus. Lastly, it was noted there will be individual performance and development plans for staff across the Council aligned to service area priorities.

The cabinet member also highlighted that the development of projects within the Delivery Plan will look to minimise any environmental impact and will identify opportunities to improve environmental performance. Noted that equality impact assessments will also be carried out.

Cabinet members discussed the report and it was noted regarding the environmental aspects that a local nature recovery strategy and biodiversity net gain strategy were being developed. As well as a tree and hedgerow strategy to address the preservations of trees and hedgerows but also the replacement of those lost to ash die back. The net zero journey is continuing with the aim of achieving 65% reduction in CO<sub>2</sub> emissions by the end of year. Noted that benchmarks in the Delivery Plan are helpful as they enable the Council to measure its progress. It was highlighted there is continuing work with the phosphate mitigation scheme, the Luston Wetland Scheme, investment in parish councils and the proposed investment with Ross Enterprise Park.

It was noted that delivery of the new road strategy was progressing according to plan and the Local Transport Plan draft will come later in the year. The Public Real Services is also moving forward as intended and also noted the benefits of the lengthsman scheme to local parishes.

Group leaders gave the views of their groups. The level of consultation on the Delivery Plan was welcomed alongside the benefits of having a Delivery Plan to measure progress against. However it was expressed that this Plan is less ambitious than the County Plan it supersedes. Concerns were also raised regarding the Plan being unambitious in terms of young people and the environment. It was noted that climate change was barely referenced and £800k from reserves was removed. This seemed to be in contrast to the Delivery Plan working forwards to achieving the step change needed within Herefordshire to reduce emissions. Also, concerns were raised that the Delivery Plan only referenced statutory requirements in terms of rivers, rather than going beyond the minimum which in turn impacts on the ambitions set out in the Local Development framework.

It was highlighted that the Council should take more of a leadership role in Herefordshire in developing a more strategic plan for the whole County not just on climate change but other areas of development and challenge. Whilst the in year tangible milestones were positively recognised, it was requested that the progress reports set out the timescales for the deliverables alongside a red, amber, green code being utilised. It was also noted that many of the objectives to be achieved were out of the Council's control and subject to central government. It was highlighted that ultimately it will come down to what is actually done.

In response to the queries it was noted ambition for Children and Young people is set out in the Delivery Plan through the link to the Early Help and Prevention Strategy which in turn references the Children and Young People Plan. It was acknowledged that improvement is required to the Early Help system and the Council have commissioned an organisation called 'People too' who will review Early Help and provide a report shortly. The Council have also engaged in a review with Talk Community. It was noted that a conversation is due to take place with an organisation which has good practices and could be a model promoted at County level regarding Early Years Provision, which is separate to Early Help. Also, it was understood by the Children and Young Peoples partnership board that there would be provision for families seeking places for the extended Early Years Provision offer.

In response to the query regarding the environment, notably the climate assembly, it was confirmed those actions will be delivered and the funding was not required because it was sought externally and some projects came in under budget, meaning money was in excess for that reserve. It was acknowledged that the Council has to play its part but some aspects are outside of its control. In terms of the river it was confirmed that partnership working is crucial and reliant on Farm Herefordshire, Environment Agency, Natural Resources Wales and Welsh Water.

Lastly, in response to the Council needing to have a strategic role it was noted that the Delivery Plan shows how the Council will work with its partners and how it connects with the other strategies, therefore it is very strategic. Also, the Council Plan approved in May clearly shows how the Delivery Plan links into all the strategic documents.

**It was unanimously resolved that:**

**(a) Cabinet approve the Delivery Plan 2024-25, as set out in appendix A.**

**(b) Authority be delegated to the Chief Executive, in consultation with the Leader of the Council, to make minor amendments to the approved Delivery Plan 2024-25.**

**9. THE NEW PUBLIC REALM SERVICES**

The cabinet member for community services and assets introduced the report and highlighted that following the April Cabinet report approving the termination of the current public realm services, the termination had now been enacted ending on 31 May 2026. It was confirmed that Balfour Beatty Living Places are committed to supporting the transition and this report requests for Cabinet to (a) adopt the public realm services model set out in appendix 1 for the purposes of market engagement and (b) for the Cabinet to delegate authority to the Corporate Director of Economy and Environment to carry out market engagement. Once this has taken place over the summer, the model will be refined and returned to Cabinet in the autumn to approve a final version of the model for procurement to start January 2025.

There were no comments from Cabinet members.

Group leaders gave the views of their groups. The change in the Public Realm Services contract was welcomed as well as it going out to tender in due course. The need to closely monitor the timeline was stated to avoid any slippage. Concerns were expressed regarding the proposal that schemes up to £100k may be directly awarded through the contract at the Council's discretion. It was noted that the Council needs to ensure it doesn't end up in the same position as before by using large contractors that cannot manage on a local basis. It was highlighted that the new contract should be outcome focused rather than KPI's and to have proper resources when services are brought back in house.

In response to the queries it was noted that market engagement is to encourage a broad range of providers. The Council has its own framework for small and medium contracts meaning the Council can draw straight from its own framework for contracts. It will be clear at the procurement stage what the Council expects from contractors and will mean the Council will not be in the position where the contractors mark their own homework. It was highlighted that lessons have been learned from the previous contract and the KPI's will be written for the benefit of the Council going forward.

**It was unanimously resolved that:**

- a) Cabinet adopt the Public Realm Services model set out in Appendix 1 for the purposes of market engagement**
- b) Cabinet delegates authority to the Corporate Director Economy and Environment to carry out market engagement on the Public Realm Services model set out in Appendix 1.**

The meeting ended at 15:50

**Chairperson**



**Agenda item no. 4 - Questions from members of the public**

Question Number	Questioner	Question	Question to
PQ 1	Gill Jinman	Can the Cabinet provide an update on the plans for the Parkway station at Pontrilas and what progress is being made?	Cllr Phillip Price
<p><b>Response:</b></p> <p>At its meeting on March 28, 2024, Cabinet approved a budget of £50,000 for developing a new Strategic Outline Business Case for the new station. This work will be driven by a task force headed up by the council that includes key partners from the rail industry. The study will seek to build upon previous feasibility work and address comments from the Department for Transport.</p> <p>We are currently developing a project brief for this work and, once the individual members of the task force are confirmed, we expect consultants to be appointed and the study to start. In recognition of the wider benefits to the community of a new station, the scheme will be known as the Golden Valley Parkway</p>			
<p><b>Supplementary question:</b></p> <p>“I am pleased to learn that £50,000 has been allocated to further the case for the Golden Valley Parkway, and that the planned study will seek to build on the previous feasibility study etc. Given that the 2020 Outline Business Case identified a station design that represents high value for money according to the DfT’s own guidance (BCR 2), AND secured the support of Herefordshire and Monmouthshire MPs, Monmouthshire County Council, the Welsh Government Minister for Economy, Transport and North Wales, Midlands Connect and the Hay Festival etc, what will the new SOBC task force seek to achieve, without duplicating previous work, that will progress this case further?”</p>			
<p><b>Supplementary response:</b></p> <p>It is essential that the business case for the station addresses several issues raised by the Department for Transport in 2022 in response to the unsuccessful bid to the “Restoring Your Railway” fund. The new SOBC will therefore need to reflect updated analysis including changes to travel patterns because of the Covid pandemic, passenger demand forecasts and estimated construction costs. The inclusion of rail industry partners in the task force should ensure that the case made by the SOBC is as robust as possible.</p>			

PQ 2	Charlotte Eynon	<p>In the newly adopted Council Plan 2024 to 2025, it commits the council to <i>providing more homes, reduce congestion and increase employment opportunities. We will work with others to create the transport network that the county needs. This will include active travel, rail connectivity and improved road infrastructure.</i></p> <p>Can the Cabinet confirm that it is committed to fully opening Pontrilas Station and what timescale is envisaged for this to happen? And can Cabinet explain, as part of its plans, how it is seeking to create future career opportunities for the rural communities and also help traffic congestion?</p>	Cllr Phillip Price
<p><b>Response:</b></p> <p>We are committed to developing proposals for a new Golden Valley Parkway station and have allocated £50,000 towards the development of the Strategic Outline Business Case (SOBC). The plans are at a very early stage and new stations typically take several years to reach the operational stage. Until the SOBC is complete and there is the support of partners in the rail industry to take the scheme forward, it is not possible to commit to a timescale for station opening.</p> <p>The council is currently developing a new Local Transport Plan (LTP) that will be subject to public consultation later in the year. The LTP will comprise a wide range of measures, from the Herford Western Bypass to local projects to encourage more walking and cycling, to improve traffic congestion.</p> <p>In relation to how the Council is seeking to create future career opportunities for the rural communities, this is an ongoing part of the role of the Economy and Regeneration service, which has the objective of more, better paid jobs. Through our Herefordshire Growth Hub, the Council supports any local business to grow and become sustainable, and clearly a key part of this is through increasing and improving the range of job opportunities they offer. Specific examples of how the Council are supporting job creation in rural areas, include through the allocation of UK Shared Prosperity and Rural England Prosperity funding to support business growth and job creation; working with the Herefordshire Skills Board to encourage businesses to create and take on more apprenticeships; organising the annual Herefordshire Skills Show, which showcases career opportunities to over 1,200 year 10 school pupils, and working with local businesses which are looking to expand.</p>			
<p><b>Supplementary question:</b></p> <p>Whilst I appreciate that the council is looking to support young people in rural areas with apprenticeships etc without a reliable, regular transport service how does the council propose to make this viable for young people who do not drive and are reliant on parents/ friends etc? The opportunities are only effective and successful if people can access them.</p>			
<p><b>Supplementary response:</b></p>			

Thank you for your supplementary question. The council is supporting bus operators to expand their services in rural areas, and between market towns and Hereford using the Bus Service Improvement Plan (BSIP+) grant from the DfT. We work with Bus operators under an enhanced partnership process to identify and support services that are necessary, and that bus operators can deliver. The council itself does not run any bus services. For the first tranche of BSIP+ funding, operators have requested support on the following schemes:

City Centre Services E & F (Sargeants)

E – Hereford City Bus Station (Tesco) to the Whitecross area and Moor Farm

F – Hereford City Bus Station (Tesco) to the Redhill/Saxton Gate Area

476 (DRM)

Introduction of an hourly timetable between 9am and 3pm, 6 days a week. This will include two new stops.

DRM are creating a new timetable for submission to the Traffic Commissioner

78X (Yeomans)

Hereford City Bus Station (Tesco) to Rotherwas.

This route will be extended to the Shell Store and timings changed to benefit the local workforce.

492 Service (Yeomans)

Reinstate hourly 492 and later PM service. Hereford Railway Station to Leominster.

36 Service

Reinstate to 2 hourly and reinstate Sunday Services. Hereford Railway Station to Monmouth.

420 Service

Reinstate Bromyard to Worcester service.

469 Service

Simplified timetable from Bromyard to Hereford.

461 Service

Later journeys between Hereford and Kington.

Sunday Services

Continued support for Sunday services – 420 & 469 amongst others.

We hope to be able to make further service improvements as more funding becomes available.





**Agenda item no. 5 - Questions from members of the Council**

Question Number	Questioner	Question	Question to
PQ 1	Cllr Ben Proctor	"In response to a question I asked to Cabinet on 25 <sup>th</sup> April Cllr Gandy informed me that the Housing Solutions phone line should be moved to an improved system within a couple of weeks. Can the Cabinet confirm that this has now been done and advise what information is now collected on call volumes, call patterns, failure demand, rework and latent demand for this service?"	Cllr Carole Gandy
<p><b>Response:</b>                      The response I provided in April was on the basis of information made available at the time that the pilot scheme would be trialled by Housing in about two weeks following the Cabinet meeting. Since then, the Housing Solutions Team has been in dialogue with Hoople to implement the new telephone system. Unfortunately, due to annual leave and other diary commitments, the implementation has been delayed. As originally stated, Housing Solutions is piloting the new system and as a result, a number of teething problems have been identified which have needed to be worked through. For example, one issue was the system struggling to link with mobile phones which the outreach workers use as they are frequently away from the office working with individuals.</p> <p>I am pleased to confirm that all these issues have been resolved and the work has been agreed and signed off by the Housing Solutions Team. It is estimated that the setup will take around two weeks to put in place and I am assured that it will be operational by the end of July. If, for any reason the project is further delayed, I will update Cllr Proctor accordingly.</p>			
<p><b>Supplementary question:</b>                      If the work to move to a new telephone system is completed by the end of July this will be 12 weeks later than anticipated in the response to my question to Cabinet in April and this is in an area that Cabinet apparently have significant concerns about. When people need this support they are facing one of the most stressful situations most of us will ever have to deal with, the loss of a home. I've heard from people in my ward that not knowing when or if they will be able to speak to someone in housing support is an incredibly difficult addition at an incredibly difficult time. My original question in April was actually how can Cabinet assure itself that this service is adequately resourced to meet demand if this fairly trivial technical change actually is implemented at the end of July, when does the Cabinet anticipate being able to assure itself that this service is adequately resourced to meet demand?</p>			
<p><b>Supplementary response:</b></p>			

Thank you Councillor Proctor. Like you I am disappointed that the system has not yet gone live and I recognise that the reasons for the delay should not have stopped the implementation of the system. Therefore I have asked the Chief Executive to take this up with Hoople because like you, I recognise that this is a vital service for some of our most vulnerable people and I will try to keep you updated with the progress.

## **Minutes of the meeting of Cabinet held at Herefordshire Council Offices, Plough Lane, Hereford, HR4 0LE on Thursday 18 July 2024 at 2.30 pm**

**Cabinet Members Physically Present and voting:** Councillor Jonathan Lester, Leader of the Council (Chairperson) Councillor Elissa Swinglehurst, Deputy Leader of the Council (Vice-Chairperson), Graham Biggs, Harry Bramer, Carole Gandy, Ivan Powell, Philip Price and Pete Stoddart

**Cabinet Members in remote attendance** None  
*Cabinet members attending the meeting remotely, e.g. through video conferencing facilities, may not vote on any decisions taken.*

Cabinet support members in attendance None

Group leaders / representatives in attendance Councillors Clare Davies, Liz Harvey, Terry James and Stef Simmons (as representative for Ellie Chowns).

Scrutiny chairpersons in attendance None

Other councillors in attendance: None

Officers in attendance: R Cook, H Hall, L Featherstone, J Burgess, K Morris, S O'Connor, T Russell, R Sanders, P Walker, D Webb and Samantha Walmsley (clerk)

### **10. APOLOGIES FOR ABSENCE**

There were apologies from Councillors Chowns, Crockett, Durkin, Fagan, Hurcomb, Mason, Proctor and Stark.

### **11. DECLARATIONS OF INTEREST**

None.

### **12. MINUTES**

**That the minutes of the meeting held on 27 June 2024 will be considered at the next Cabinet meeting.**

### **13. QUESTIONS FROM MEMBERS OF THE PUBLIC (Pages 5 - 6)**

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

### **14. QUESTIONS FROM COUNCILLORS**

No Councillor questions were received.

### **15. REPORTS FROM SCRUTINY COMMITTEES**

There were no reports from scrutiny committees for consideration at this meeting.

### **16. ADDITION OF CAPITAL BUDGET TO PROVIDE AN ACQUISITION FUND FOR HOUSING PROVISION**

The cabinet for finance and corporate services introduced the report. It seeks approval of an additional £5m budget to the capital programme to enable delivering of housing provision. This administrations housing strategy will be delivered in Autumn and will provide an element

of affordable housing. It is clearly aligned with the Place theme in the Council Plan, to support the right housing in the right place and as per the objective set out under the Growth scheme in the Delivery Plan, to secure accommodation for vulnerable people at risk of homelessness. It also supports the Homelessness prevention and rough sleeping strategy 2025 which is aligned with central government policy in the Homelessness Reduction Act 2017. It was noted that these statutory obligations impose a resource and financial burden on Herefordshire Council that has increased by almost 100% over the last two years in 2023/24. It was confirmed that Housing Solutions spent £3,415,832.27 on temporary accommodation. The current units available to accommodate homelessness were set out and it was noted that this £5m will establish a fund to enable Herefordshire Council to respond to opportunities to acquire and develop further housing provision to meet demand and decrease costs spent on temporary accommodation.

The capital programme was approved by full Council in February 2024 and this report now proposes an in-year change to the approved programme. The additional £5m to the capital programme is to enable Cabinet to take decisions when properties or land become available. The £5m is added on the basis that any rental income will cover the running costs and provide a surplus to repay the cost of borrowing. Homes England Grants will also be applied, as applicable, to reduce the overall borrowing costs and be added to the capital programme by the s.151 delegated powers.

It was emphasised that inclusion in the capital programme is not approval to proceed. Each project will be subject to its own governance and a full business case will be presented, and in full compliance with contract procedural rules. The aim of capital expenditure is to benefit the community through improved facilities and promoting economic growth. It was confirmed that any project within the Delivery Plan will seek to minimise any adverse environmental impact. It was further stated that the addition of £5m to the capital programme is on the basis that any borrowing requirement will be funded from surplus income and there are no financial implications for the revenue budget.

Cabinet members discussed the report, it was noted that the report provides a degree of nimbleness to respond to need. It was confirmed that it is not an agreement to spend but to look at opportunities as they become available. It was further noted that during Covid there was a period of time when the Council were seeking to make similar acquisitions but the Council were not able to do so due to constraints and therefore this report was welcomed.

Group leaders gave the views of their groups. The report was welcomed and supported by all groups to provide affordable housing. It was noted that homelessness crisis was huge in the County, demand was increasing and noted since the closure of the shelter there was a gap in provision. However it was highlighted that there was more to do and progress needs to be made.

In response to the queries it was noted that we are leaning into inequality and other things are happening alongside this. Notably, a tender is in progress for the best practice approach to affordable housing which will also go to Scrutiny. A working group will also be put together once the best practice report is in place and this report has been approved.

**It was unanimously resolved that:**

**a) To approve the addition of £5m to the capital programme for housing provision.**

**17. HEREFORDSHIRE ALL AGE CARERS STRATEGY 2024-2029**

The cabinet member for adults, health and wellbeing introduced the report and highlighted that in September 2023 work began to review and update the unpaid carers

strategy. In 2021 census identified just under 17,000 unpaid carers across Herefordshire but the actual number is likely greater. A working group was formed in September with membership from a wide range of groups and organisations that support carers as well as individuals with lived experiences. Between October and May there has been series of engagement events and all member briefing was held.

It was noted that the All Age Carer Strategy identified 6 areas to focus (1) value and recognition, (2) young carers, (3) assessment and support, (4) technology enabled care, (5) staying healthy, (6) information and resources.

In May 2024 a coproduction event took place and the priorities were discussed by attendees and feedback was provided which was incorporated into the final version of the strategy. The vision strategy was also agreed as 'Herefordshire is a carer friendly County where carers of all ages are recognised, valued, heard and enabled to live a healthy fulfilling family life'.

There were comments from Cabinet members. The reference to young carers and young adult carers was welcomed and noted it provides a good opportunity to better understand all caring that is delivered. Also, to ensure young carers are able to engage with education and it provides the opportunity to have conversations with primary schools. It was noted that young carers face challenges and an Early Help officer in the Council had queried how young carers could be supported with free bus travel for shopping, attending health appointments and accessing young carers groups. Also, how young carers could be supported to engage in activities. It was queried how young carers will be supported in practice in the context of the strategy overall. It was confirmed that an action to deliver this strategy is being put in place and its objectives are being drafted, this will form the work plan for the partnership board which will be established once the strategy is approved. It was recognised that young carers face particular challenges and specific actions will be incorporated to support them based on the feedback received during the strategy consultation. It was confirmed that this will include admission to various venues and transport concessions. It was raised by the Leader if a child friendly document of this strategy would be produced for young carers and it was confirmed a more child friendly document would be provided.

Group leaders gave the views of their groups. The delivery of this strategy was welcomed and the fact it is an all age carers strategy was positive, particularly that the strategy identified the impact on young carers. It was noted that the holistic approach to families was welcomed and the need for targeted support through the Early Help service. It was noted that the Carers Partnership Board will hopefully assist in coordination.

Concern was raised regarding the strategy's implementation and financial support, alongside ensuring engagement with the voluntary sector, health care and ICB. It was noted there has been a reduction in the support available for young carers in market towns. It was queried how navigation of the DWP system for carers will be supported and concern was raised regarding the number of disabled carers and whether they were receiving the correct support. It was also raised what the availability, affordability and support for new technology will look like. It was raised that a map showing voluntary support group locations alongside the locations of unpaid carers would be beneficial to understand how well connected the support for carers was in the County. It was noted that monitoring of the annual work plan was required to ensure key actions are implemented and additional input from Health and Wellbeing and Children Scrutiny committees would be welcomed. Respite was queried for the carer and who would replace the unpaid carer.

In response to the queries it was noted that the DWP will be looked into and there are adult advanced practitioners from the Adult Safeguarding Chairs network whose regional representative could be contacted to assist with the DWP.

Regarding the map, it was confirmed there is information about the voluntary sector organisations known but acknowledged there may be more groups. It was confirmed that this will be looked at and also engage with Talk Community to help provide information about the communities they are working in.

In respect of respite, where the care assessment is conducted respite is included within this.

Scrutiny committees' engagement will be welcomed, it was noted that scrutiny engagement on the action plan would be more useful and requested the statutory scrutiny officer refer this to the scrutiny committees.

**It was unanimously resolved that:**

- a) Approves the Herefordshire All Age Carers Strategy 2024-2029**
- b) Delegated authority be given to the Corporate Director for Community Wellbeing and the Corporate Director for Children and Young People to take all operational decisions, as set out within this report and appendices, that fall within the responsibility of Herefordshire Council.**

The meeting ended at 3.15 pm

**Chairperson**

**Agenda item no. 4 - Questions from members of the public**

Question Number	Questioner	Question	Question to
PQ 1	Peter McKay, Leominster	As a Parish Footpath Officer would you reconsider the proposed diversion D548 of footpath ZC22 across Morrisons carpark, both Morrisons Agent and Town Council suggesting it be diverted to the service road pavement. Concern with present proposal is that part remains obstructed being across parking spaces and through recycling centre with no information what is proposed for that part. Diverting the path off the carpark and to the service road pavement would enable service road to be crossed at a safer location away from the bend, and present unrecorded walked route that is out of sight and suffers abuse to be stopped up. Having discussed with PROW they indicate they cannot discuss matters outside of the proposed diversion, dealing with any remaining issues once diversion had been undertaken, yet that may require another diversion?	Cllr Price
<p><b>Response:</b></p> <p><i>The council are in the process of reviewing with an alternative unobstructed option being prepared. The suggested route, using the service road by the garage, is already part of the public highway network. Once the review has been completed, the proposed route will be shared with the Town Council for comment prior to the formal consultation and before any changes are implemented.</i></p>			
<p><b>Confirmed no supplementary question</b></p>			
PQ 2	Jeremy Milln, Hereford	<p>Having in mind the lack of provision for those who cannot afford motor transport and would therefore walk or cycle I asked a public question of General Scrutiny on 18<sup>th</sup> July 2018 concerning the failure of the designs for the Southern Link Road to comply with section 149 of the Equality Act 2010 due to its disproportionately adverse impact on the less advantaged. I was assured the issue would be addressed.</p> <p>It wasn't but I see a design review is to be included in the County Delivery Plan 2024-28. Can I have the cabinet member's assurance that if the scheme is to go ahead it will be compliant for LTN1/20 segregated active travel infrastructure so that it meets the requirements of the Equality Act for what, in truth, would be more an distributor road for housing development than a 'bypass'?</p>	Cllr Price
<p><b>Response:</b></p>			

2

*A design review of the current proposals for the Southern Link Road will be carried out as part of the next stage of developing the scheme. The link road forms the first phase of the council's commitment to delivering the Hereford Western Bypass to support the growth and prosperity of the city.*

*One of the benefits of the bypass is a significant reduction in levels of traffic in the city, which will create the conditions for improving facilities for pedestrians, cyclist and public transport users. The council is currently developing a Local Cycling and Walking Improvement Plan which will assist in determining where the most effective interventions might be considered.*

*The scheme review will include an update of the Equality Impact Assessment to ensure that impacts on people with protected characteristics are mitigated. Where new facilities are considered, the requirements of LTN1/20 will be incorporated wherever possible and where site constraints allow.*

**Supplementary question:**

The Cabinet Member's response fails to answer the question which was specifically about equality of access to the Southern Link Road, not about mitigating the effects of City traffic which would worsen anyway due to induced demand which was acknowledged in Cabinet on 28<sup>th</sup> March.

It is a perfectly simple question and tiresome to have to use my supplementary to repeat it.

The SLR being designed for motorists alone was rated 'severe adverse' for equality as Herefordshire Council would be failing under S149 of the Equality Act 2010 requiring a Public Body to eliminate discrimination and advance equality of opportunity. Therefore if the SLR goes ahead will the Cabinet Member seek to ensure it gets LTN1/20 compliant segregated active travel infrastructure so that the less advantaged members of our society who may otherwise need to walk or cycle, are not excluded? Yes or no?

**Supplementary response:**

Thank you Mr Milln for your question, did seek to answer the question as your originally put it and I refer to my original response, the next stage of the development of the Southern Link Road will include a design review and an update of the Equality Impact Assessment. It would be inappropriate for me to pre-empt the outcome of that review.



## Title of report:

# Children and Young persons' Improvement Plan – progress update Phase 2

<b>Meeting:</b>	<b>Cabinet</b>
<b>Meeting date:</b>	<b>Thursday 26 September 2024</b>
<b>Cabinet member:</b>	<b>Cabinet member, Children and Young people</b>
<b>Report by:</b>	<b>Corporate Director, Childrens and Young People</b>
<b>Report author:</b>	<b>Corporate Director, Childrens and Young People</b>

### Classification

Open

### Decision type

Non-key

### Wards affected

(All Wards);

### Purpose

The purpose of this report is to present cabinet with the Phase 2 Children's Services Improvement Plan for endorsement on 13th July 24

### Recommendation(s)

That:

- a) **Cabinet endorse the Phase 2 Improvement Plan outlined in Appendix A**
- b) **Cabinet authorise the Corporate Director for Children and Young People in consultation with the council's Corporate Leadership Team to lead this improvement plan on behalf**

of the Council and to send it to Ofsted as part of the ongoing children’s services monitoring.

### Alternative options

1. To not endorse the plan and to send to Ofsted – this is not an option as it would put the council at significant risk by not having a plan to deliver the necessary improvements following the Ofsted judgement of inadequate in all areas of Children’s Services.

### Key considerations

#### Background

2. Children’s Services was inspected by Ofsted in July 2022 under the Inspecting Local Authority Children’s Services (ILACS) framework.
3. The inspection report was published on 21 September 2022 and is available [here](#).
4. The Secretary of State issued a [Statutory Direction](#) to Herefordshire Council on 21 September 2022, and appointed a Commissioner for Children’s Services.
5. The overall judgement was that Herefordshire Children’s Service is ‘inadequate’. The judgements contributing to this outcome are as follows:

Judgement	Grade
The impact of leaders on social work practice with children and families	Inadequate
The experiences and progress of children who need help and protection	Inadequate
The experiences and progress of children in care and care leavers	Inadequate
Overall effectiveness	Inadequate

6. Three Ofsted monitoring visits have taken place to date. The monitoring visits found insufficient consistency and pace of progress in the areas of focus.
7. The DCS left Herefordshire Council by agreement March 24.
8. An interim DCS was appointed who started post 1.7.24 and is subject to a 9 month fixed term contract to 31.3.25.

#### Current Situation

##### Development of the plan

9. This Phase 2 Improvement Plan (Appendix A), hereinafter referred to as the Plan, has been developed to bring focus, pace and measures to the improvement journey.
10. The plan sets out highlights of what has been achieved in the last 2 years and importantly introduces a Quality Assurance framework of measures to enable us to monitor progress. Key Performance Indicators’, Service User feedback and Audit, defines measures.

11. The Children's Improvement Board, has reviewed its Terms of Reference and membership (Appendix B) and is independently chaired by the Department of Education Commissioner Eleanor Brazil. Meetings are held on a six weekly basis.
12. Herefordshire Council continues to have a strong commitment to improving performance in Children's Services. Transformation of the service is now in its third year of a three-year programme that commenced in October 2021. This phase 2 covers the period 24/25 and will be refreshed July 25.
13. The aims of the transformation plan remain the same which are:
  - a. Improving outcomes for children, young people and their families.
  - b. Making working in Herefordshire an attractive and rewarding career choice.
  - c. Embedding systemic partnership approaches and exploring alternative models of delivery.
  - d. Making the service financially viable for the future across a range of services the Council delivers.

All of these are underpinned and driven by improvement across the system of practice, management and leadership.

### **Community impact**

14. The Ofsted inspection judgement of 'Inadequate' has a direct and indirect effect on the lives of both current and future children and families in Herefordshire.
15. The County Plan 2023–2025 includes the ambition to '*to do everything we do, well*', the council aims to:
  - a) Ensure all children are healthy, safe, and inspired to achieve;
  - b) Ensure that children in care, and moving on from care, are well supported and make good life choices;

### **Environmental Impact**

16. There are no specific environmental impacts arising from this report.
17. The transformation activity will be undertaken with consideration to minimise waste and resource in line with the Council's Environmental Policy.

### **Equality duty**

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

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

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

In particular, the council must have due regard to the public sector equality duty when taking any decisions on service changes.

20. Children and young people who are assessed to be ‘in need’ of support, protection and care are additionally vulnerable, often as a result of abuse, neglect, exploitation and a range of personal and family circumstances.
21. As individual improvement projects and service delivery progresses, and changes are designed, equality impact assessments will be undertaken, as necessary and appropriate.

### **Resource implications**

22. There are no resourcing implications to this decision report. Performance against the agreed revenue budget for the Children & Young People Directorate is reported quarterly to Cabinet.
23. The resource implications of the transformation programme have been outlined in separate reports to Cabinet.

### **Legal implications**

24. There are no legal implications arising from this report.

### **Risk management**

25. The following risks have been considered

Risk / opportunity	Mitigation
Partnership buy in to the plan – recognising a joint responsibility to deliver an improved childrens services	Extensive partnership engagement activity and involvement, focus groups with children and young people and key stakeholders. Quartely partnership summits
Plan is not adopted or endorsed	Continuous engagement throughout the development of the plan and the governance process. Engagement with CLT, DLT, Improvement Board, the commissioner and the DFE.

## Appendices

Appendix 1 – Children’s Services Improvement Phase 2

Appendix 2 – Plan on a Page – Recommendations and Measures

Appendix 3 – Improvement Board Terms of Reference and Membership

## Background papers

A -Ofsted’s Publication - [Ofsted Inspection Report July 22](#)

B- [Previous Improvement Plan Nov 22](#)

## Report Reviewers Used for appraising this report:

Governance	Date
Finance	Date Click or tap to enter a date.
Legal	Date Click or tap to enter a date.
Communications	Date Click or tap to enter a date.
Equality Duty	Date Click or tap to enter a date.
Procurement	Date Click or tap to enter a date.
Risk	Date

Approved by	Tina Russell	Date 18/09/2024
-------------	--------------	-----------------

**Please include a glossary of terms, abbreviations and acronyms used in this report.**





# Herefordshire Children's Services and Partnership Improvement Plan Phase 2: July 24

35

**Welcome to Herefordshire’s Children’s Services and Partnership Improvement Plan.** This plan builds on the developments and progress of the Children’s Services Improvement Plan 2022 that responded to the inadequate judgment arising from the Ofsted *Inspecting Local Authority Children’s Services* (ILACS) framework in July 2022.

This plan recognises that whilst there have been evidenced signs of improvement in some services there is much more to do to ensure that best practice is our norm and that all children, young people and families receive the help, support and protection they need.

### **Our Shared Vision**

We believe that children and young people thrive best in their **family care**, within **highly effective schools** and in **flourishing communities**. Our initial plan focused on the immediate actions of response to the priorities identified in the ILACS inspection and we have worked to put in place **systems and processes that support staff to deliver good services** and to develop a stronger Quality Assurance and strategic approach to service development to **ensure we understand how our services are experienced and what difference we are making**.

This plan reflects our collective drive and commitment to increase the pace of improvement focussing on four fundamental foundations of good practice that will make a real difference:

1. **Building Relationships** – ensuring children, young people and families have their views heard and taken into account through purposeful visiting
2. **Quality of assessments** – ensuring children, parents, carers and partner agencies contribute to assessments that build on their strengths
3. **Quality of our plans and planning** – ensuring plans are focused with outcomes for children and young people that are clear and measurable and that reduce risk and achieve permanency in safe, stable, loving care arrangements
4. **Supervision and management oversight** – ensuring staff have the right support, guidance, challenge and conditions to provide good quality services to the children and families they work with.

I hope this plan assures our children, young people and families that we remain fully committed to making the improvements required to our services and I want to thank them for their ongoing engagement with our staff and services.



**Contents:**

- 1) Ofsted Recommendations and Impact 2022 – 2024
  - Children’s Services
  - Herefordshire Safeguarding Children Board
  - Corporate Parenting Board
- 2) Governance and Monitoring of the improvement plan
- 3) The Plan on a page – Our measures of success – Level 1
- 4) Actions and milestones - How we will achieve improvement and change — Level 2



**The Herefordshire Council Plan  
2024-2028**



**Vision**

*Delivering the best for Herefordshire  
in everything we do.*

Quiet **Healthy** Community **Green**  
 Valued **Proud** City **Connected**  
 Well **Safe** Welcome  
 Hope **Relaxed** Traffic **Secure**  
 Vibrant **Happy** Rural **Communal**  
 Content

**What Herefordshire will look like in 2028**

We asked people to describe the Herefordshire they would like to see in 2028 in three words. Safe, happy and healthy were the words most commonly used by respondents.

<p><b>People</b> - Helping the most vulnerable is important - help those who need it</p>	<p><b>Place</b> - Tackling pollution of the River Wye, making the built environment more attractive</p>	<p><b>Growth</b> - Road infrastructure needs to happen before employment land is developed to enable growth in a sustainable way</p>	<p><b>Transformation</b> - Departments working better together, for the customer</p>
--	---	--	--

## Ofsted Recommendations

■ Corporate responsibility for the help and protection of children and those in care and care leavers, so this is prioritised and embedded across the council and partnerships.

■ The sufficiency and stability of staff across the workforce, including sufficient numbers of Foster Carers, so children receive a timely response to having their needs identified and met across the service.

■ The timely and robust identification and multi-agency response to children and young people who are at risk of harm, including, but not limited to, the response to pre-birth children and babies, 16- and 17-year-olds who present as homeless, children living in private fostering arrangements and children who go missing from home and care.

■ The quality of practice including assessments, plans, planning and purposeful visits that are responsive to risk and need.

■ Timely and effective multi-agency arrangements to ensure children are protected and enter care when required.

■ Monitoring and tracking to prevent drift and delay. This includes the monitoring and tracking of children in the Public Law Outline (PLO), permanence planning, children subject to deprivation of liberty orders and those placed in unregistered children's homes.

■ The availability of support and services to meet children and young people's needs, including timely access to therapeutic interventions, access to dentistry, life-story work, emotional and mental health support, help for young people to support transitions into independence and sufficient suitable accommodation.

■ Management oversight and grip across the service to include clear structures and service pathways, and regular and effective supervision.

■ Performance and quality assurance arrangements to support and test service improvements.

## Action and Impact 2022 -2024

### Herefordshire Children's Services

**Multi-Agency Safeguarding Hub (MASH).** We have strengthened the arrangements and resources in MASH, introduced a robust triaging system to RAG rate contacts to ensure that contacts are progressed according to need and risk, and increased staffing to ensure that contacts/referrals and assessments are responded to quickly and consistently and that the multi-agency response to risk through strategy meetings is effective.

#### Impact:

- Contacts progressed within 72hrs: 2022/23: 76% increased to 89% for 2023/24
- Referral decision within 24hrs: 22/23: 79% increased to 89% for 23/24
- Number of Strategy discussions held within 48hrs of the referral – 22/23: 96.51% decreased to 92.5% for 23/24
- Timeliness of SWA with 45days : 22/23: 54% increased to 79% for 23/24

**Workforce: We committed to improving our sufficiency and stability of staff:**

**Impact:** 23/24 we have increased our social work establishment by an additional 15 Social Workers and 8 newly qualified Social Workers. The Social Work Academy works in partnership with Coventry University to do the SW apprenticeship. By September 2024; 12 apprentices will have completed their apprenticeship and begun their ASYE with us. Six of these have now completed their ASYE with us. We are currently working in partnership with Coventry University and by September 2024 we will have 9 apprentices undertaking their apprenticeship with Coventry in addition to a further three apprentices finishing their apprenticeship programme with the University of Kent.

In September 2024; a further 5 Herefordshire Council employees will begin their apprenticeships.

The number of **permanent Social Workers has increased from 51/124 (41%) to 74/144 (51%)**

**Family Based Care:** We have increased the support in place for our Foster Carers to ensure our Children in Care can have family based, best quality care and placement stability.

- **March 2022:** 87 Foster Carers households; 43 Connected Care households
- **March 2023:** 104 Foster Carers households; 49 Connected Care households
- **March 2024:** 87 Foster Carers households; 66 Connected Care households – increasing the number of children we care for through connected persons

**Training for Foster Carers:** 22/23: 339 online training courses were completed.

23 /24: 612 online training courses were completed. An increase of 80.5% on the last year

**Quality Assurance – understanding ourselves and the difference we make.** We have developed and implemented our QA and performance management reports to ensure we can know ourselves better, monitor the progress and outcomes we are achieving. We have reviewed and revised our practice standards with increased management oversight of case work to ensure staff are supported and guided to delivering best practice and management grip.

**Impact:** December 2023 – March 2024, we are seeing a higher number of audits graded Requires Improvement versus Inadequate, indicating a positive trajectory towards improving the quality of practice.

- November 2023; 35% of audits were rated as Inadequate, 38% were rated as Requires Improvement and 22% as Good.
- March 2024; 23% of audits were rated as Inadequate, 50% were rated as Requires Improvement and 27% as Good.

**Right services at the right time.** Through improving partnership working and better management oversight, we have been able to ensure families are provided with support at the earliest opportunity and are effectively protected from harm without delay.

**Impact:**

- The proportion of **Early Help Assessment** completed by partner agencies has increased from 49% at 22/23 to 67% 2023/24
- The **Children’s Help and Advice Team** (CHAT) opened a telephone help and support line January 2023. Approximately, 50% of the 750 calls to the line in 2023/24 have been from families. They have been supported with signposting or advice and guidance or through an early help assessment being completed or in calls referred to MASH if a safeguarding concern was identified. Receiving the right help at the right time.
- **Supporting Families** in 2022/23 early help achieved 160 payment by results, this is 160 families who achieved all their outcomes and sustained these changes for a minimum of 6 months. In 2023/24 early help supported 225 families to meet their outcomes and sustain them for 6 months, an increase of 65 families
- **Care Proceedings and PLO: 23/24;** 49% of children have concluded PLO in 16 weeks or less compared to 22% during the year 22/23. However our timeliness in Care Proceedings remains a concern with 62 cases in 22/23 with 68% completed in 26 weeks and 50 families in 23/24 where 56% completed in 26 weeks

**Practice Model:** We have begun our programme of “restorative practice” – this is our chosen model of practice that realises the need to have strong relationships between children, families and practitioners and within families and their networks to bring about change, recognising their strengths and working with them at the lowest level of intervention to safely address need and risk. **To date 500+ staff from across the Children’s Services directorate have been trained**

**Impact:**

- Children with a Child in Need Plan children has reduced from 105 (2022/23) to 88 (2023/24) per 10,000
- S.47 enquiries has reduced from 371 (2022/23) to 269 (2023/24) per 10,000.
- Children subject to a Child Protection Plan reflects a reduction from 66 (2022/23) to 54 (23/24) per 10,000
- Children in Care has reduced from 121 (2022/23) to 112 (2023/24) per 10,000.
- **Phase 2: Training for our workforce and partners will continue so that families receive a consistent approach to our work with them.**

The Herefordshire Safeguarding Children’s Partnership (HSCP) review has completed setting priorities and aligning the HSCP plan with the Improvement Plan. Key activities completed and Phase 2 progress outlined below:

- A review of **Partnership Professional Differences Escalation process** was completed and new process was successfully used to resolve a number of cases through stages 2/3 and one in stage 4 in year
- A **MASH and multi-agency data set agreed and reports to Quality & Effectives sub group – Phase 2: scrutiny oversight at the Designated Lead Partners forum (Working Together 2024).**

- The **HSCP Child Neglect Strategy** was approved and published May 2024. This strategy strengthens the application of Graded Care Profile 2, and introduces the Understanding Child Neglect training course and additional resources and tools to support practitioners, including a Child Neglect Screening Tool. **Phase 2: we will monitor numbers and outcome for children on children protection due to Neglect**
- The **Get Safe model** for child exploitation and contextual safeguarding was launched on 30 January 2024 and is operational. **Phase 2 will include MA audit of Get Safe identification and outcomes**
- **Trauma-Informed Practice** training was commissioned and will run through 2024. April 2024, 161 learners attended. **Phase 2: target 340 learners will attend the training by the end of 2024.** Roll-out Restorative Practice training to multi-agency professionals, including promotion of Think Family approaches
- **“Section 11” Self-Assessment** was completed in 2023; Check and Challenge sessions with all agencies involved have been completed (Dec 2023 and April 2024). **Phase 2: Tracking of agencies’ actions identified in the self-assessment and check and future challenge sessions.**
- **Multi-Agency Practitioner Forum** April 2024 - attended by 95 delegates. Presentations were on Updates to WT23, learning from Local Child Safeguarding Practice Review and Recognising and Responding to Child Sexual Abuse.
- **Domestic Abuse training** has been a priority and programme of 15 specialist course developed with training 22-24 attended by 1,318 staff across the partnership over the two years and 15 courses
- **Phase 2: Children’s Services and the partnership will be updating procedures to reflect Working Together 2024 Development and Learning**

#### Corporate Parenting Board

Herefordshire CPB underwent a peer diagnostic and the board completed a self-assessment with support from the LGA during 2022. This was picked up later in 2023 following delays due to key personal changes and two further workshops and observations facilitated.

- Two “All Member” sessions held in 2023 and a session with Corporate Leadership Team in February 24 – focused on Legislation, Roles and Responsibilities of Corporate Parents and the partnership giving a foundation of understanding and bringing commitment alive.
- There is a full Corporate Parenting plan in place – revised for progress April 24 and will continue through 2024/25

#### **Phase 2 will focus on:**

- Capturing the voices of children and young people and feeding this into strategic development.
- Empowering members of the Corporate Parenting Board to use their influence in their organisations, wards and communities to improve outcomes for Looked after Children and Care Leavers.
- Complete the re-refresh and develop measures for what good looks like in Corporate Parenting
- Ensure the Corporate Parenting action plan for 24/25 is recognised and coordinated with the Council overall plan and its mission for 2028

# Governance and Monitoring

**Improvement Board**  
The Improvement board is the key partnership body with ownership of the improvement plan and responsibility for oversight of its delivery.

The Improvement Board is made up of strategic representation from partner agencies, working together to agreed terms of reference.

The Improvement Board is chaired by the DfE appointed Children’s Commissioner.

Progress against the Improvement plan will be reported to the Children’s Improvement Board on a six weekly basis.

Reporting will include, reports on the three dimension of our quality assurance programme that tell us, what we are doing, how well we are doing it and what difference it is making. Reports will include:

- A performance DASH board of key indicators linked to the Improvement Plan.
- Audit activity reports including multi-agency audits. Service User feedback reports

**The Partnerships**  
The improvement plan has identified key partnership forums to carry out and oversee aspects of the plan relevant to their forums. These forums are set out below:

**Herefordshire Safeguarding Children Partnership (HSCP)**  
Co-ordinates safeguarding across the partnership through the statutory partners as set out in Working Together 2023

**Partnership Executive Group**  
Created with Senior Leaders membership of the three safeguarding partners, LA, Police and Health for the purpose of ensuring any barriers identified in partnership work are removed to ensure delivery of the improvement plan at pace

**Corporate Parenting Board**  
Statutory responsibility to ensure looked after children and young people grow up having the same opportunities as their peers and to support children leaving care to live successful independent lives.

**Children & Young People Strategic Partnership**  
This multi-agency strategic partnership will oversee the delivery of the Herefordshire CYPP supporting, challenging and resolving partnership barriers to delivering good quality services

**SEND Partnership –** working specifically to ensure children with additional needs are recognised and engaged in service improvement and development

**The Monitoring**  
Partnership forums that will oversee , monitor and support progress reflecting Childrens Services as a priority

**Herefordshire Council Directorate and Political Leadership Teams** undertakes shared ownership for the coordination and delivery of the council’s plan. The Children’s Improvement plan is a HCC priority

**Children and Young People Scrutiny Committee** Undertakes the scrutiny of all Children and Young People services in Herefordshire including monitoring and challenging the progress and implementation of the Improvement Plan

**Health & well Being Board and Children and Young People Partnership** provides leadership across the partnership to the people, communities, cultures and organisations that are delivering Herefordshire’s vision of *keeping children and young people safe and giving them a great start in life.*

**Childrens Corporate Leadership Board** will review the progress against the plan quarterly alongside the wider children’s performance and finance monitoring



**Quality Assurance – Hearing the Voice of the Children Young People and Parent / Carers**  
*Understanding the impact of what we do*

**Quality Assurance – Audit Activity**  
*Understanding quality of practice*

Corporate responsibility for the help and protection of children and those in care / care leavers, so this is prioritised and embedded across the council and partnerships.

Our corporate responsibility to children will be evident in our council priorities, policies and development plans

Children and Families will tell us that they believe Herefordshire is a good place to live

Management oversight and grip across the service to include clear structures and service pathways, and regular and effective supervision.

Audits will show an improving picture on the quality and timeliness of managerial decisions

Staff will tell us they benefit from regular and reflective supervision

Practice standards will be in place to guide best practice within and across the services

Monitoring and tracking to prevent drift and delay. This includes the monitoring and tracking of children in the Public Law Outline (PLO), permanence planning, children subject to deprivation of liberty orders and those placed in unregistered children's homes

Our care proceedings will be completed in 26 weeks or we will know why not achieved

We will visit children in care in timescales to meet need and see how they live. They will tell us they feel happy and safe with carers

We will have timely and robust managerial oversight and clear best interest decision making for children subject to DoLS and those in unregistered placements.

Children subject to SGO will have good support to promote long term permanence

Timely and effective multi-agency arrangements ensuring children are protected receive care if required.

Repeat Social Work Assessments, children on requiring repeat CP plans will be lower than national

Our protection and care planning meetings and reviews will show timeliness and good multi-agency attendance

Partnership concerns will be addressed through a timely escalation process to resolution

The timely and robust identification of a multi-agency response to children & young people at risk of harm, including, but not limited to, the response to pre-birth children and babies, 16- and 17-year-olds who present as homeless, children living in private fostering arrangements and children who go missing from home and care.

Our contacts, referrals, strategy and assessments will be completed in timescales with full partnership contributions

Visits and assessments to 16/17yr will be completed within timelines and they have made informed decisions about their welfare & accommodation

The partnership will ensure early sharing of information on unborns in need/at risk and assessments and appropriate plans will be in place by birth. Those in care proceedings will have timely progression to permanency, including foster to adopt placements

CYP will have told us why they went missing and we will address this in their plans

The availability of support and services to meet children and young people's needs, including timely access to therapeutic interventions, access to dentistry, life-story work, emotional and mental health support, help for young people to support transitions into

Our children in care will have up-to-date Health Assessments and Dental Checks

They will tell us they have support with their emotional well being

Audit will show we have good quality life story work and letters in place

CYP will tell us they know why they are in care and that they have contributed and understand their plans

The quality of practice including assessments, plans, planning and purposeful visits that are responsive to risk and need

Visits & Assessments will be timely and our QA audits will show an increasing positive trend on the quality of visits and plans and evidence appropriate step up and down as plans progress

CYP and parents will tell us they can access their workers, have contributed to and understand the plans in place

The sufficiency and stability of staff across the workforce, sufficient numbers of Foster Carers, so children receive a timely response to having the service.

Our workforce data will show an improving picture on permanency and stability in agency staff

Children will have fewer changes in social workers

More children will be in family care and their placements stable

Children will tell us they feel happy and safe in care and that they know how to raise their worries and make complaints

Performance and quality assurance arrangements to support and test service improvements.

QA activity embedded across all services areas

A range of opportunities for Children & Young People and Parents to tell us how they have experienced and benefited from our services will be in place

Learning from both shared and developed practices identified

**Quality Assurance – KPIs**  
*Timeliness of workload and workflow*

**Progress is built on partnerships: partnership activities will be delivered through:**

Herefordshire Safeguarding Children's Partnership: Herefordshire Council Corporate Parenting Board: SEND Partnership: Health and Wellbeing Board: Children's Partnership

Oversight and coordination of this plan is through the Improvement Board  
 Evidencing our progress and outcomes will be shared through regular Ofsted monitoring visits

## Level 2: Actions and Measures of Progress and Success

<b>Ofsted Recommendation 1</b>		
<b>Corporate responsibility for the help and protection of children and those in care and care leavers, so this is prioritised and embedded across the council and partnerships.</b>		
<b>Measures of success</b>		
<ul style="list-style-type: none"> <li>• Our corporate responsibility to children will be evident in our council priorities, policies and development plans</li> <li>• Children and Families will tell us that they believe Herefordshire is a good place to live</li> </ul>		
<b>Actions we will take</b>	<b>Person/Forums</b>	<b>Timescale</b>
<ul style="list-style-type: none"> <li>• Confirm appropriate funding to support children services improvement against a three year plan</li> </ul>	<b>Herefordshire Council</b>	<b>April 24 - 27</b>
<ul style="list-style-type: none"> <li>• Develop ways to capture voices of Children and Young people cross services who are subject to children services intervention as Children in Need of Support, Care or Protection and use this to inform future strategic developments for the LA and Partnership</li> </ul>	<b>Corporate Parenting Safeguarding Partnership Integrated Children Partnership (ICB)</b>	<b>Reporting quarterly and annually</b>
<ul style="list-style-type: none"> <li>• Empower and challenge members of the Corporate Parenting Board to use their influence in their organisations, wards and communities to improve outcomes for Looked after Children and Care Leavers.</li> </ul>	<b>Cllr Powell/Tori Lynch Corporate Parenting Board</b>	<b>2024 Thereafter qrtly reporting</b>
<ul style="list-style-type: none"> <li>• Complete the apprenticeship programme for Care Leavers within Herefordshire Council – starting within children’s services and extending apprenticeships opportunities in all areas and major contracts.</li> </ul>	<b>Tori Lynch Childrens Directorate Leadership Team</b>	<b>Aug 24 (Childrens) 12 cross council 24/25</b>
<ul style="list-style-type: none"> <li>• Ensure the Improvement Plan for Children Services and Corporate Parenting plan for 24/25 is recognised, reported on and coordinated within the Council’s overall plan and its mission for 2028 with measures on outcomes forming part of the Council score card</li> </ul>	<b>Herefordshire Council Childrens Directorate Leadership Team</b>	<b>Sept 24 March 25</b>
<ul style="list-style-type: none"> <li>• Develop Child Friendly Herefordshire – learning from the Leeds initiative develop Herefordshire council plan priorities: People/Place/Growth/Transformation for children and young people.</li> </ul>	<b>Council Leader &amp; Lead Member for Childrens / CEO / DCS - Leeds Partner</b>	<b>2024 - 2027</b>
<ul style="list-style-type: none"> <li>• Capture the voices of Children and Young people across Herefordshire and use this to inform partnership priorities and strategic development.</li> </ul>	<b>Safeguarding Partnership CYP Strategic Partnership</b>	<b>24/25/26</b>



<b>Ofsted Recommendation 2</b>		
<b>The sufficiency and stability of staff across the workforce, including sufficient numbers of Foster Carers, so children receive a timely response to having their needs identified and met across the service</b>		
<b>Measures of success</b>		
<ul style="list-style-type: none"> <li>• Our workforce data will show an improving picture on permanency and stability in agency staff</li> <li>• Children will have fewer changes in social workers</li> <li>• More children will be in family care and their placements will be stable</li> <li>• Children will tell us they feel happy and safe in care and that they know how to raise their worries and make complaints</li> </ul>		
<b>Actions we will take</b>	<b>Person/Forums</b>	<b>Timescale</b>
Undertake a social work voice of the workforce (VoSW) survey – measure progress against 2022/23 feedback through regular surveys and engage in LGA employee standards health check	PSW - Dylan Harrison	Sept /Oct 24
Develop a workforce board and implement the workforce strategy of Children Social Care with a focus on recruitment of social worker and multi - disciplinary roles that can offer relationship based practice	Rachel Gillott Workforce Board	Sept 24
Develop the CSC communication plan to ensure the improvement plan, it's measures, learning and practice developments are understood and owned throughout the workforce	Luenne Featherstone and CSC leadership	Sept 24
Further develop performance reporting from Mosaic to provide both self-service and provided performance reports to individual and managers to enable effective workload management	Jess Karia Claire Peet	2024/25 Reporting qrtly
Complete training across CSC workforce of the Restorative Practice model of intervention and prepare the service for sustainability in mole through train the trainer	John Maynard & CSC leadership	By Dec 24
Complete partnership training in Restorative practice across the partnership and deliver multi agency delivery in practice workshops – use session to promote Think Family approaches	John Maynard - Leeds	Sept – Nov 24 Dec – Mar 25
Review workforce organisational structure and use of the agency staff to ensure we are achieving best value in terms of outcomes for children in quality and stability and best value in financial costs	Tina Russell - DCS	Sept – Dec 24
Deliver against the Fostering Service strategy and improvement plan June 24 – developing the quality assurance programme to ensure we understand the experiences of our children and carers. Implement key recommendations of the Dfe review of fostering and self-assess our systems and process for recruitment and retention of carers - including a pay comparison review	Adele Odili	June 24 – June 25

<b>Ofsted Recommendation 3</b>		
<p><b>The timely and robust identification and multi-agency response to children and young people who are at risk of harm, including, but not limited to, the response to pre-birth children and babies, 16- and 17-year-olds who present as homeless, children living in private fostering arrangements and children who go missing from home and care.</b></p>		
<p><b>Measures of success</b></p> <ul style="list-style-type: none"> <li>• Our contacts, referrals, strategy discussion and assessments will be completed in timescales and have full partnership contributions</li> <li>• Visits and assessments to 16/17yr will be completed within timelines and we will evidence these young people have made informed decisions about their welfare and accommodation</li> <li>• The partnership will ensure early sharing of information on unborn in need/at risk and assessments and appropriate safety plans will be in place by birth of the child. Those subject to PLO and Care Proceedings will have contingency plans and timely progression to permanency, including foster to adopt placements where appropriate</li> <li>• Children missing from care or home will have told us about the “push and pull” factors that led them to go missing and this will be reflected in their plans</li> </ul>		
<b>Actions we will take</b>	<b>Person/Forums</b>	<b>Timescale</b>
Implement new Working Together arrangements for 2024 including the Engagement and Participation Framework and Think Family Guidance	Safeguarding Partnership (HSCP)	2024/25
Engage the Herefordshire community of families in workshops and surveys to review and update our Safeguarding Threshold of Intervention : Right Help, Right Time	HSCP	Sept- Dec 24
Review the evaluation of Early Help (People Too) and agree plan for the sustainable future of Herefordshire Early Help offer in a “Think Family” model	Nicola Turvey and EH Partnership	July – Sept 24
Complete a review of the targeted audits for SWA undertaken on 16/17yr old presenting as homeless. Add a further audit as necessary to complete learning and ensure compliance and learning is embedded. Seek YP feedback on their assessments and plans	Christine Wellington	July 24
Review practice standards for managing 16/17yrs old homeless presentations and incorporate learning in this area of practice	Christine Wellington	July/Aug 24
Complete a further audit to review impact on practice and compliance against 16/17yrs homelessness standards	Christine Wellington	Dec 24
Complete a review of processes and timeliness for the management and decision making in Private Fostering arrangements.	Jaz McAndrew	Aug 24

Review practice standards to incorporate learning in this area of practice		
Formalise the Early Help offer in schools throughout Herefordshire and co-ordinate development in Supporting Families' to maximise resources for the benefit of families	<b>Nicky Turvey Service Managers</b>	<b>Sept – Dec 24</b>
Complete an audit to review impact on practice and compliance against Private Fostering practice standards	<b>Adele Odili / Debbie Weissang</b>	<b>Jan 25</b>
Develop an annual programme for Private Fostering awareness raising across the partnership	<b>Fostering Comms, Adele Odili</b>	<b>October 24</b>
Undertake a targeted audit of pre-birth cases where parent are care leavers to review quality and timeliness of information sharing, assessment and plans.	<b>Stacie Edwards / Sophie Roberts</b>	<b>Sept 24</b>
Review all cases open to PLO for pre-birth/birth cases from April 24 to review quality and timeliness of PLO proceedings and evaluate the added impact of the pre-birth panel.	<b>Tess Burgess Rachel Gillott</b>	<b>Sept /Oct 24</b>
Develop and disseminate a combined learning review and revised protocol / practice standards as necessary in relation to findings of the PLO case audits. Repeat audit to review impact and compliance	<b>Tess Burgess Rachel Gillott</b>	<b>Oct 24 Feb 25</b>
Review "Push/Pull" factors, patterns, and trends identified from Welfare Return Interviews for children and young people missing from home and care. Develop and disseminate a combined learning review and revise MA protocol / practice standards and consider Welfare Return Interviews (WRI) function/role as necessary.	<b>Holly Powell Amanda Watkins</b>	<b>Sept/Oct 24 Nov/Dec 24</b>
Develop the WRI reporting mechanisms and information / data sharing within services to ensure SW and IRO /CP chairs have and understanding of and can take into account Review data between LA/Police to ensure we have an accurate picture of children and young people missing from home and care	<b>Tori Lynch / C. Wellington Claire Peet</b>	<b>Sept – Dec 24</b>
Cross ref the profile and findings of missing children returns with the Get Safe profiling to identify any support, prevent or disrupt activities the partnership can take fwd. to reduce children going missing from home or care and their exposure to Get Safe vulnerabilities	<b>Holly Powell &amp; Safe /Missing Children Partnerships</b>	<b>Sept/Oct 24</b>
Undertake an annual community launch of Get Safe across Herefordshire to raise awareness amongst children, young people and the community of signs of concern and support services available	<b>Christine Wellington Nicky Turvey Julie Taylor</b>	<b>Annual – March 25</b>

<b>Ofsted Recommendation 4</b>		
<b>The quality of practice including assessments, plans, planning and purposeful visits that are responsive to risk and need.</b>		
<b>Measures of success</b> <ul style="list-style-type: none"> <li>• Visits, Assessments and planning for all children in need of support, care or protection will be timely against national standards.</li> <li>• Our QA audits will show an increasing positive trend on the quality of visits and plans</li> <li>• Children and Young People will tell us they can access their workers and have contributed to and understand their plans</li> <li>• Parents will tell us they have felt able to share their concerns and views and that they understand the plan in place for their children</li> <li>• Our Targeted QA audit will evidence appropriate thresholds for plans are in place including escalations and step downs</li> </ul>		
<b>Actions we will take</b>	<b>Person/Forums</b>	<b>Timescale</b>
Complete the development and implementation of the quality assurance framework in each service area ensuring there is a mix of KPI, Audit and service user feedback informing our understanding of quality, timeliness and impact of work	Dylan Harrison CSC Leadership	July – Dec 24
Continue the delivery of learning workshops and briefings on SU feedback, Audit and KPI outcomes to ensure our workforce know what is working well and where developments are needed to improve or services “end to end” through a child’s journey. Understand this from an individual, team and service level to grip improvements	Dylan Harrison CSC Leadership	Monthly
Complete the locality delivery model to ensure the workforce are enabled to maximise time with children and families – reducing travel time and cost and creating a model that promote relational practice amongst professionals	Rachel Gillott	24/25
Develop a range of opportunities to hear the voice of the child in our work and using Surveys, Audit, CYP feedback through compliments and complaints and create a regular Voice of the Child report as a measure of success against the improvement plan	Dylan Harrison CSC Heads of Service	July 24
Continue reporting and analysis on KPI measures on MASH management of contact, referrals and child protection processes to review progress against self, SN and Eng. on demand and outcomes. Include MA attendance at strategy discussions	HSCP Q&E sub group DCS/Leadership	Internal monthly External qrtly reporting
Deliver against the recommendations as set out in the SafeLives Review including evaluation and compliance with DA training for the partnership workforce	Domestic Abuse Partnership	
Deliver against the Leeds improvement programme	John Maynard - Tina Russell - DCS	2024 /25

<b>Ofsted Recommendation 5</b>		
<b>Timely and effective multi-agency arrangements to ensure children are protected and enter care when required.</b>		
<b>Measures of success</b>		
<ul style="list-style-type: none"> <li>• Repeat Social Work Assessments and children requiring repeat Child Protection plans will reduce and be lower than national averages</li> <li>• Our protection and care planning meetings and reviews will show timeliness and good multi-agency attendance</li> <li>• Partnership concerns will be addressed through a timely escalation process to resolution</li> </ul>		
<b>Actions we will take</b>	<b>Person/Forums</b>	<b>Timescale</b>
Engage the Herefordshire community of families in workshops and surveys to review and update our Safeguarding Threshold of Intervention to build a “partnership” foundation for working “with” families and agreeing right level of intervention at the right time	<b>Safeguarding Partners</b> <ul style="list-style-type: none"> <li>• Tina Russell</li> <li>• Helen Wain</li> <li>• Kath Cobain</li> </ul>	<b>Sept- Dec 24</b>
Continuing reporting and analysis on outcome measures at the front door for multi-agency management of contact, referrals and child protection processes to review progress against self/ SN/Eng. In relation to demand and outcomes	<b>Safeguarding Q&amp;E sub group</b>	<b>Internal monthly External qrtly reporting</b>
Auditing to identify patterns and trends that lead to repeat referral/assessment/plans for children and sharing targeted learning to effect change	<b>Dylan Harrison Christine Wellington</b>	<b>Sept – Dec 24</b>
Develop reporting mechanism on Multi Agency contributions to child protection processes and children Strategy discussions through to Child Protection conferences	<b>Claire Peet Amanda Sherrard</b>	<b>24</b>
Monitor use of the new multi-agency Professional Differences Escalation processes for effective and timely outcomes for children	<b>Safeguarding Partnership</b>	<b>24/25 annual reporting</b>
QA Audit programme to include a specific reviews of the multi-agency contribution to assessments and children in need of support protection and care planning	<b>Safeguarding Q&amp;E sub group</b>	<b>Qrtly reporting</b>
Parental feedback systems to be developed to confirm their experiences in working with a multi-agency group of professionals and their engagement in child protection conferences	<b>Dylan Harrison</b>	<b>Qrtly reporting</b>

<b>Ofsted Recommendation 6</b>		
<b>Monitoring and tracking to prevent drift and delay. This includes the monitoring and tracking of children in the Public law Outline (PLO), permanence planning, children subject to deprivation of liberty orders and those placed in unregistered children's homes.</b>		
<b>Measures of success</b>		
<ul style="list-style-type: none"> <li>• Our care proceedings will be completed in 26 weeks or we will know why this was not achieved and plans will be in place to address delays</li> <li>• Children and young people in care will tell us they feel happy and safe with their carers and are supported in their education and have contact with family in their best interests</li> <li>• We will have timely and robust managerial oversight and clear best interest decision making for children subject to DoLS and those in unregistered placements that have taken the child and young person's views into account.</li> </ul>		
<b>Actions we will take</b>	<b>Person/Forums</b>	<b>Timescale</b>
Identify and audit cases where PLO timeliness is at risk or not achieved to identify actions to retrieve timeliness or identify patterns and trends for learning and practice improvement. Reporting to LFJB and CSC Exec	LFJB sub grp Tess Burgess Rachel Gillott	Quarterly
Confirm KPI to include identification of children on Child Protection at 15mths - have in place a practice standard for a managerial oversight to address any drift / threshold / direction required to progress the plan and undertake audit of the above as targeted audits for managerial compliance.	Rachel Gillott Catherine Harvey Dylan Harrison	Monthly to service / Qrtly to IP board
A monthly court data report using the Legal Tracker will provide us with outcome and timeliness date for PLO and Care proceedings. This will enable us to identify patterns and trends of concern in practice and or teams	Tess Burgess Rachel Gillott	Monthly data qrtly analysis reports
Liaise regularly with the lead Family Judge to seek proactive feedback on positive and concerning practice in relation to care proceedings including Secure and Dols applications, experienced by the family courts	T. Russell / HHJ Cole Snr Legal/CSC	Qrtly mtgs
Review and develop our practice standards for the management of children in unregistered settings ensuring the wishes and outcomes for the child to inform decisions, managerial decisions on record, snr management notifications made and Ofsted notifications sent in a timely way	Tori Lynch Lisa Dudfield Hayley Doyle	August 24
Review the Dispute Resolution process to ensure it understood by all parties, adding value to identifying and addressing drift and delay where it exists and impacts on outcomes for a child being achieved	Dylan Harrison Debbie Weissang	Sept 24
We will have in place a performance report to support managers to oversee timeliness in visits and planning all cases of YP subject to DOLS.	Rachel Gillott Catherine Harvey	July 24
Develop opportunities to hear the voice of the child and carers to seek their experiences on timeliness of their care and child protection plans - this will be supported by statutory reporting on timeliness of visits/ Conferences and CiC reviews.	Dylan Harrison IRO and CP chairs services	In place by Sept 24
Review Permanence, kinship and reunification process – To include: an LRPC peer review of updated policy and proposals to review process and culture on achieving permanency.	John Maynard CPO Permanency TM	Oct- Dec 24

<b>Ofsted Recommendation 7</b>		
<b>The availability of support and services to meet children and young people's needs, including timely access to therapeutic interventions, access to dentistry, life-story work, emotional and mental health support, help for young people to support transitions into independence and sufficient suitable accommodation.</b>		
<b>Measures of success</b>		
<ul style="list-style-type: none"> <li>• Our children in care will have up-to-date Health Assessments and Dental Checks</li> <li>• They will tell us they have support with their emotional well being</li> <li>• Audit will show we have good quality life story work and letters in place</li> <li>• Children and young people will tell us they know why they are in care and that they have contributed and understand their plans</li> <li>• More children will leave care to permanency via SGO in a timely way</li> </ul>		
<b>Actions we will take</b>	<b>Person/Forums responsible</b>	<b>Timescales</b>
Deliver and with children and families evaluate the twelve Community Safety funded projects that deliver Early Help and Support to identify those for future long term funding	Nicola Turvey EH partnership & providers	24/25
Evaluate the "My Family, My School, My Community" project to identify long term sustainability of provision in the partnership funding opportunities	Nicola Turvey EH partnership & providers	24/25
Review the pathway and thresholds between Early Help Chat and MASH ensuring they are understood, promote and support partners to gain consent / complete EH interventions, have clear decision making	Nicola Turvey Christine Wellington	August 24
As a local ICB Children partnership we will use our collective data and feedback to understand gaps in services and use this to inform commissioning of early help and emotional health and well-being services at all levels for children in need of support, care or protection	Children's ICB partnership	24/25
Provide training in Life Story work and be skilled to deliver this for children in care. Audit the quality of "Later life letters" to inform practice development – undertake a practice workshop and develop tools for practice	Dylan Harrison L&D and QA	24/25 Sept 24
Confirm the Special Guardianship offer to promote permanency through SGO in a timely way with an offer that provides a strong practical, emotional and financial support in permanency	Nicola Turvey Jaz McAndrew	Oct 24
We will confirm data on our children registered with dental practice and Dental checks and raise findings with ICB and in service to ensure all children have these in place and up to date.	Tori Lynch/Rachel Gillott	By Oct 24
Engage in the regional Care Leavers forums to ensure HCC Care Leavers have best practice in suitable accommodation, access to education/employment, finances and wellbeing support to independence	Tori Lynch & CPB	24/25
Appointment of lead for the Meadows Contract and the 1fte psychologist post for Children in Care and for 0.5fte therapist post for Care Leavers. Advertisement Summer 24 appointed persons in post by Oct 24	Sonia Upton/Rachel Gillott	Oct 24



<b>Ofsted Recommendation 8</b>		
<b>Management oversight and grip across the service to include clear structures and service pathways, and regular and effective supervision.</b>		
<b>Measures of success</b>		
<ul style="list-style-type: none"> <li>• Our QA audits will show a consistent improving picture on the quality and timeliness of managerial decisions</li> <li>• Staff will tell us they benefit from regular and reflective supervision</li> <li>• Staff will have processes in place to guide best practice in case management through services and between teams – audit will show compliance</li> </ul>		
<b>Actions we will take</b>	<b>Person/Forums responsible</b>	<b>Timescales</b>
Create a supervision audit programme to assure ourselves on the quality of supervision for case holding social workers and social care workers and family support staff delivering early help	Tori Lynch Christine Wellington Debbie Weissang	Sept 24 Audit Oct/Nov
Develop our practice standards for managers on recording decisions in the interests of children with rationale and reference to threshold and outcomes so these decisions are auditable, provide guidance to staff and accountability for practice decisions.	Tori Lynch Christine Wellington Debbie Weissang	24/25
Complete a review of the Complaints and Compliments policy, process and culture to ensure we are getting the best learning from complaints, we are celebrating our compliments and have processes that provide assurance on quality and timeliness	Tilly Page Rachel Gillott Andy Lloyd (Leeds)	Aug / Sept 24
Deliver the management oversight and supervision and decision making training to all managers	John Maynard - Leeds	Aug/Sept/Oct 24
<b>Ofsted Recommendation 9</b>		
<b>Performance and quality assurance arrangements to support and test service improvements.</b>		
<b>Measures of success</b>		
<ul style="list-style-type: none"> <li>• QA activity will be embedded across all services areas – reporting quarterly on progress improvement and impact</li> <li>• A range of opportunities for Children, Young People and Parent's to tell us how they have experienced and benefitted from our services in place</li> <li>• Learning from these will be shared and used to developed practice for individuals, teams and services through the child's journey</li> </ul>		
<b>Actions we will take</b>	<b>Person/Forums responsible</b>	<b>Timescale</b>



Review the use of Power Bi and the CSC case file system to ensure permanence data is both self-service and pushed out to manager to enable them to have timely performance information on which to manage workflow and timeliness of practice – providing a headline for deep dive	Jessica Karia / Tina Russell	Summer 24
Complete the development and implementation of the quality assurance framework in each service area ensuring there is a mix of KPI, Audit and Children and Young People Service user feedback informing our understanding of quality, timeliness and impact of work	Rachel Gillott and CSC Heads of Service	July – Dec 24
Practice standards will be in place to promote consistency and good practice across the services	Dylan Harrison Rachel Gillott	24/25

*Paul Walker*

*Tina Russell*

Paul Walker - Herefordshire Council Chief Executive

Tina Russell – Director of Childrens Services (Interim)

*Simon Trickett*

*Rachel Jones*

Simon Trickett – Chief Executive ICB

Rachel Jones – Assistant Chief Constable – West Mercia Constabulary



**Quality Assurance – Hearing the Voice of the Children Young People and Parent / Carers**

*Understanding the impact of what we do*

Quality Assurance – Audit Activity  
 Understanding quality of practice

Quality Assurance – KPIs  
 Timeliness of workload and workflow

<p>Corporate responsibility for the help and protection of children and those in care / care leavers, so this is prioritised and embedded across the council and partnerships</p>	<p>Monitoring and tracking to prevent drift and delay. This includes the monitoring and tracking of children in the Public law Outline (PLO), permanence planning, children subject to deprivation of liberty orders and those placed in unregistered children’s homes</p>	<p>The timely and robust identification of a multi-agency response to children &amp; young people at risk of harm, including, but not limited to, the response to pre-birth children and babies, 16- and 17-year-olds who present as homeless, children living in private fostering arrangements and children who go missing from home and care</p>	<p>The availability of support and services to meet children and young people’s needs, including timely access to therapeutic interventions, access to dentistry, life-story work, emotional and mental health support, help for young people to support transitions into independence and sufficient suitable accommodation</p>	<p>The sufficiency and stability of staff across the workforce, sufficient numbers of Foster Carers, so children receive a timely response to having the service</p>
<p>Our corporate responsibility to children will be evident in our council priorities, policies and development plans</p> <p>Children and Families will tell us that they believe Herefordshire is a good place to live</p>	<p>Our care proceedings will be completed in 26 weeks or we will know why not achieved</p> <p>We will visit children in care in timescales to meet need and see how they live. They will tell us they feel happy and safe with carers</p> <p>We will have timely and robust managerial oversight and clear best interest decision making for children subject to DoLS and those in unregistered placements.</p> <p>Children subject to SGO will have good support to promote long term permanence</p>	<p>Our contacts, referrals, strategy and assessments will be completed in timescales with full partnership contributions</p> <p>Visits and assessments to 16/17yr will be completed within timelines and they have made informed decisions about their welfare &amp; accommodation</p>	<p>Our children in care will have up-to-date Health Assessments and Dental Checks</p> <p>They will tell us they have support with their emotional well being</p> <p>Audit will show we have good quality life story work and letters in place</p> <p>CYP will tell us they know why they are in care and that they have contributed and understand their plans</p>	<p>Our workforce data will show an improving picture on permanency and stability in agency staff</p> <p>Children will have fewer changes in social workers</p> <p>More children will be in family care and their placements stable</p> <p>Children will tell us they feel happy and safe in care and that they know how to raise their worries and make complaints</p>
<p>Management oversight and grip across the service to include clear structures and service pathways, and regular and effective supervision</p>	<p>Timely and effective multi-agency arrangements ensuring children are protected receive care if required</p>	<p>The partnership will ensure early sharing of information on unborns in need/at risk and assessments and appropriate plans will be in place by birth. Those in care proceedings will have timely progression to permanency, including foster to adopt placements</p> <p>CYP will have told us why they went missing and we will address this in their plans</p>	<p>The quality of practice including assessments, plans, planning and purposeful visits that are responsive to risk and need</p>	<p>Performance and quality assurance arrangements to support and test service improvements.</p>
<p>Audits will show an improving picture on the quality and timeliness of managerial decisions</p> <p>Staff will tell us they benefit from regular and reflective supervision</p> <p>Practice standards will be in place to guide best practice within and across the services</p>	<p>Repeat Social Work Assessments, children on requiring repeat CP plans will be lower than national</p> <p>Our protection and care planning meetings and reviews will show timeliness and good multi-agency attendance</p> <p>Partnership concerns will be addressed through a timely escalation process to resolution</p>		<p>Visits &amp; Assessments will be timely and our QA audits will show an increasing positive trend on the quality of visits and plans and evidence appropriate step up and down as plans progress</p> <p>CYP and parents will tell us they can access their workers, have contributed to and understand the plans in place for them or their children</p>	<p>QA activity embedded across all services areas</p> <p>A range of opportunities for Children &amp; Young People and Parents to tell us how they have experienced and benefited from our services will be in place</p> <p>Learning from both shared and developed practices identified</p>

**Progress is built on partnerships: partnership activities will be delivered through:**

Herefordshire Safeguarding Children’s Partnership: Herefordshire Council Corporate Parenting Board: SEND Partnership

Oversight and coordination of this plan is through the Improvement Board  
 Evidencing our progress and outcomes will be shared through regular Ofsted monitoring visits



**Herefordshire Children’s Improvement Board**  
**Refreshed Terms of Reference (September 2024)**  
**[all meetings will be held in person, with option of MS Teams]**

<b>Board Purpose</b>	Herefordshire Children’s Services Improvement Board will oversee and drive the ongoing improvement of services for children and families, ensuring that the Ofsted recommendations from 2022 continue to be addressed and improvements are consolidated and progress made in areas that still require improvement. The Improvement Board will monitor delivery of the refreshed Improvement Plan to ensure that these objectives are met.
<b>Board Responsibilities</b>	<p>The board will:</p> <ol style="list-style-type: none"> <li>1. Oversee, monitor and challenge progress on the implementation of the refreshed Improvement Plan, identifying issues that arise which may have an impact on progress and ensuring that robust plans are in place to tackle these.</li> <li>2. Scrutinise the performance and quality of services, providing a direct line of sight into operational risks and ensuring there are robust plans in place to mitigate these where necessary.</li> <li>3. Review Ofsted Monitoring Visits outcome letters and consider the need to take any immediate action to address feedback</li> <li>4. Escalate any issue to the Partnership Executive Group (PEG) that cannot be resolved within the senior operational partnership and associated processes</li> <li>5. Engage and challenge senior officers from across the council and from partners to co-ordinate support and resources to ensure that all are working together to sustain the improvement in children’s services.</li> <li>6. Operate with an open culture of listening and respectful challenge, to ensure the council and its partners contribute to creating the conditions for good social work to flourish and so secure the best possible outcomes for children and families.</li> <li>7. Receive assurance that front-line practitioners, children and families and partners are being appropriately engaged in progressing the priorities identified in the Improvement Plan.</li> <li>8. Support the development of strong partnership-based leadership for the system of children’s services in Herefordshire as an essential step to sustaining the improvement made in the quality of services and outcomes for children, and building upon it</li> </ol>

<b>Board Members</b>	<p>Children's Commissioner and chair of the Board - Eleanor Brazil  Department for Education (DfE) Advisor – Deborah McMillan  Chief Executive - Paul Walker  Leader to the Council - Cllr Jonathan Lester  Interim Corporate Director of Children Services – Tina Russell  Cabinet Member for Children’s Services - Cllr Ivan Powell  Local Government Association - Claire Burgess  Independent Scrutineer - Kevin Crompton  West Mercia Police – Helen Wain  Integrated Care Board Director of Delivery and Operations – Jade Brooks  Regional Advisor, DfE - John Bostock  Primary School representative - Emma Shearer  Secondary School representative – Alison Banner  Designated Safeguarding Lead- Jan McColl  Leeds Relational Practice Director – Sal Tariq  Chairperson, Children and Young People’s Scrutiny Committee – Cllr Toni Fagan  Service Director, Safeguarding and Family Support - Rachel Gillott  Service Director, Education, Development and Skills - Liz Farr  HoS Quality Assurance and Principal social worker– Dylan Harrison</p>
<b>Other attendees will be invited to meetings when required for specific agenda items.</b>	
<b>Accountabilities and Governance</b>	The Chair of the Board will report to the Minister for children and families on the implementation of the Plan highlighting areas of risk. The Cabinet, Full Council and Corporate Leadership Team will receive regular updates.
<b>Frequency of Meetings</b>	Monthly
<b>Standard Agenda Items</b>	<ul style="list-style-type: none"> <li>• Improvement plan progress report</li> <li>• Improvement plan QA report (KPI/SU feedback and Audit activity)</li> <li>• Quarterly LA Children Services KPI report and analysis</li> <li>• Ofsted Monitoring Visits feedback letters</li> <li>• Risk log (quarterly)</li> <li>• AOB</li> </ul> <p>Each Board there will be an in depth focus on an agreed theme that staff from across the partnership will be invited to attend for this item ensuring board to hear direct from front line staff and managers</p>
<b>Administration</b>	Papers will be circulated at least 3 working days in advance of meeting. Herefordshire Council will be responsible for the project management, administration, clerking and hosting of the board meetings and will ensure the minutes are taken and distributed to Board Members. The Chair and Director will agree the minutes before circulation. Board papers will be shared as agreed by the Board depending on the documents at each meeting.
<b>Type of meeting</b>	In person meeting with the option of virtual.
<b>Access to information</b>	TBC [webpage for improvement board]



# Title of report: Q1 2024/25 Budget Report

<b>Meeting:</b>	<b>Cabinet</b>
<b>Meeting date:</b>	<b>Thursday 26 September 2024</b>
<b>Cabinet Member:</b>	<b>Cabinet member finance and corporate services</b>
<b>Report Author:</b>	<b>Director of Finance (S151 Officer)</b>

## Classification

Open

## Decision type

Non-key

## Wards affected

(All Wards);

## Purpose

To report the forecast position for 2024/25 at Quarter 1 (June 2024), including explanation and analysis of the drivers for the material budget variances, and to outline current and planned recovery activity to reduce the forecast overspend.

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

The forecast 2024/25 outturn shows a net overspend of £10.8 million at Quarter 1, before management action estimated at £4.0 million to reduce the forecast overspend for 2024/25 to £6.8 million.

## Recommendation(s)

**That: Cabinet**

- a) **Review the financial forecast for 2024/25, as set out in the appendices A-D, and identifies any additional actions to be considered to achieve future improvements; and**
- b) **Note the management action identified to reduce the forecast outturn position for 2024/25; and**
- c) **Agree the continuation and strengthening of management actions to reduce the forecast overspend as identified in this report.**

## Alternative options

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

## Key considerations

### Revenue Outturn

2. The council's approved net revenue budget for 2024/25 is £212.8 million which includes planned savings of £19.5 million comprising £11.6 million of Directorate Savings and £7.9 million of Council wide budget savings. Detailed explanations for variances from budget are set out in Appendix A by Directorate and Service area.
3. This report presents the first revenue forecast outturn position for 2024/25 and highlights emerging budget pressures to support increases in demand across social care budgets, temporary accommodation and Special Educational Needs (SEN) transport services.
4. The Quarter 1 revenue outturn position for 2024/25 shows a forecast variance from budget of £10.8 million (5.1% of net budget), before management action. It is expected that planned management activity will reduce the forecast overspend to £6.8 million.
5. This variance represents cost pressures of £12.1 million noted below, reduced by £1.3 million of delivered Children & Young People 2024/25 Savings Targets, previously removed from the 2024/25 budget by amendment.
  - +£4.5 million in-year net cost pressures;
  - +£4.8 million 2024/25 Savings Targets assessed 'at risk';
  - +£0.4 million 2023/24 Savings Targets assessed 'at risk'; and
  - +£2.4 million Council wide Savings pending completion of Directorate restructures and vacancy reviews.
6. The forecast outturn position for 2024/25 by Directorate, is shown in Table 1 below.

**Table 1: 2024/25 Forecast Revenue Outturn before management recovery action**

<b>2024/25 Forecast Revenue Outturn at Quarter 1 (June 2024)</b>			
	<b>Revenue Budget £m</b>	<b>Forecast Outturn £m</b>	<b>Forecast Variance £m</b>
Community Wellbeing	76.8	79.9	3.1
Children & Young People	64.9	65.6	0.7
Budget Amendment	2.3	1.0	(1.3)
Economy & Environment	27.6	28.7	1.1
Corporate Services	24.7	26.6	1.9
<b>Directorate Total</b>	<b>196.3</b>	<b>201.8</b>	<b>5.5</b>
Central	16.4	21.7	5.3
<b>Total</b>	<b>212.7</b>	<b>223.3</b>	<b>10.8</b>

Further information on the subject of this report is available from  
Rachael Sanders, Tel. 01432 383775, email Rachael.Sanders@herefordshire.gov.uk



## Management Activity and Recovery Actions

7. Initial activity already underway is expected to reduce this forecast overspend to £6.8 million, as set out in Table 2 below, and each Directorate will continue to identify further recovery action and options to mitigate at risk savings targets and ensure recurrent spending is sustainable within the resources available. Corporate Directors will continue to develop Directorate recovery plans to manage in year delivery of services within the approved budget.
8. Additional expenditure controls implemented during 2023/24 and management recovery actions had a positive impact on the final outturn position; reducing the forecast overspend of £13.8 million reported at Quarter 2 by £5.1 million for the year ended 31 March 2024. These controls remain in place to support recovery activity in 2024/25. Directorate panels will continue to review expenditure on goods and services as well as changes in staffing arrangements to maintain the increased level of rigour and challenge over expenditure for the remainder of the financial year.

**Table 2: Updated forecast revenue position 2024/25**

<b>Updated 2024/25 Forecast Revenue Outturn at Quarter 1 (June 2024)</b>					
	<b>Revenue Budget £m</b>	<b>Forecast Outturn £m</b>	<b>Forecast Variance £m</b>	<b>Management Action £m</b>	<b>Revised Forecast £m</b>
Community Wellbeing	76.8	79.9	3.1	(0.2)	2.9
Children & Young People	64.9	65.6	0.7	(0.1)	0.6
Budget Amendment	2.3	1.0	(1.3)	(1.0)	(2.3)
Economy & Environment	27.6	28.7	1.1	(0.1)	1.0
Corporate Services	24.7	26.6	1.9	(0.2)	1.7
<b>Directorate Total</b>	<b>196.3</b>	<b>201.8</b>	<b>5.5</b>	<b>(1.6)</b>	<b>3.9</b>
Central	16.4	21.7	5.3	(2.4)	2.9
<b>Total</b>	<b>212.7</b>	<b>223.5</b>	<b>10.8</b>	<b>(4.0)</b>	<b>6.8</b>

## Savings

9. Council approved a total of £19.5 million of savings for 2024/25 comprising Directorate Savings of £11.6 million and £7.9 million of Council-wide Savings. A review of the delivery and status of the 2024/25 approved savings has been undertaken; informed by planned and actual activity in the year to date to determine savings targets at risk of in-year delivery.
10. This review **confirms £8.2 million (43%) of the total savings target for the year has been delivered at Quarter 1** with a further £6.5 million (33%) assessed as 'on target/in progress' for the year. Savings of £4.8 million (24%) are assessed as 'at risk' with work underway to identify mitigations as a priority.
11. The budget amendment, approved in February 2024, removed savings of £2.3 million from the Children & Young People Directorate budget. As at June 2024, **saving targets S2 (Reduction in Social Worker establishment) and S3 (Reduction in number of agency social workers) totalling £1.3 million are confirmed as delivered in full.** Activity to deliver saving target S1 (Reduction in High Cost Placements) is assessed as 'in progress' but not reflected in the outturn

---

Further information on the subject of this report is available from  
Rachael Sanders, Tel. 01432 383775, email Rachael.Sanders@herefordshire.gov.uk

position at Quarter 1. This budget is monitored on a weekly basis due to its volatility and risk of impact on the Directorate financial outturn. As activity to deliver this target progresses to provide assurance of delivery, achievement of the saving will be reflected in the outturn position.

12. The **delivery of savings in full and on time is critical** to ensure the 2024/25 revenue outturn position is balanced and to prevent further pressure on future years' budgets. Progress on delivery of savings and mitigations will continue to be monitored and reported in the next budget monitoring report to Cabinet.
13. A breakdown, by Directorate, of 2024/25 approved savings is shown in Table 3 below. Explanations for under/non-delivery and planned mitigations, identified as part of Directorate recovery plans, are set out in Appendix D.

**Table 3: Assessment of Delivery of Savings at Quarter 1**

	Target £m	At Risk £m	In Progress £m	On Target £m	Delivered £m
Community & Wellbeing	3.2	-	1.6	0.6	1.0
Children & Young People	2.5	0.2	1.0	-	1.3
Economy & Environment	3.1	-	0.5	-	2.6
Corporate Services	2.8	1.2	0.5	-	1.1
Council wide Savings	7.9	3.4	2.3	-	2.2
<b>Total</b>	<b>19.5</b>	<b>4.8</b>	<b>5.9</b>	<b>0.6</b>	<b>8.2</b>
	100%	24%	30%	3%	43%

## Capital Outturn

14. The 2024/25 approved capital budget of £160.0 million has been revised to £176.1 million. The revised capital budget includes £15.3 million of unspent project budgets brought forward from 2023/24, approved movements of £0.3 million, removal of a project (£2.6) million and £3.1 million additional grants. A summary breakdown is shown in Table 4 below.

**Table 4: Revised Capital budget 2024/25 to 2027/28**

	2024/25 Budget £m	2025/26 Budget £m	2026/27 Budget £m	2027/28 Budget £m	Total £m
February 2024 Council Approved Budget	160.0	50.8	19.2	-	230.0
Removal of Maylords Library Project	(2.6)	-	-	-	(2.6)
Other Approved Movements	0.3	-	-	-	0.3
23/24 Carry Forward	15.3	-	-	-	15.3
Additional Grant	3.1	23.7	21.7	20.3	68.8
<b>Revised Capital Budget</b>	<b>176.1</b>	<b>74.5</b>	<b>40.9</b>	<b>20.3</b>	<b>311.9</b>

15. The forecast spend position is £110.3 million which represents an underspend of £65.8 million against a budget of £176.1 million. Full details for each project are in Appendix B, Table a. This underspend consists of £3.2 million projects that will deliver below the project budget and £62.6

---

Further information on the subject of this report is available from  
Rachael Sanders, Tel. 01432 383775, email Rachael.Sanders@herefordshire.gov.uk

million in respect of project budgets to be rolled forward for delivery 2025/26. These amounts represent budgets that may not be committed in this financial year for projects which are funded by grants or construction has started late and therefore budget is retained for delivery in future periods. This forecast under spend position will reduce in Q2 when the budgets are reprofiled to match expected delivery, as per the guidance from external audit to have an updated budget position half way through the year, rather than continuing to report under spends. The full capital programme analysed by project for current and future years can be seen in detail by Appendix B Table b.

## **Community impact**

16. In accordance with the accepted code of corporate governance, the council must ensure that it has an effective financial control framework to support delivery of services within the agreed budget. The council is accountable for how it uses the resources under its stewardship, including accountability for outputs and outcomes achieved. In addition the council has an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies.

## **Environmental Impact**

17. The 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.
18. This report is to review the financial outturn at Quarter 1 of 2024/25 so will have minimal environmental impacts, however consideration has been made to minimise waste and resource use in line with the council's Environmental Policy.

## **Equality duty**

19. 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.
20. 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. Whilst this paper is not seeking any project specific decisions, in determining the council's budget allocation, the council is working towards its equality objectives (found here). In addition, projects

---

Further information on the subject of this report is available from  
Rachael Sanders, Tel. 01432 383775, email [Rachael.Sanders@herefordshire.gov.uk](mailto:Rachael.Sanders@herefordshire.gov.uk)

identified within the delivery plan, where relevant, will be subject to an Equality Impact Assessment to ensure appropriate attention is given to our Equality Duty.

21. These recommendations have no direct financial implications, however cabinet may wish to consider how money is utilised in order to meet the council's objectives.

### **Legal implications**

22. There are no direct legal implications arising from this report.

### **Risk management**

23. The risks associated with the council's business are recorded on the relevant service risk register and escalated in accordance with the council's Performance Management Framework and Risk Management Plan. The highest risks, i.e. those scoring greater than 16 after controls, are escalated to the council's Corporate Risk Register.

### **Resource Implications**

24. These recommendations have no direct financial implications, however cabinet may wish to consider how money is utilised in order to meet the council's objectives.

### **Consultees**

25. None in relation to this report.

### **Appendices**

Appendix A - Revenue outturn

Appendix B - Capital outturn

Appendix C - Treasury management outturn

Appendix D - Savings delivery

### **Background papers**

None Identified

## Appendix A: 2024/25 Revenue Outturn Quarter 1 (June 2024)

2024/25 Forecast Revenue Outturn at Quarter 1 (June 2024)			
	2024/25 Revenue Budget £m	Q1 Outturn £m	Q1 Outturn Variance £m
Community Wellbeing	76.8	79.9	3.1
Children & Young People	64.9	65.6	0.7
Budget Amendment	2.3	1.0	(1.3)
Economy & Environment	27.6	28.7	1.1
Corporate Services	24.7	26.6	1.9
<b>Directorate Total</b>	<b>196.3</b>	<b>201.8</b>	<b>5.5</b>
Central	16.4	21.7	5.3
<b>Total</b>	<b>212.7</b>	<b>223.5</b>	<b>10.8</b>

Community Wellbeing	2024/25 Approved Revenue Budget £'000	Q1 Outturn £'000	Q1 Outturn Variance £'000
Directorate Management	(13,865)	(12,687)	1,178
Social Care	69,889	71,929	2,040
All Ages Commissioning	16,961	17,016	55
Communities	3,700	3,562	(138)
Public Health	113	113	0
<b>Directorate Total</b>	<b>76,798</b>	<b>79,933</b>	<b>3,135</b>

The Directorate is forecasting cost pressures as a result of increased demand and market conditions within adult social care and housing. There has been a continued increase in demographic demand which is reflected in the number of new clients eligible for adult social care provision. In addition, there has been an increase in the complexity and intensity of care support to meet eligible demand, as well as increased average weekly costs.

Key variances from budget (> £250k) at Q1:

**£2.4m overspend Physical Support - Residential Care and Homecare**

**£1.0m overspend General Fund Housing - Temporary Accommodation**

**£0.7m overspend Learning Disabilities - Residential Care and Supported Living**

**£0.6m net utilisation of Social Care Resilience Reserve**

**£0.4m underspend Mental Health**

Children & Young People	2024/25 Approved Revenue Budget £'000	Q1 Outturn £'000	Q1 Outturn Variance £'000
Central Children Directorate Costs	924	731	(193)
Performance, Quality Assurance and Early Help	8,947	9,688	741
Safeguarding and Family Support	8,133	7,710	(423)
Education, Skills, Learning	46,915	47,545	630
<b>Sub Total</b>	<b>64,919</b>	<b>65,674</b>	<b>755</b>
Supplementary Budget Approval	2,303	959	(1,344)
<b>Directorate Total</b>	<b>67,222</b>	<b>66,633</b>	<b>(589)</b>

The forecast includes the following key cost pressures which represent demand and inflationary costs associated with the provision of SEN Transport and growth in the costs of supporting Unaccompanied Asylum Seeking Children and the provision of Residential Placements. These pressures are mitigated by reduced Agency Fostering Fees and other net underspends.

Key variances from budget (> £250k) at Q1:

**£0.8m overspend Additional Needs SEN Transport**

**£0.6m overspend - Looked After Children - Unaccompanied Asylum Seeking Children**

**£0.6m overspend - Looked After Children - Residential Placements**

**£0.5m underspend - Looked After Children - Agency Fostering**

**£1.3m Supplementary Budget Approval - Delivery of 3 Year Plan**

Economy & Environment	2024/25 Approved Revenue Budget £'000	Q1 Outturn £'000	Q1 Outturn Variance £'000
Director Management	55	449	394
Environment, Highways and Waste	26,775	26,250	(525)
Economy and Growth	836	2,024	1,188
<b>Directorate Total</b>	<b>27,666</b>	<b>28,723</b>	<b>1,057</b>

The Development Planning Control Income is forecast at £1.3 million less than budgeted in 2024/25. This pressure is mitigated by other net underspends.

Key variances from budget (> £250k) at Q1:

**£1.3m overspend Development Planning Control Income**

Corporate Services	2024/25 Approved Revenue Budget £'000	Q1 Outturn £'000	Q1 Outturn Variance £'000
Corporate Services	6,828	8,529	1,701
Governance & Legal	5,652	5,564	(88)
HR & Organisational Development	1,730	1,790	60
Strategic Assets	3,252	3,260	8
Strategic Finance	7,191	7,412	221
<b>Directorate Total</b>	<b>24,653</b>	<b>26,555</b>	<b>1,902</b>

The Directorate is forecasting a cost pressure associated with then 2024/25 and 2023/24 brought forward Saving Targets forecast 'At Risk', where delivery plans to evidence activity and confirm recurrent savings are still under review. The forecast also includes an estimate of the increase in external audit fees for 2024/25 as determined by the PSAA.

Key variances from budget (> £250k) at Q1:

**£1.5m overspend 2024/25 and 2023/24 b/fwd Saving Plans considered At Risk of delivery**  
**£0.3m overspend External Audit Fees**

Central	2024/25 Approved Revenue Budget £'000	Q1 Outturn £'000	Q1 Outturn Variance £'000
<b>Directorate Total</b>	<b>16,425</b>	<b>21,673</b>	<b>5,248</b>

The Directorate is forecasting a cost pressure associated with the 2024/25 Saving Targets forecast 'At Risk', where delivery plans to evidence activity to deliver recurrent savings are still under review. The forecast also includes additional interest earned from the Authority's finance and investments.

Key variances from budget (> £250k) at Q1:

**£5.7m overspend 2024/25 on Saving Plans considered At Risk of delivery £3.3m and In Progress £2.4m**  
**£0.5m underspend on additional Interest earned**





Appendix B

Table A - 2024/25 Capital Programme Forecast  
Position June 2024

*Adjustments include 23/24 carry forwards and additional grants allocations	2024/25 Original Budgets £000s	Adjustments in Year* £000s		2024/25			Reason for Forecast Variance to Current Capital Budget
		2023/24 C/Fwd.	Grant & Other changes Table B	Current Capital Budget £000s	Q1 Forecast £000s	Forecast Variance to Current Budget £000s	
Disabled facilities grant	2,000	1,009	475	3,484	3,484	0	
Empty Property Investment & Development	0	893	0	893	893	0	
Single Homelessness Accommodation Programme (SHAP)	455	0	460	915	915	0	
Swimming Pool Support Fund		0	83	83	83	0	
Community Capital Grants Scheme	1,800	200	0	2,000	0	-2,000	There is a review being undertaken by the Service Director to ensure the proposal on how to issue these grants provides the best outcomes to meet the delivery plan. Forecast will be adjusted when the claims come in and timescales to carry out the work are known.
<b>Total Community Wellbeing Delivery Board</b>	<b>4,255</b>	<b>2,102</b>	<b>1,017</b>	<b>7,375</b>	<b>5,375</b>	<b>-2,000</b>	
Key Network Infrastructure (Core Data Centre Switches & Corporate Wi-Fi)	0	28	0	28	28	0	
HARC SAN Lifecycle Replacement	370	0	0	371	371	0	
Data Centre Equipment Lifecycle Replacement	0	137	0	137	37	-100	Project will deliver under budget due to lower costs than estimated and no use of contingency.

Windows Server Upgrades	0	155	0	155	119	-36	Project has been extended until December 2025 to take into consideration M365, then can decommission the old servers.
Device and Ancillary kit replacement programme	365	-178	0	187	187	0	
M365 E5 Implementation	150	0	0	150	150	0	
Planning & Regulatory Services software	698	0	0	698	698	0	
VMWare Host Replacement	248	0	0	248	248	0	
<b>Total IT Systems &amp; Partnership Board</b>	<b>1,831</b>	<b>142</b>	<b>0</b>	<b>1,973</b>	<b>1,837</b>	<b>-136</b>	
Flexible Futures	0	110	0	110	110	0	
Wye Valley Trust - Education Centre Investment	6,000	0	0	6,000	0	-6,000	Awaiting final business case before any further decisions can be taken and timeframes agreed
HWGTA - Development of Vocational Work Based Skills Investment	2,000	0	0	2,000	0	-2,000	Awaiting final business case before any further decisions can be taken and timeframes agreed
<b>Total Corporate Services Delivery Board</b>	<b>8,000</b>	<b>110</b>	<b>0</b>	<b>8,110</b>	<b>110</b>	<b>-8,000</b>	
Schools Capital Maintenance Grant	3,902	976	18	4,895	3,250	-1,645	Forecast includes 16 tenders for summer plus Emergency - delay due to bat surveys having to be undertaken May-Aug then can plan more works to start in Easter April 2025. Ring-fenced grant so has to be carried forward.
Peterchurch Area School Investment	3,175	-26	0	3,149	2,170	-979	Design works have started later than originally planned so there has been some slippage into 25/26
Brookfield School Improvements	3,875	703	0	4,578	3,509	-1,069	Delay due to waiting on DFE funding meant delays in signing the contract therefore starting construction late. Ring-fenced grant so has to be carried forward.

High Needs Grant	3,328	143	0	3,471	730	-2,741	Hampton Dene build not due to complete until Sept 25. Ring-fenced grant so has to be carried forward.
Basic Needs Funding	5,000	-16	0	4,984	1,000	-3,984	Decision to expand Aylestone was taken later than originally estimated and therefore delayed programme. Ring-fenced grant so has to be carried forward.
Childcare Expansion Capital Grant 2023-24		0	296	296	0	-296	Awaiting decision on how this grant should be spent and works may not start until 25/26. Ring-fenced grant so has to be carried forward.
Preliminary works to inform key investment need throughout the county	23	186	0	210	170	-40	Project will deliver under budget
School Accessibility Works	2,172	189	0	2,361	1,305	-1,056	Resource issues internally therefore waiting on consultants to be appointed, there was a delay going out to tender due to service area deciding on requirements, once consultants on board they can design the works
C & F's S106	1,047	-13	301	1,335	2,440	1,105	S106 based on current agreed projects and projects in the pipeline which are likely to go ahead
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	7,400	227	0	7,627	3,678	-3,949	Delayed due to failed procurement which has meant construction not starting until Feb25
Stronger Towns Library & Learning Centre relocation to Shirehall	2,611	350	0	2,961	697	-2,264	Project redirection due to change of cabinet of moving library from Maylords to Shirehall due to timeframe will fall into 25/26
Work to Shirehall Annex (Care Leavers Base)	0	100	0	100	0	-100	It's likely some works will be delivered but awaiting the plan.
Shirehall Improvement Works	3,000	0	0	3,000	0	-3,000	These will take place alongside the Library works in 25/26
Children's residential homes for 11 to 18 year olds	424	0	0	424	0	-424	Awaiting the business case to ensure the service provision is managed in the most efficient way.

Estates Capital Programme 2019/22	1,456	113	0	1,569	1,320	-248	These will take place alongside the Library works in 25/26
Residual property works identified in the 2019 condition reports	650	129	0	779	429	-350	Underspend by £350k projects delivering under original budget or no longer required, budget will be c/fwd. to fund additional works at Churchill and Franklin from the underspend
Estates Building Improvement Programme 22-25	1,135	418	0	1,553	1,203	-350	Underspend by £350k projects delivering under original budget or no longer required
Estates Building Improvement Programme 2023-25	2,747	21	0	2,768	1,778	-990	£390k forecast into 25/26 & £600 underspend as projects delivering under original budget, mainly funded from specific revenue reserve for Maylords so can't be reallocated
Estates Building Improvement Programme 2024-27	1,818	0	0	1,818	901	-918	Prioritising other programmes first estimating on 40% of works being achieved in 24/25
Building works from 2022 Condition Surveys	191	0	0	191	114	-76	Prioritising other programmes first estimating on 40% of works being achieved in 24/25
Property Improvements in Care Homes	550	0	0	550	550	0	
Libraries Improvement Fund		0	62	62	60	-2	
Gypsy & Traveller Pitch development	1,046	23	0	1,069	1	-1,068	Due to planning being refused a new business case will be required as an alternative plan is developed.
<b>Total Asset Management Delivery Board</b>	<b>45,549</b>	<b>3,523</b>	<b>677</b>	<b>49,749</b>	<b>25,304</b>	<b>-24,444</b>	
Local Transport Plan (LTP)	15,466	0	0	15,466	15,466	0	
Extra Ordinary Highways Maintenance & Biodiversity Net Gain	151	213	0	365	207	-158	Works will complete under budget and not use the contingency.
Public Realm Maintenance - Mitigating Risk on the Network	193	832	0	1,025	725	-300	Works will complete under budget and not use the contingency.
Additional Pothole Allocation 23/24 & 24/25	3,660	0	0	3,660	3,660	0	

E & E's S106	4,045	1,223	0	5,268	3,568	-1,700	S106 based on current agreed projects and projects in the pipeline which are likely to go ahead
Winter Resilience	740	44	0	784	1,164	380	Accelerating spend from 25/26 budget, overall Underspend £55k
Resurfacing Herefordshire Highways	5,000	0	0	5,000	5,000	0	
Natural Flood Management	337	43	0	380	317	-63	Budget required in future years as delays in NFM projects. Specific grant so needs to be carried forward.
Highways Infrastructure Investment	6,835	1,335	0	8,170	7,000	-1,170	Around £1m of Structures work are likely to deliver in 25/26 due to the timeframe required to carry out the works.
Public Realm Improvements for Ash Die Back	367	296	0	663	450	-213	Due to delays in commissioning the works, its likely to slip into 25/26
Traffic Signal Obsolescence Grant and Green Light Fund		0	541	541	270	-271	The works will be planned to fit around the LUF project delivery and therefore some will slip into 25/26
Moving Traffic Enforcement Phase 2	119	25	0	144	0	-144	There is no plan to progress this project currently
<b>Total Highways Maintenance Delivery Board</b>	<b>36,913</b>	<b>4,010</b>	<b>541</b>	<b>41,464</b>	<b>37,827</b>	<b>-3,638</b>	
Integrated Wetlands	339	182	591	1,112	752	-360	Forecast based on phase 2 delivery, dependant on weather conditions
Solar Photovoltaic Panels	1,007	64	0	1,071	1	-1,070	Finishing off Marlbrook no further works in the pipeline, waiting on further locations being identified.
Wye Valley National Landscape (previously AONB)	116	37	0	153	153	0	
Waste	18,090	0	0	18,090	6,698	-11,392	Only approved the commencement of approved standard services & the enhanced will be based on future years Business Case & Decisions

Local Electric Vehicle Infrastructure Capital Fund (LEVI)	300	124	0	424	0	-424	Unclear timelines from funding body, legal issues around procurement
LEVI Pilot Fund Grant		0	60	60	60	0	
Green Homes Grant - Local Authority Delivery	0	40	0	40	1	-39	
Home Upgrade Grant	4,646	0	0	4,646	4,646	0	
<b>Total Environment &amp; Sustainability Delivery Board</b>	<b>24,498</b>	<b>447</b>	<b>651</b>	<b>25,597</b>	<b>12,313</b>	<b>-13,284</b>	
Employment Land & Incubation Space in Market Towns	10,000	98	0	10,098	1,758	-8,340	Delay in bringing forward the phase 1 part of Ross EP, once completed will allow the rest to be completed. The £4m market town interventions movement is due to the service still developing interventions in the other market towns.
Leominster Heritage Action Zone	653	958	300	1,911	1,878	-33	
UK Shared Prosperity Fund	845	103	0	948	948	0	
Rural Prosperity Fund	856	569	0	1,424	1,424	0	
Safer Streets 5		0	165	165	165	0	
Fastershire Broadband	2,508	272	0	2,780	1,637	-1,143	Forecast based on Gigaclear claim for 24/25, all planned works will have been delivered.
<b>Total Economic Development Delivery Board</b>	<b>14,861</b>	<b>2,000</b>	<b>465</b>	<b>17,326</b>	<b>7,810</b>	<b>-9,516</b>	
Hereford City Centre Transport Package	5,755	420	0	6,175	4,744	-1,431	Construction is starting later than originally estimated so budget will be needed in 25/26
Hereford City Centre Improvements (HCCI)	300	603	0	903	563	-340	Project will complete under budget mainly due to underspend on project management and lack of bids for shop front grants
Hereford ATMs and Super Cycle Highway	650	350	0	1,000	700	-300	Due to Holme Lacy road delayed by 3 months, not due to start minors works until sept as want same contractor to do works which is better value for money
Emergency Active travel Fund	0	31	0	31	31	0	

Active Travel Fund 4	150	98	0	248	248	0	
Southern Link Road	2,200	800	0	3,000	3,000	0	
Stronger Towns Fund - Greening the City	300	-2	0	298	298	0	
LUF - Active Travel Measures (north of river)	3,715	196	0	3,910	2,095	-1,815	Revised profile waiting to be signed off - Commercial Rd, Blueschool & Newmarket North construction not commencing until Feb 2025 therefore due to timeframe slipping into 25/26
LUF - Active Travel Measures (south of river)	8,445	507	0	8,952	8,012	-940	Delay in Holme Lacy Road active travel measures south and Safer routes to schools work commencing later than planned.
<b>Total Sustainable Transport &amp; Place Making Delivery Board</b>	<b>21,515</b>	<b>3,003</b>	<b>0</b>	<b>24,518</b>	<b>19,692</b>	<b>-4,827</b>	

<b>Total</b>	<b>157,422</b>	<b>15,338</b>	<b>3,351</b>	<b>176,111</b>	<b>110,267</b>	<b>-65,845</b>
--------------	----------------	---------------	--------------	----------------	----------------	----------------

Projects likely to be delayed into 25/26, some with no decisions yet made on spend, others with delays in delivery.	-62,655
Project to deliver under budget or not spend full grant allocation	-3,190
	-65,845

**Table B – Overall Capital Programme position 2024/25**

<b>Scheme Name</b>	<b>Prior Years £000s</b>	<b>2024/25 budget £000s</b>	<b>2025/26 budget £000s</b>	<b>2026/27 budget £000s</b>	<b>2027/28 budget £000s</b>	<b>Total scheme budget £000s</b>
Disabled facilities grant	0	3,484	2,200	2,200	2,200	10,084
Empty Property Investment & Development	0	893	0	0	0	893
Single Homelessness Accommodation Programme (SHAP)	455	915	0	0	0	1,370
Swimming Pool Support Fund	0	83	0	0	0	83
Community Capital Grants Scheme	0	2,000	0	0	0	2,000
<b>Total Community Wellbeing Delivery Board</b>	<b>455</b>	<b>7,375</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>14,430</b>
Key Network Infrastructure (Core Data Centre Switches & Corporate Wi-Fi)	527	28	0	0	0	555
HARC SAN Lifecycle Replacement	1	371	0	0	0	372
Data Centre Equipment Lifecycle Replacement	192	137	0	0	0	329
Windows Server Upgrades	175	155	0	0	0	330
Device and Ancillary kit replacement programme	0	187	415	548	0	1,150
M365 E5 Implementation	300	150	0	0	0	450
Planning & Regulatory Services software	0	698	698	0	0	1,396
VMWare Host Replacement	0	248	0	0	0	248
<b>Total IT Systems &amp; Partnership Board</b>	<b>1,196</b>	<b>1,973</b>	<b>1,113</b>	<b>548</b>	<b>0</b>	<b>4,830</b>
Flexible Futures	740	110	0	0	0	850
Wye Valley Trust - Education Centre Investment	0	6,000	0	0	0	6,000
HWGTA - Development of Vocational Work Based Skills Investment	0	2,000	0	0	0	2,000
<b>Total Corporate Services Delivery Board</b>	<b>740</b>	<b>8,110</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,850</b>
Schools Capital Maintenance Grant	0	4,895	1,200	1,200	1,200	8,495
Peterchurch Area School Investment	288	3,149	5,716	1,700	0	10,853
Brookfield School Improvements	422	4,578	822	0	0	5,822



High Needs Grant	85	3,471	3,347	0	0	6,903
Basic Needs Funding	215	4,984	5,000	6,084	0	16,284
Childcare Expansion Capital Grant 2023-24	0	296	0	0	0	296
Preliminary works to inform key investment need throughout the county	306	210	0	0	0	516
School Accessibility Works	141	2,361	0	0	0	2,503
C & F's S106	0	1,335	2,084	1,734	0	5,153
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	2,008	7,627	8,765	0	0	18,400
Stronger Towns Library & Learning Centre relocation to Shirehall	45	2,961	0	0	0	3,005
Work to Shirehall Annex (Care Leavers Base)	0	100	0	0	0	100
Shirehall Improvement Works	0	3,000	0	0	0	3,000
Children's residential homes for 11 to 18 year olds	0	424	0	0	0	424
Estates Capital Programme 2019/22	4,313	1,569	0	0	0	5,882
Residual property works identified in the 2019 condition reports	613	779	0	0	0	1,392
Estates Building Improvement Programme 22-25	1,453	1,553	0	0	0	3,007
Estates Building Improvement Programme 2023-25	759	2,768	0	0	0	3,527
Estates Building Improvement Programme 2024-27	0	1,818	607	340	0	2,766
Building works from 2022 Condition Surveys	0	191	274	280	0	745
Property Improvements in Care Homes	0	550	0	0	0	550
Libraries Improvement Fund	0	62	0	0	0	62
Gypsy & Traveller Pitch development	808	1,069	0	0	0	1,877
<b>Total Asset Management Delivery Board</b>	<b>11,458</b>	<b>49,749</b>	<b>27,817</b>	<b>11,337</b>	<b>1,200</b>	<b>101,561</b>
Local Transport Plan (LTP)	0	15,466	15,466	15,466	15,466	61,864
Extra Ordinary Highways Maintenance & Biodiversity Net Gain	1,934	365	0	0	0	2,299
Public Realm Maintenance - Mitigating Risk on the Network	3,925	1,025	0	0	0	4,950

Additional Pothole Allocation 23/24 & 24/25	0	3,660	0	0	0	3,660
E & E's S106	0	5,268	1,548	1,000	1,500	9,315
Winter Resilience	183	784	435	0	0	1,402
Resurfacing Herefordshire Highways	0	5,000	5,000	0	0	10,000
Natural Flood Management	274	380	336	284	0	1,274
Highways Infrastructure Investment	0	8,170	3,985	3,885	0	16,040
Public Realm Improvements for Ash Die Back	19	663	367	367	0	1,416
Traffic Signal Obsolescence Grant and Green Light Fund	0	541	0	0	0	541
Moving Traffic Enforcement Phase 2	0	144	0	0	0	144
<b>Total Highways Maintenance Delivery Board</b>	<b>6,337</b>	<b>41,464</b>	<b>27,137</b>	<b>21,002</b>	<b>16,966</b>	<b>112,906</b>
Integrated Wetlands	2,479	1,112	1,071	99	0	4,760
Solar Photovoltaic Panels	1,063	1,071	0	0	0	2,134
Wye Valley National Landscape (previously AONB)	173	153	0	0	0	326
Waste	0	18,090	0	0	0	18,090
Local Electric Vehicle Infrastructure Capital Fund (LEVI)	0	424	300	400	0	1,124
LEVI Pilot Fund Grant	0	60	60	0	0	120
Green Homes Grant - Local Authority Delivery	779	40	0	0	0	819
Home Upgrade Grant	0	4,646	0	0	0	4,646
<b>Total Environment &amp; Sustainability Delivery Board</b>	<b>4,494</b>	<b>25,597</b>	<b>1,430</b>	<b>499</b>	<b>0</b>	<b>32,019</b>
Employment Land & Incubation Space in Market Towns	343	10,098	10,260	0	0	20,701
Leominster Heritage Action Zone	1,493	1,911	0	0	0	3,404
UK Shared Prosperity Fund	187	948	0	0	0	1,135
Rural Prosperity Fund	281	1,424	0	0	0	1,706
Safer Streets 5	0	165	0	0	0	165
Fastershire Broadband	30,958	2,780	0	0	0	33,738
<b>Total Economic Development Delivery Board</b>	<b>33,263</b>	<b>17,326</b>	<b>10,260</b>	<b>0</b>	<b>0</b>	<b>60,849</b>
Hereford City Centre Transport Package	38,304	6,175	2,500	0	0	46,979
Hereford City Centre Improvements (HCCI)	5097	903	0	0	0	6,000

Hereford ATMs and Super Cycle Highway	0	1,000	0	0	0	1,000
Emergency Active travel Fund	88	31	0	0	0	119
Active Travel Fund 4	58	248	0	0	0	306
Southern Link Road	0	3,000	2,000	5,300	0	10,300
Stronger Towns Fund - Greening the City	105	298	0	0	0	404
LUF - Active Travel Measures (north of river)	555	3,910	0	0	0	4,466
LUF - Active Travel Measures (south of river)	244	8,952	0	0	0	9,197
<b>Total Sustainable Transport &amp; Place Making Delivery Board</b>	<b>44,451</b>	<b>24,518</b>	<b>4,500</b>	<b>5,300</b>	<b>0</b>	<b>78,770</b>

<b>Total</b>	<b>102,394</b>	<b>176,111</b>	<b>74,457</b>	<b>40,886</b>	<b>20,366</b>	<b>414,214</b>
--------------	----------------	----------------	---------------	---------------	---------------	----------------

	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s	2027/28 Budget £000s	Total
February 2024 Council Approved Budget	160,033	50,791	19,187	-	230,011
Removal of Maylords Library Project	-2,611	-	-	-	-2,611
Other approved Movements	300	-	-	-	300
23/24 Carry Forwards	15,338	-	-	-	15,338
Additional Grants	3,051	23,666	21,699	20,366	68,782
<b>Revised Capital Budget</b>	<b>176,111</b>	<b>74,457</b>	<b>40,886</b>	<b>20,366</b>	<b>311,820</b>

<b>Grant Additions since February Council</b>						
	2024/25	2025/26	2026/27	2027/28	£000s	
DfE - Childcare Expansion Capital Grant 2023-24	296				296	
WMP - Safer Streets 5 Grant & Town Council Cont	165				165	
DLUHC - Phosphate Mitigation Grant	591	1,071	99		1,760	
DfE - addiitonal Grant for Brookfield School		822			822	
WMCA - LEVI Pilot Grant	60	60			120	
DfE - High Needs Grant Increase		2,847			2,847	

DfT - TSOG and Green Light Fund Grant		541				541
DfE - Schools Maintenance Grant		18				18
DLUHC - SHAP Grant		460				460
Sport England - Swimming Pool Support Fund		83				83
Libraries Improvement Fund Grants		62				62
DLUHC - DFG 24/25 additional grant		475				475
DfE - Schools Maintenance Grant 25/26 to 27/28			1,200	1,200	1,200	3,600
DLUHC - DFG 25/26 to 27/28			2,200	2,200	2,200	6,600
DfT - LTP Grant 25/26 to 27/28			15,466	15,466	15,466	46,398
C&F S106 Income		301		1,734		2,035
E&E S106 Income				1,000	1,500	2,500
Sub-total		<b>3,051</b>	<b>23,666</b>	<b>21,699</b>	<b>20,366</b>	<b>68,782</b>
<b>Other Movements</b>		<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>£000s</b>
LHAZ additional budget approved at council		300	0	0	0	300
Sub-total		<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>
<b>Total Grants and Other Movements</b>		<b>3,351</b>	<b>23,666</b>	<b>21,699</b>	<b>20,366</b>	<b>69,082</b>



## APPENDIX C TREASURY MANAGEMENT QUARTER 1 UPDATE

### Introduction

- 1.1 Treasury Management is the management of the council's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- 1.2 The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management 2021 recommends that members be updated on treasury management activities at least quarterly. This report, therefore, ensures the council is implementing best practice in accordance with the Code.

### Economic Context

- 2.1 The first quarter of 2024/25 saw:
  - Gross Domestic Product (GDP) growth flatlining in April following positive quarterly growth of 0.7% in the last quarter of 2023/24;
  - A stalling in the downward trend in wage growth, with the headline rate staying at 5.9% in April, partly due to the increase in the minimum wage;
  - CPI inflation continuing on its downward trajectory, from 2.3% in April to 2.0% in May, led by a fall in food inflation;
  - Core CPI inflation decreasing from 3.9% in April to 3.5% in May;
  - 10-year gilt yields climbing to 4.35% in April, before reducing to 4.32% in May.
- 2.2 On 9 May, the Bank of England's Monetary Policy Committee (MPC) voted to keep Bank Rate on hold at 5.25% and on 20 June reiterated that view.

## Investments

3.1 At 30 June 2024, the council held investments as shown in table 1.

**Table 1 Investment Portfolio**

Treasury investments	Term	Maturity date	Interest rate	Amount invested £m
<b>Instant Access Money Market Funds:</b>				
Federated	N/A	N/A	5.23%	10.00
Aberdeen Standard	N/A	N/A	5.23%	10.00
Insight	N/A	N/A	5.18%	9.17
Invesco	N/A	N/A	5.22%	7.00
CCLA	N/A	N/A	5.21%	5.00
<b>95 Day Notice Bank Accounts:</b>				
Barclays (ESG green deposits)	N/A	N/A	5.30%	5.00
<b>Fixed Term Deposits:</b>				
Lloyds	182 days	09/08/24	5.31%	5.00
Blackpool Council	182 days	05/08/24	5.60%	5.00
Goldman Sachs	182 days	08/11/24	5.25%	5.00
<b>Total treasury investments</b>			<b>Average 5.26%</b>	<b>61.17</b>

3.2 The council applies the credit worthiness service provided by Link Group. This service employs a modelling approach utilising credit ratings from three main credit rating agencies (Fitch, Moody's and Standard and Poor's). This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system to which Link Group allocate a series of colour coded bands with suggested maximum durations for investments. These are detailed in the Treasury Management Strategy for 2024/25 as approved by Council in February 2024.

3.3 The council has earned interest on its investments as shown in table 2. There is a revenue budget of £0.5 million for 2024/25, resulting in an underspend of £0.270 million within the Central budget line.

**Table 2: Interest earned**

Month	Average amount invested £m	Average rate of interest earned	Amount of interest earned £m
Apr 24	54.6	5.31%	0.221
May 24	61.0	5.27%	0.273
Jun 24	64.0	5.26%	0.276
<b>Total</b>			<b>0.770</b>
<b>Budget</b>			<b>0.500</b>
<b>Underspend variance</b>			<b>0.270</b>

3.4 In addition to the investment income, the council earns interest on the provision of loan finance to the waste disposal PFI provider. This is expected to generate loan interest of £1.9 million in 2024/25 and will be credited to the waste reserve.

## Borrowing

- 4.1 The council can only borrow up to its Authorised Borrowing Limit which represents the affordable limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements. The Authorised Borrowing Limit for external borrowing for 2024/25 is £350m which was approved in the Treasury Management Strategy.
- 4.2 At 30 June 2024, the council held long-term borrowing of £119.1m; no new long-term borrowing has been secured during the financial year. The council's Capital Financing Requirement at 1<sup>st</sup> April 2024 is £303.1m, which demonstrates that the Council has significant internal borrowing when compared to the actual long-term borrowing (excluding PFI liabilities) of £119.1m.
- 4.3 The current capital financing budget position is shown in table 3.

**Table 3: Summary of borrowing budget**

	Budget £m	Forecast £m	(Surplus)/deficit £m
Minimum Revenue Position (MRP)	9.7	9.5	(0.2)
Interest Payable on loans	5.8	4.7	(1.1)
<b>Total</b>	<b>15.5</b>	<b>14.2</b>	<b>(1.3)</b>

## Compliance with Treasury and Prudential Limits

- 5.1 During the quarter ended 30 June 2024, the council has operated within the treasury and prudential indicators set out in the Treasury Management Strategy for 2024/25. Actual values for quarter 1 are shown in table 4.
- 5.2 Treasury indicators for quarter 1 are shown as actual values as at 30 June 2024, e.g. for PI4 (authorised limit for external debt), the actual value of external debt as at 30 June 2024 of £156.9 million is shown against a Treasury Indicator limit of £420.0 million as approved in the Treasury Management Strategy. This means that actual debt is lower than the approved limit and the council is operating within agreed boundaries.
- 5.3 Prudential indicators for quarter 1 are shown as updated forecasts for the financial year 2024/25, e.g. for PI1 (capital expenditure), the forecast of spend for the financial year 2024/25 of £110.3 million is shown against a Prudential indicator value approved in the Treasury Management Strategy of £160.0 million. This means that capital expenditure for 2024/25 is now forecast to be lower than was budgeted for at the start of the year.

**Table 4: Prudential and Treasury indicators for 2024/25 as at 30 June 2024**

Ref	Treasury indicators	Description	2024/25 Budget/Limit £000	Actual as at 30 June 2024 £000	Compliance result
PI4	Authorised limit for external debt	To set an authorised limit for its gross external debt for the forthcoming financial year (includes PFI liabilities)	420,000	156,900	Within limit
PI5	Operational boundary for external debt	To set an operational boundary for its gross external debt for the forthcoming financial year (includes PFI liabilities)	400,000	156,900	Within limit
PI8	Upper limit for principal sums invested over 364 days	To set an upper limit for total principal sums invested over 364	5,000	NIL	Within limit
PI7	Maturity structure upper and lower limits:	To set upper and lower limits for the maturity structure of its borrowing			
	Under 12 months		0-10%	6%	Within limit
	12 months to 2 years		0-10%	5%	Within limit
	2 to 5 years		0-25%	11%	Within limit
	5 to 10 years		0-35%	20%	Within limit
	10 years and above		0-80%	58%	Within limit
	Prudential indicators	Description	2024/25 Budget £000	Forecast for 2024/25 at 30 June 2024 £000	Compliance result
PI1	Capital expenditure	A reasonable estimate of the total capital expenditure that it plans to incur during the forthcoming financial year	160,033	110,267	Under budget
PI2	Capital financing requirement (CFR)	A reasonable estimate of the total capital financing requirement at the end of the forthcoming financial year	349,974	347,260	Under budget
PI3	Gross debt and CFR	To ensure that the total gross debt does not, except in the short term, exceed the total of capital financing requirement	52%	34%	Below 100%, within limit
PI6	Ratio of financing costs to net revenue stream	To estimate the proportion of financing costs to net revenue stream for the forthcoming financial year	7%	7%	In line with budget
PI9	Ratio of net commercial and service investments income to net revenue stream	To estimate the proportion of net income from commercial and service investments to net revenue stream for the forthcoming financial year	1%	1%	Low reliance on this income



### Appendix D: Progress against 2024/25 approved Savings as at 30 June 2024 (Quarter 1)

Total Savings of £19.5m for 2024/25 were approved by Council on 9 February 2024.

The status of the delivery of approved savings at 30 June 2024 (Quarter 1) is noted below:

Directorate	Approved Savings £m	Delivered £m	Forecast £m	At Risk £m
Community Wellbeing	3.2	1.0	2.2	-
Children & Young People	2.5	1.3	1.0	0.2
Economy & Environment	3.1	2.6	0.5	-
Corporate Services	2.8	1.1	0.5	1.2
Council-wide	7.9	2.2	2.3	3.4
<b>Total Savings</b>	<b>19.5</b>	<b>8.2</b>	<b>6.5</b>	<b>4.8</b>
	<b>100%</b>	<b>43%</b>	<b>33%</b>	<b>24%</b>

At 30 June 2024 (Quarter 1), £8.2 million (43%) of the £19.5 million savings for 2024/25 have been delivered with a further £6.5 million (33%) forecast to be delivered in year.

The status of individual Directorate savings as per Appendix B of the Council Report approved on 9 February 2024, is shown in Annex 1 below.

## Annex 1: Status of delivery of approved savings at 31 December 2023 (Quarter 3)

Community Wellbeing 2024/25 Saving Targets Q1 Forecast	Target £'000	At Risk £'000	In Progress £'000	On Target £'000	Delivered Recurrent £'000
S1 (i) Workforce service review - reduce posts in Talk Community	353		65	154	134
S3 Delete vacant permanent posts not currently occupied	801			466	335
S4 Review of high cost packages in Adult Social Care	1,000		1,000		
S5 Better utilisation of existing care contracts	200		200		
S6 Reduction in non-care contract values	104				104
S7 Public Health Savings	211				211
S8 Maximise housing benefit claims	22				22
S9 Ensure correct pathways for funding of complex care	500		362		138
S10 Charge for welfare benefits support	5				5
<b>Total Community Wellbeing</b>	<b>3,196</b>	<b>-</b>	<b>1,627</b>	<b>620</b>	<b>949</b>
		<b>0%</b>	<b>51%</b>	<b>19%</b>	<b>30%</b>
Children & Young People 2024/25 Saving Targets Q1 Forecast	Target £'000	At Risk £'000	In Progress £'000	On Target £'000	Delivered Recurrent £'000
S1 Reduce Children's High Cost Placements	959		959		
S2 Reduce the number of Social Workers based on assumption of reduced demand	338				338
S3 From 1 October 2024 convert 30 posts from Agency to permanent	1,006				1,006
S4 SEN Transport Efficiencies	200	200			
<b>Total Children and Young People</b>	<b>2,503</b>	<b>200</b>	<b>959</b>	<b>-</b>	<b>1,344</b>
		<b>8%</b>	<b>38%</b>	<b>0%</b>	<b>54%</b>
Economy & Environment 2024/25 Saving Targets Q1 Forecast	Target £'000	At Risk £'000	In Progress £'000	On Target £'000	Delivered Recurrent £'000
S1 Delete vacant permanent posts not currently	340				340
S2 BBLP – Revision of Annual Plan works	450				450
S3 BBLP – Annual Efficiency Saving	250				250
S4 Reduced Energy Costs	580				580
S5 Changes to School Enforcement team	40		7		33
S6 Inflationary Increases in Fees and Charges	350		350		

<b>S7</b> Waste Collection Service	800				800
<b>S8</b> Transfer of functions from the Local Enterprise Partnership (LEP)	250		100		150
<b>S9</b> Stop using Scoot Highways System	20				20
<b>Total Economy and Environment</b>	<b>3,080</b>	<b>-</b>	<b>457</b>	<b>-</b>	<b>2,623</b>
		<b>0%</b>	<b>15%</b>	<b>0%</b>	<b>85%</b>
<b>Corporate Services</b> 2024/25 Saving Targets Q1 Forecast	<b>Target £'000</b>	<b>At Risk £'000</b>	<b>In Progress £'000</b>	<b>On Target £'000</b>	<b>Delivered Recurrent £'000</b>
<b>S1</b> Governance & Legal Services: 50% reduction in locum budget	200				200
<b>S2</b> Governance & Legal Services: 20% reduction in external legal budget	100				100
<b>S3</b> Resources & Assurance: Implementation of Oxygen Finance solution	60		60		
<b>S4</b> Resources & Assurance: Reduction in mobile phone provider contract	170	150			20
<b>S5</b> Resources & Assurance: automation of Council Tax and Business Rate processes using GovTech solution	100		100		
<b>S6</b> Reduction in Hoople SLA contract value and workforce service reviews	2,142	1,052	324		766
<b>Total Corporate Services</b>	<b>2,772</b>	<b>1,202</b>	<b>484</b>	<b>-</b>	<b>1,086</b>
		<b>43%</b>	<b>17%</b>	<b>0%</b>	<b>40%</b>
<b>Central Budget</b> 2024/25 Saving Targets P3 Forecast	<b>Target £'000</b>	<b>At Risk £'000</b>	<b>In Progress £'000</b>	<b>On Target £'000</b>	<b>Delivered Recurrent £'000</b>
<b>S1</b> Mutual Early Resignation Scheme 2024 (MERS24)	4,500		2,375		2,125
<b>S2</b> Transformation: Thrive Programme Savings	2,600	2,541			59
<b>S3</b> Transformation: Target Operating Model	815	815			
<b>Total Central Budget</b>	<b>7,915</b>	<b>3,356</b>	<b>2,375</b>	<b>-</b>	<b>2,184</b>
		<b>42%</b>	<b>30%</b>	<b>0%</b>	<b>28%</b>
<b>Total All Directorates 2024/25 Savings Targets</b>	<b>19,466</b>	<b>4,758</b>	<b>5,902</b>	<b>620</b>	<b>8,186</b>
		<b>24%</b>	<b>30%</b>	<b>3%</b>	<b>42%</b>

### RAG Rating – to show confidence in delivery of savings

<b>Red</b>	Delivery in 2024/25 at risk. Recovery action to identify mitigations required.
<b>Amber</b>	Activity to deliver savings in 2024/25 is in progress.
<b>Green</b>	Activity to deliver savings expected to be delivered in 2024/25 is on target.
<b>Blue</b>	Savings achieved in 2024/25.





# Title of report: Q1 Performance Report

<b>Meeting:</b>	<b>Cabinet</b>
<b>Meeting date:</b>	<b>Thursday 26 September 2024</b>
<b>Cabinet member:</b>	<b>Cabinet member finance and corporate services</b>
<b>Report by:</b>	<b>Corporate Director of Community Wellbeing</b>
<b>Report author:</b>	<b>Head of Corporate Performance and Intelligence</b>

## Classification

Open

## Decision type

Non-key

## Wards affected

(All Wards);

## Purpose

To review performance for Quarter 1 (Q1) 2024/25 and to report the performance position across all Directorates for this period.

## Recommendation(s)

**That Cabinet:**

- a) review performance for Q1 2024/25

## Alternative options

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

## Key considerations

1. This report has been refreshed to align with the new Council Plan 2024-2028. It provides a summary of the activities undertaken to deliver the key priorities and goals in Q1, and highlights the top ten key performance indicators (KPIs) selected to offer a more accurate view of performance compared to Oflog's outdated data. Appendix A provides the full breakdown of the Q1 updates on the Delivery Plan milestones that are due to be in progress in Q1. 145 out of 162 milestones (90%) that were due to be in progress in Q1 under the new Delivery Plan for 2024/25 were completed or are on track.
2. Beyond the Delivery Plan, the council has achieved many successes in Q1 of 2024/25.

### Quarter 1 highlights

3. The council has continued to deliver on its Capital Investment Programme. There are over 100 projects in the programme that are all at different stages. The following table are some of the highlights for Quarter 1.

Project	Investment	Where are we...
Museum and Art Gallery	£19.15m of which £10.75m is external grant funding	The tender for principal contractor is due to be advertised in October 2024, with the contract commencing February/ March 2025 for early works and remaining design.
Shirehall Library Development	£3.005m of which £2.61m is grant funded	The design stage is nearing completion, ready to apply for planning at the end of September 2024 with an expectation of opening in October 2026.
Single Homelessness Accommodation programme	£1.370m	5 properties have been purchased with a further 3 in the process of being purchased.
Road resurfacing across the county	£10m in total, £5m in 2024/25 and £5m in 2025/2026	Programme well underway with the first phase complete.
Schools Capital Maintenance Across the County	£4.9m	A busy programme of maintenance on several schools is underway with expenditure of £1.2m.
New gritters in time for Winter Maintenance	£1.4m	These are now on site in Rotherwas and ready to be used when required to keep Herefordshire gritted in severe weather conditions.
New waste collection vehicles	£6m	These have now been purchased and will be operational in the coming weeks.

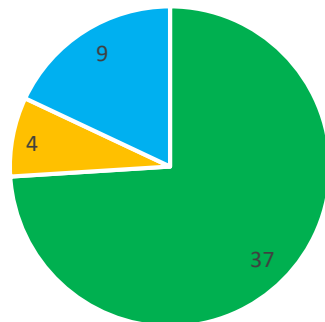
4. A significant £6m Herefordshire City Centre Improvement Programme has come to a successful close in Quarter 1 delivering exceptional improvements to Hereford City Centre. This includes the Public Art, Widemarsh Street Enhancement Works, City Greening Projects,

Market Stall Gazebos, High Town improvements, Shop Front Grants Scheme and CCTV enhancements.

5. Other highlights include:

- I. The joint Autism Strategy for Herefordshire and Worcestershire was presented to the Health and Wellbeing Board, with positive reception. Work is ongoing to develop action plans for each priority area.
- II. 12 grants have been awarded through the Safer Communities Fund, investing over £900,000 in prevention-focused projects for children and families. The fund is jointly supported by the Police and Crime Commissioner and Herefordshire Council.
- III. The Hereford Public Art Programme launched a new trail of 16 murals and sculptures as part of the Hereford City improvement project. Additionally, Herefordshire was awarded £730,660 by Arts Council England for a three-year cultural development project, aimed at enhancing community engagement with cultural activities.

**Performance: People**



■ On Target ■ At risk of missing deadline ■ Not on Target ■ Completed

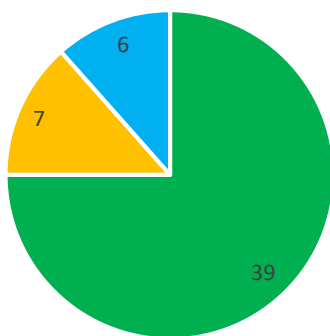
RAG status of Delivery Plan milestones in progress during Q1

6. There have been particular successes in the Q1 Delivery Plan and other key activities that enhance the lives of our residents, such as:

- I. The implementation plan for the Good Mental Health strategy was updated and presented to the Health and Wellbeing Board, with ongoing monitoring through a finalised outcomes dashboard. Public Health secured £200,000 for a pilot CVD (Cardiovascular Disease) Workplace Health Checks project and launched 'Street Tag', an interactive initiative to increase physical activity among schools, with 13 schools participating.
- II. As part of 'Walk to School' week in May, seven workshops were delivered to 173 pupils; and seven assemblies to 1243 pupils.
- III. The Solihull Approach parenting programme aimed at promoting emotional health and wellbeing of children and young people is currently exceeding target with 422 registrations and 872 courses started.

- IV. Workshops have taken place with Primary Care Networks to improve partnership working and increase referrals to the Stop Smoking service; and specialist training has been arranged with maternity services to improve support for pregnant women.
  - V. 26 providers have been awarded a contract for Supported Living and 13 providers awarded a contract for Community Activities as part of the implementation of a new framework.
7. Another area of significant success is improving the quality of lives of Herefordshire’s children and young people. The key highlights in Q1 from the Delivery Plan are:
- I. Revised Children’s Improvement Plan for 2024-2025, approved by the Improvement Board;
  - II. Revised action plan agreed with our Improvement Partner Leeds – this is coordinated with the Phase 2 improvement plan and takes us to March 2025 when that contract with Leeds is expected to end;
  - III. Set out plans with partner agencies for implementation of the new Working Together 2023 – co-ordinated through the Herefordshire Children’s Safeguarding Partnership; and
  - IV. Progressed our successful bid to open a new Special Free School.

**Performance: Place**



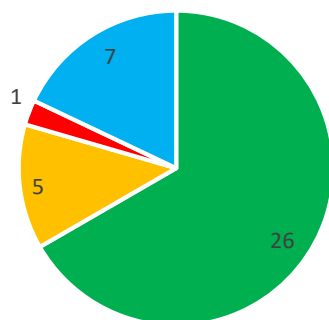
■ On Target ■ At risk of missing deadline ■ Not on Target ■ Completed  
 RAG status of Delivery Plan milestones in progress during Q1

- 8. As part of the development of the Local Plan, Regulation 18 consultation across the county has been completed and responses currently being review.
- 9. Delivery of the new road strategy continues with consultant procurement progressing for the design review of phase 1 (southern section of western bypass) and scheme review of phase 2 (western bypass). A land agent has been appointed and programme agreed in respect of land acquisition for phase 1.
- 10. The public realm services operating model for the new contract has been approved by Cabinet and soft market engagement is due to commence in Q2.



11. In Q1, Luston Wetland project won the LGC Award in the Environmental Services category and the RTPA Award for Best Project. It was also awarded Highly Commended at the MJ Awards for Leadership in responding to the Climate Emergency and for Best Mitigation Project at the CIEEM Awards.
12. Significant progress has been made on the Leominster Heritage Action Zone Project following the successful procurement of a contractor. The council has also delivered the Nature Recovery Network mapping and developed guidance for the management of the council's tree and hedgerow stock to enhance our environment.
13. A key priority in the new Council Plan relates to recycling rates. A new waste contract is due to start in the next quarter. In the meantime, improvement in recycling rates have been seen due to increased composting at household recycling centres. The council aims to develop a recycling profile to account for seasonal fluctuations.
14. Significant work has gone into the Carbon County Reduction activities which is a key priority within the new Council Plan, such as:
  - I. Greener Footprints Week 2024 was organised as part of the national Great Big Green Week, focusing on communication and engagement with residents and businesses.
  - II. A significant increase in business participation at the Big Green Business Event (110 attendees from 92 businesses, compared to 27 attendees from 20 businesses in 2023).
  - III. Expansion of electric vehicle infrastructure continues, with 6 new charge points installed in Leominster, contributing to the target of 60 sockets by 2024/25.

**Performance: Growth**



■ On Target   ■ At risk of missing deadline   ■ Not on Target   ■ Completed

RAG status of Delivery Plan milestones in progress during Q1

15. As part of the council's objective to develop employment land across the county, a multi-discipline design team has been appointed to develop designs for Ross Enterprise Park. Additional employment land opportunities are being explored and £25k has been allocated to market towns to undertake feasibility studies.
16. The Herefordshire and Worcestershire Group Training Association are currently unable to secure the necessary financing for the construction and site acquisition to establish a new

Centre of Excellence at Skylon Park. As a result, the council is evaluating alternative options by developing a Green Book business case to explore different funding models and solutions for this project.

17. Engagement with housing delivery partners is ongoing with work being undertaken through the Marches Forum to identify barriers and solutions to growth for high quality and affordable housing. The council is out to tender for masterplan architects to provide feasibility concepts around Merton Meadow, Essex Arms and Bus Station sites to form a multi-generational urban village.
18. Significant progress has been made in allocating UK Shared Prosperity Fund and Rural England Prosperity Funds. Applications for Community Infrastructure and Community Capacity grants have exceeded available funding and are currently being appraised, with all funds expected to be allocated by the end of July. Most of the Rural Enterprise and Rural Tourism funds have already been allocated, with the remaining funds to be used for topping up community grant schemes, ensuring complete allocation by the end of July 2025. Herefordshire has also been successful in securing Local Visitor Economy Partnership status

### Performance: Transformation



19. Significant transformation work is being undertaken in the digital sphere. Key projects include:
  - I. Implementation of OneDrive, data migration to Teams, and simplified login procedures as part of the Windows 11 upgrade are on track
  - II. Improvements to the Planning and Regulatory system and HomePoint system are underway
20. The new Workforce Strategy that incorporates the council's updated values following a planned programme of staff engagement, has been approved and launched.
21. Significant work is underway to improve and transform the way residents access council services, supported with the development of an implementation plan for the Customer Service Strategy, the development of the Customer Standards and a review has commenced of some of the council's customer processes and content on the council's website. Work is also progressing to procure a new telephony and website platform for the council, which will provide a good foundation to enable the council to modernise its services.

## The Office for Local Government – Local Authority Data Explorer

22. The Office for Local Government (Oflog) is an office of the Department for Levelling Up Housing and Communities (DLUHC) and was launched in July 2023. Oflog has been established to provide information about the performance of local government to audiences in all levels of government and to the public.
23. One of the primary tools Oflog will use to monitor local government performance will be via the [Local Authority Data Explorer](#). The aim of the tool is to create an overlapping and holistic picture of local government performance – with the facility to easily view metrics across different domains.
24. At present, the Explorer covers six areas of performance. These are: waste management, planning, adult social care, roads, adult skills, corporate and finance
25. Some of the data published by Oflog is historic and therefore should be interpreted with caution.
26. The following top ten indicators have, therefore, been selected to demonstrate a more meaningful indication of the latest performance:

Key Performance Indicator	2023-24 Actual	Q1 Projection	Q1 Actual	Q1 RAG*
Percentage of service users aged 65+ discharged from hospital into Home First who are still at home 91 days after discharge	70.4%	80%	77.1%	Yellow
Percentage of Children and Young People social work assessments completed within timescale (45 days)	79.1%	84%	54%	Red
Percentage of children in care who have an up-to-date review	86.4%	95%	92.4%	Yellow
Percentage of major planning applications dealt with within 13 weeks (or 16 weeks if subject to an Environmental Impact Assessment), or with an agreed extension of time	92.31%	70%	100%	Green
Percentage of non-major (minor and other) planning applications dealt with within 8 weeks, or with an agreed extension of time	79.61%	80%	75.4%	Yellow
Number of kg of waste that is not sent to reuse, recycling or composting (per household)	471.03kg	120kg	119.85kg	Green
Number of affordable homes delivered	268	65	64	Yellow
Local count of Herefordshire homelessness	5	19	18	Green
Value of grants paid to businesses to support viability and enable growth through UK Shared Prosperity Fund and Rural England Prosperity Fund	£1,198,605	£211,195	£88,324.35	Red

Average days sickness per FTE	9.10	9	8.77	
-------------------------------	------	---	------	--

\*RAG (Red Amber Green) Key: Green (target met/ exceeded); Amber (within 10% threshold); Red (away from target by 10%+ in an adverse direction); Grey (not targeted/ monitoring only).

27. The RAG status of social work assessments is due to staffing challenges and changes in the early part of Q1; a permanent team manager is now in post (May 24) and there is now more stability in staffing.
28. The RAG status for the grants paid to businesses is due to the lag between commitments and spend as projects are currently in delivery phase. The majority of spend will take place in Q3 and Q4.

### Community impact

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

### Environmental Impact

31. This report details how progress is being made in achieving the Delivery Plan which details how the council is working to deliver the environmental ambitions set out in the County Plan. Individual projects and deliverables included within the Delivery Plan will all be subject to their own governance arrangements and assessment of environmental and ecological.

### Equality duty

32. 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.

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. Each project within the Delivery Plan will assess its equality impact individually.

### Resource implications

33. These recommendations have no direct financial implications, however cabinet may wish to consider how money is utilised in order to meet the council's objectives.

### Legal implications

34. This Council is a best value authority designated under the Local Government Act 1999. It is required to make arrangements to secure continuous improvement in the way it exercises its functions. Measuring performance is a tool to evidence such improvement.

### Risk management

35. The risks associated with the council's business are recorded on the relevant service risk register and escalated in accordance with the council's Performance Management Framework and Risk Management Plan. The highest risks, i.e. those scoring greater than 16 after controls, are escalated to the council's Corporate Risk Register.

### Consultees

36. None in relation to this report.

### Appendices

Appendix A Q1 Council Plan Delivery Plan Updates

### Background papers

Council Plan 2024-2028  
Delivery Plan 2024-2025

### Report Reviewers Used for appraising this report:

Governance	John Coleman	Date 04/09/2024
Finance	Judith Tranmer	Date 03/09/2024
Legal	Sean O'Connor	Date 05/09/2024
Communications	Luenne Featherstone	Date 02/09/2024
Equality Duty	Harriet Yellin	Date 05/09/2024
Procurement	Carrie Deeley	Date 05/09/2024

Risk	Jessica Karia	Date 30/08/2024
------	---------------	-----------------

Approved by	Hilary Hall	Date 06/09/2024
-------------	-------------	-----------------

## Appendix A - Council Plan Delivery Plan Updates

**People:** We will enable residents to realise their potential, to be healthy and to be part of great communities that support each other. We want all children to have the best start in life.

Objectives	THIS YEAR WE WILL....	Key Milestones to Deliver	RAG	Remarks
66	Support all children to have the best start in life.	Develop a revised Children's Improvement Plan	Blue	Revised plan agreed at Improvement Board on 17 July.
	Further develop and embed our restorative practice model focussed on working with families	<ul style="list-style-type: none"> <li>• Deliver a programme of 8 restorative practice learning webinars</li> <li>• Complete the supervision train the trainer programme</li> </ul>	Blue	The supervision train the trainer programme has been completed along with the following <ul style="list-style-type: none"> <li>• CSC workforce training</li> <li>• single agency Restorative Practice training</li> <li>• Multi Agency operational practice workshops on Restorative Practice</li> </ul>
	Ensure that the views and lived experience of children and young people inform strategic intent and service delivery	<ul style="list-style-type: none"> <li>• Conduct a quality of life survey with children and young people</li> <li>• Utilise findings from the Bright Spots survey to update service delivery and strategic intent</li> <li>• Develop and publish a Participation Strategy for vulnerable children and young people</li> </ul>	Amber	In progress; schools are due to complete this by end of summer term. Analysis and reporting to be completed by Autumn 2024
	Roll out delivery of the Early Intervention and Prevention Strategy for children and young people	<ul style="list-style-type: none"> <li>• Complete a review of early help provision</li> </ul>	Green	Survey completed and results are due in July 2024.
	Update the Early Intervention and Prevention Strategy for children and young people based on the above review and update the implementation plan	<ul style="list-style-type: none"> <li>• Develop an implementation plan for the Early Intervention and Prevention Strategy</li> </ul>	Green	Draft strategy is in progress.
	Increase capacity of specialist Special Educational Needs (SEN) school places so that children and young people can attend a local provision that meets their needs	<ul style="list-style-type: none"> <li>• Update the Education Strategy which includes a sufficiency focus</li> </ul>	Blue	
		<ul style="list-style-type: none"> <li>• Ensure that all future applications to Department for Education (DfE) schemes are completed and submitted by the DfE specified deadline</li> </ul>	Green	
		<ul style="list-style-type: none"> <li>• Publish a plan to explore solutions through the High Needs capital grant to increase or improve SEN provision, that may include: resource based provision, repurposing of existing council buildings, new build, and purchase and conversion of existing buildings</li> </ul>	Green	DfE's announcement - Herefordshire had been successful in a bid to open a new Special Free School. Work is underway to identify the sponsor for the school, which will support 80 children with complex autism and severe learning difficulties. Expansion of our mainstream autism bases 24-25 - an additional eight places will be available at Leominster Primary School in the next academic year. Education Strategy drafted and signed off at SLT ready for governance route.
			Green	Refresh of the DSG Deficit Management Plan underway. Meeting with ESFA - scheduled for August 2024.
			Green	
Support all residents to live healthy lives within their communities.	Deliver active travel programmes to encourage more walking and cycling	<ul style="list-style-type: none"> <li>• Support 5 businesses at the Hereford Enterprise Zone with employer travel plans</li> <li>• Engage with 15 primary schools across Hereford and the market towns as part of the Stride Active (walk to school) programme</li> <li>• Deliver the Bikeability (cycle training) programme</li> </ul>	Green	Supported two businesses with their LDO outline plans. A number of newsletters have been circulated to the businesses, along with holding a Dr Bike session and supporting Greener Footprints Big Business Event and Hereford Means Business Expo.
			Green	Walk to school week: 7 workshops across 4 schools (173 pupils attended). 7 assemblies across 6 schools (1243 pupils attended). 60 walk to School week packs distributed (1800 children attended).
			Green	Excellent delivery of Bikeability (Level 1 and 2 combined) for year 6 pupils across the county; on track to meet 80% pupil target by March 2025.

**People: We will enable residents to realise their potential, to be healthy and to be part of great communities that support each other. We want all children to have the best start in life.**

Objectives	THIS YEAR WE WILL....	Key Milestones to Deliver	RAG	Remarks
	Increase capacity and capability of addiction programmes to reduce harm from smoking, alcohol and drugs	• Deliver the national Harm to Hope strategy by increasing the number of adults in structured treatment to 996	Green	Recruitment has been successful for the Criminal Justice Pathway; the new recovery worker has been undertaking some intense networking and is successfully building relationships. The worker is picking up the Required Assessments. The other Criminal Justice Pathway worker will continue to lead on the Alcohol Treatment Requirement's (ATR), Drug Rehabilitation Requirement's (DRR), and Continuity of Care Pathway. They will also work with the Mental Health Team concerning joint service users in relation to the Mental Health Treatment Requirement (MHTR), as some of those will be subject to either Alcohol Treatment Requirement or Drug Rehabilitation Requirement (DRR).
		• Increase capacity of the Herefordshire Stop Smoking Service by recruiting additional Stop Smoking Advisors	Green	Recruitment is taking place to utilise Smoke Free Generation Grant Funding to increase capacity of the local stop smoking service. Two new stop smoking advisors
		• Increase smoking quit rates amongst smokers by 25% aligned to the Smoke Free Generation Funding targets	Green	Workshops have taken place with primary care networks to improve partnership working and increase referrals into the stop smoking service. Additional training has also been arranged for members of the stop smoking service due to take place in Q2. Specialist training has been arranged for maternity services to improve support for pregnant women. 200 people have set a date in Q1.
	Sign up education settings to the healthy tots/healthy schools framework	• Complete pilot of healthy tots/schools framework	Green	7 settings are currently working through the pilot project. These are: Riverside Primary School, Lord Scudamore, Lea Primary, Leominster, Ledbury, Gateway Lodge and Lakeview Nurseries.
		• Sign up 20% of education settings to the framework	Green	In progress; over 36% of primary schools have signed up to the Healthy Schools programme.
	Tackle inequality and facilitate social mobility by focussing on early intervention and prevention activities that enable people to live independent and fulfilling lives.	Protect children and young people at risk of exploitation	• Develop Get Safe as a response to child exploitation and contextual safeguarding concerns	Blue
• Develop support for young adults up to 25 years, who may be at risk of exploitation, and a transition pathway, through review of the Care and Risk Management Process (CARM) for this cohort and introduction of the adults exploitation toolkit			Green	A group has been set up to progress this through the Adults' and Childrens' respective Safeguarding Partnerships
Promote the emotional health and wellbeing of children and young people		• 400 new registrations achieved to the online Solihull Approach parenting programme and 600 new courses started by parents/carers	Green	Exceeding target; we have 422 new registrations and 872 courses started.
Deliver a Youth Employment Hub to support young people aged 16 to 24 into education, employment and/or training		• Launch a Youth Employment Hub	Green	Youth Employment Hub co-ordinator has been recruited. Meetings have been held with young people to gain their views for the development of the Hub and their ongoing involvement. Hub branding poll published seeking young people's views.
Deliver five technology pilots within the wider Technology Enabled Living Programme		• Complete roll out of the technology pilots	Amber	The five technology pilots are rolling out with the final pilot due to go live in September. Technology integrations have delayed the implementation.
Deliver implementation plans for best start in life and good mental wellbeing within the Health and Wellbeing Strategy		• Sign up to the prevention concordat for better mental health	Green	Agreement from Adult better mental health partnership board to progress. Currently drafting application.
		• Agree the Mental Wellbeing implementation plan	Green	Implementation plan developed; reported to Health & Wellbeing Board on 10th June.
		• Present annual progress reports against the implementation plans to the Health and Wellbeing Board	Green	Best start in life report to health & wellbeing board ; in progress and due September 2024. Good mental health; the last update is June 2024, with the next progress update in December 2024.
Deliver schemes to tackle inequality and support our most vulnerable residents		• Ensure the council tax reduction scheme continues to be maintained at its maximum level of discount	Blue	This was approved by full Council in February 2024.
		• Deliver the Holiday Activity and Food programme (HAF) targeted at children in receipt of free school meals	Green	The HAF programme will be delivered over the summer holidays. Talk Community are working with 40 VCSE provider partners.



**People: We will enable residents to realise their potential, to be healthy and to be part of great communities that support each other. We want all children to have the best start in life.**

Objectives	THIS YEAR WE WILL....	Key Milestones to Deliver	RAG	Remarks
		<ul style="list-style-type: none"> <li>Deliver the Household Support Fund (HSF) to those affected by cost of living</li> </ul>	Green	HSF funding has been extended to end September 2024. Delivery in this phase includes support families with children, in need of emergency food and household essentials identified through partnership working with schools, support for families with children entitled to free school meals by providing a food vouchers during the summer holidays.
101 Enable people to support themselves and each other by providing the right help at the right time.	Improve services for carers of all ages	<ul style="list-style-type: none"> <li>Approve and launch the All Ages Carers Strategy</li> </ul>	Blue	The strategy was approved by Cabinet in July 2024.
	Improve services for people with learning disabilities and mental health issues	<ul style="list-style-type: none"> <li>Implement a new framework for supported living and community activities</li> </ul>	Green	Evaluation of provider responses completed and 26 providers awarded a contract for Supported Living and 13 providers awarded a contract for Community Activities. Plans in place for mobilisation of the new contracts including establishment of appropriate contract monitoring arrangements
		<ul style="list-style-type: none"> <li>Sign up three new work opportunities providers</li> </ul>	Green	Specification for the new community activities framework includes a requirement for an improved offer to support Service Users into meaningful work. Approach being developed in relation to identifying additional work opportunity providers.
	Review existing respite provision and design and implement a model for future delivery	<ul style="list-style-type: none"> <li>Consult users of existing respite services to understand issues and areas for improvement</li> </ul>	Amber	Intelligence regarding issues experienced by existing service users is being gathered through feedback through social work teams and current block purchased service providers. Direct consultation with users of services are planned in October.
	Explore options for investing in, and building, the council's own care facility	<ul style="list-style-type: none"> <li>Complete a business case for a council-owned care facility</li> </ul>	Green	Work on the business case is continuing for consideration by the Cabinet Member in September.
	Improve the model to ensure that people who are discharged from hospital receive the right support in the community, including reablement	<ul style="list-style-type: none"> <li>Implement robust processes with health partners to achieve safe discharge from hospital</li> </ul>	Amber	All discharge pathways reviewed and new models developed that will help to ensure that people are discharged from hospital with the right support. Some challenges in relation to capacity within therapy services need to be addressed but overall we are seeing improvements in the discharge process.
		<ul style="list-style-type: none"> <li>Review the existing reablement model in light of best practice</li> </ul>	Green	Service specifications reviewed and revised in accordance with local requirements and national best practice. Demand and capacity model reviewed and service delivery targets refined to reflect improvements required in year, and decision made to commission additional block care home beds to support timely discharge with reablement approach.
		<ul style="list-style-type: none"> <li>Undertake a review of 25 sample hospital discharge cases of people aged over 18 to provide assurance on partnership working.</li> </ul>	Green	Work is progressing to improve data analysis and intelligence through the development of a system wide dashboard. Phase 1 of the dashboard will go live in September. Further work required to identify appropriate analysis of outcomes and review of sample cases to provide assurance on effective partnership working during Q2 and Q3.
Work with partners and residents to build connected and resilient communities.	Implement the findings of the Talk Community strategic review	<ul style="list-style-type: none"> <li>Publish the findings of the strategic review</li> </ul>	Green	The findings of the review will be published in the summer 2024.
		<ul style="list-style-type: none"> <li>Develop and agree the three-year Talk Community Strategy</li> </ul>	Green	The Talk Community Strategy has been refreshed in the light of the review and will be launched in the summer 2024.
		<ul style="list-style-type: none"> <li>Launch the community capital grants scheme</li> </ul>	Green	Preliminary notification of the scheme has been provided to the sector. The application forms and criteria are being finalised and will be issued in the summer.
Support people to feel safe and respected in their communities.	Implement the new Working Together 2023 requirements through the Herefordshire Children's Safeguarding Partnership	<ul style="list-style-type: none"> <li>Agree and appoint a new Chair</li> <li>Full implementation of the Working Together 2023 requirements</li> </ul>	Blue Green	Corporate Director of Children and Young People appointed. Action plan in place to implement the requirements which are monitored through HCSP.
	Expand CCTV through delivery of the Safer Streets 5 programme	<ul style="list-style-type: none"> <li>Install CCTV cameras and undertake other related improvements in Leominster, Ross on Wye and Ledbury</li> </ul>	Green	On track for delivery. Quotations received ready for orders to be placed following elections (8/7/24).

**People: We will enable residents to realise their potential, to be healthy and to be part of great communities that support each other. We want all children to have the best start in life.**

Objectives	THIS YEAR WE WILL....	Key Milestones to Deliver	RAG	Remarks
102	Deliver a Safer Streets for Schools policy and deliver designs for safer routes to school	• Policy developed and approved	Green	Draft school designs in progress following school/community co-design sessions. The policy will be developed once the design principles adopted for the first three streets have been implemented and their relative success assessed.
		• Identify three priority schools	Blue	Priority Schools identified: Lord Scudamore Broadlands Riverside School
		• Complete co-design stage & stakeholder consultation	Green	School/community co-design sessions completed w/e 7th June 2024.
		• Identify eight schools to benefit from smaller scale enhancements	Green	Schools identified: Holmer C of E Academy Our Lady's Primary School St Martin's C of E Primary School St Paul's C of E Primary School Aylestone School St Thomas Cantilupe C of E Primary School St James C of E Primary School Hampton Dene Primary School
Commence implementation of the Community Safety Partnership (CSP) Strategy 2024 – 2027	• Implement the first year of the CSP Strategy against the four priority areas: Domestic Abuse, Violence against Women and Girls - Sexual Violence, Misuse of Drugs and Neighbourhood Crime	Green	Domestic Abuse - Training offer reviewed, programme/provider for 24-25 agreed, waiting for confirmation of grant funding to start courses in September 2024. Sanctuary Scheme is enabling more families to stay in their own home. Domestic Abuse Prevention education programme in schools commissioned with West Mercia Womens Aid and The Right Path, as well as Mentors in Masculinity Ambassadors programme. Identification and Referral to Improve Safety (IRIS) programme continues for awareness in General Practice surgeries. Domestic Abuse Needs Assessment underway, to inform development of Domestic Abuse Strategy; Sexual violence - Awareness raising/training incorporated in Domestic Abuse training programme, training provider agreed, waiting for confirmation of grant funding to start courses in Sept 2024; Healthy relationships workshops in schools offered through various programmes (Right Path, West Mercia Womens Aid, Mentors in Masculinity). Drugs - Draft 24-25 implementation plan agreed to deliver Combatting Drugs Strategy. Drugs Related Deaths Panel established. Process for issuing Drugs Alerts strengthened. Neighbourhood Crime - Strengthening of Multi-Agency Tasking and Coordination Group is in progress to meet the ambitions of the strategy.	
Reduce the waiting list of Traffic Regulation Orders (TROs) and investigate and commence delivery of 35 TRO's countywide	• Progress the delivery of 35 schemes to reduce the TRO waiting list using Local Transport Plan (LTP) Capital Funding	Green	Work has commenced to deliver the annual programme of Traffic Regulation Orders. A change in approach has been adopted, additional team members have been recruited to the team and the delivery of schemes such as these is now an "in-house" activity.	

On Target ■ At risk of missing deadline ■ Not on Target ■

Paused ■ Completed ■

**Place:** We will protect and enhance our environment and ensure that Herefordshire is a great place to live. We will support the right housing in the right place, and do everything we can to improve the health of our rivers.

Objectives	THIS YEAR WE WILL....	Key Milestones to Deliver	RAG	Remarks	
Develop Herefordshire as a place for growth, prosperity and communities to thrive	Undertake the Draft Local Plan 2021-2041 consultation (Regulation 18 and Regulation 19)	• Launch Regulation 18 consultation	Blue	On Target - REG 18 consultation stage completed and reviewing responses.	
		• Commence Regulation 19 consultation	Green	On Target to meet programme, subject to new government planned changes to the national Planning Policy Framework	
	Deliver the New Road Strategy	• Complete design review of phase 1 (Southern section of the western bypass)	Green	Consultant procurement agreed and being progressed. Start expected soon.	
		• Complete "heads of terms" on land acquisition for phase 1 (Southern section of the western bypass)	Green	Land agent appointed and programme agreed to deliver to deadline.	
		• Complete scheme review of phase 2 (western bypass)	Green	Consultant procurement agreed and being progressed. Start expected soon.	
	Deliver a new Local Transport Plan	• Complete public consultation on draft Local Transport Plan (LTP)	Green	LTP programme on track- public consultation to be undertaken in Q4 2024/25.	
		• Complete draft Local transport Plan	Green	LTP programme on track- draft Local Transport Plan due for completion by Q4 2024/25	
	Deliver the Public Realm Services	• Agree Public Realm Services operating model	Green	The Operating Model for the new contract has been approved by Cabinet, soft market engagement is to commence in Q2 to further inform the development of the new contract.	
	Continue to deliver Section 106 infrastructure projects	• Reduce backlog of Section 106 schemes	Green	Delivery programme for 24/25 underway and largely remains on target to reduce backlog of S106 schemes.	
		• Commission infrastructure projects in a timely manner to ensure best value for money when income is received	Green	New commissioning processes implemented between relevant service areas and PMO ensuring timely commissioning and best value	
Work with an investment partner to develop student accommodation across the city	• Work with stakeholders to progress designs at the College Road Campus site and Edgar Street Football Stadium site	Green	The procurement has concluded, awaiting final contracts.		
	• Cabinet to consider a business case and investment models to build student accommodation on both sites	Green	Design stage is underway and the programme is on track to present a business case to cabinet in December 2024.		
Expand and maintain the transport infrastructure network in a sustainable way and improve connectivity across the county.	Carry out transport infrastructure improvements	• Continue with the delivery of the Levelling Up Fund (LUF) projects	Amber	A revised programme has been developed, but has yet to be submitted to DfT as part of their Project Adjustment Request process, hence amber, otherwise green. Transport Hub risk much reduced as land transfer process predominantly complete. Other LUF projects being managed within the service with similar start dates.	
		• Deliver the Department for Transport (DfT) Highways Maintenance scheme within the additional funding	Green	On track for delivery during August.	
	Deliver the highways maintenance investment programme across the county	• Deliver the Resurfacing Herefordshire Highways scheme	Green	Delivery programme on track with the contractor for the resurfacing works.	
		Work with parishes on locally important maintenance	• Lengthsman: deliver the scheme within the additional £250k	Green	Agreements with Parish Councils were signed and returned at the start of the financial year.
			• Public Rights of Way (PROW): deliver the scheme within the additional £250k	Green	Returns from the Parishes now received, processed and decisions provided to Parishes. If all schemes are delivered by Parishes then some 580+ assets would be improved across the PROW network at £210k.
	• Drainage: deliver the scheme within the additional £445k	Green	Parishes have been asked to return applications by 27th September.		
	Reopen as many closed public rights of way routes as possible	• Deliver £140k Local Transport Plan (LTP) capital funding to scope, design and replace bridges to support reopening of routes	Amber	Scoping and surveying work has been undertaken and schemes designed for 11 locations to date and construction work is being put out to tender.	
Work with partners across the recently launched Marches Forward Partnership	• Engage with both UK and Welsh governments on a new model for working together that not only reflects our functional geography but will also be a pilot for other potential partnerships who sit outside urban conurbations	Green	Launch event planned for 22 July, to be held at the Royal Welsh Show. This will be the opportunity to showcase the work done to date, and share the developing prospectus for submission to both the English and Welsh Governments.		
Value nature and uphold environmental standards to minimise pollution and maximise biodiversity	Deliver Phase 2 Strategic Mitigation for Phosphate Credits	• Purchase additional wetland site	Green	Drafting of legal agreement being undertaken by Council's legal team.	
		• Commence design for second site	Green	Drafting of tender package being undertaken by PMO.	
		• Commence construction on the second site	Green		

Objectives	THIS YEAR WE WILL....	Key Milestones to Deliver	RAG	Remarks	
104		<ul style="list-style-type: none"> <li>Commence first off-mains treatment plant replacement</li> </ul>	Amber	Review of modelling of phosphate reduction to encompass legal baseline and overnight stays only to assess viability and take to the project board for decision.	
	To lead and be responsible for the delivery of the Local Nature Recovery Strategy	<ul style="list-style-type: none"> <li>Delivery of the Nature Recovery Network mapping</li> <li>Publication of the Nature Recovery Strategy</li> </ul>	Blue Green	Tender package issued to consultants for drafting of the strategy.	
	Integrate Biodiversity Net Gain into the planning process	<ul style="list-style-type: none"> <li>Securing Biodiversity Net Gain through creation of natural habitats both onsite and offsite through individual planning applications</li> </ul>	Green	Planning applications with BNG submissions currently being assessed by Ecology, at present all on site. Development of first Habitat Bank being reviewed by Ecology team.	
	Develop a countywide Tree Strategy and guidance	<ul style="list-style-type: none"> <li>Deliver guidance for the management of the council's tree and hedgerow stock</li> <li>Deliver the Ash Die Back action plan for the council</li> </ul>	Blue Green	Ash Die Back Action Plan being finalised. Graduate tree officer post in for job evaluation. Webpage guidance being drafted.	
		<ul style="list-style-type: none"> <li>Work with partners to deliver a countywide Tree Strategy</li> </ul>	Amber	Tender package being reissued to consultants with an increased budget as no tenders received within previously identified budget.	
		Continue to implement the Herefordshire Natural Flood Management (NFM) project to reduce flood risk to communities within the county	<ul style="list-style-type: none"> <li>Deliver a range of engagement activity throughout the year</li> </ul>	Green	The project recognises that engagement is crucial to gaining support from landowners and communities, and to forming and sustaining the partnerships needed for NFM. As such, we will continue to update our NFM webpages, will hold two further events and issue seasonal project update newsletters.
	Support and facilitate the partnership approach to address river pollution, through the River Wye Nutrient Management Board, the work of the Wye Catchment Partnership, the Cabinet Commission and working closely with the River Champion	<ul style="list-style-type: none"> <li>Provide landowners and farmers with recommendations to reduce flood risk and to access the Natural Flood Management (NFM) construction grant</li> </ul>	Green	Catchment advisors continue to produce tailored reports for landowners identifying NFM works that may be undertaken. We found a grant scheme helpful in convincing landowners to engage with the project by helping fund recommended measures and so continue to promote a construction grant scheme. We have received 29 applications, with offers totalling £124.3k (out of the current budget allocation of £250k).	
		<ul style="list-style-type: none"> <li>Progress the Nutrient Management Plan and the Wye Catchment Plan</li> <li>Deliver a rivers conference to promote sustainable farming innovation</li> </ul>	Green Green	Attendance at Statutory Officers Group and NMB. Cabinet Commission recently held. Date planned for 21st November. Venue confirmed and invitation list and speakers being prepared.	
		<ul style="list-style-type: none"> <li>Work with partners to support in bringing forward river restoration projects on the ground</li> </ul>	Green	Working with EA to develop the Diffuse Water Pollution Plan. Developed project brief for Welsh data for the Nutrient Management Plan.	
	Reduce waste, increase reuse and increase recycling	Mobilise the new waste contract	<ul style="list-style-type: none"> <li>New contract commences</li> </ul>	Green	Mobilisation meetings taking place weekly with activities taking place to integrate ICT systems, install EV charge facility at depot, new communications campaign in final stages of design and to be installed on vehicles.
	Work towards reducing county and council carbon emissions, aiming for net zero CO <sub>2</sub> by 2030/31 and work with partners and communities to make the county more resilient to the effects of climate change.	Reduce the council's own CO <sub>2</sub> footprint through implementing our Carbon Management Action Plan	<ul style="list-style-type: none"> <li>2 electric refuse collection vehicles (RCVs) to be added to the waste collection fleet</li> </ul>	Green	Vehicles ordered and due for delivery within first couple of months of the new contract.
			<ul style="list-style-type: none"> <li>5 heat decarbonisation plans for the corporate estate</li> </ul>	Green	Heat decarbonisation plans have been carried out for the corporate estate and property are due to carry out some further studies on other buildings. Once complete nearly 100% of corporate buildings will have been reviewed. The output give possible next steps to decarbonise the buildings. Findings are being summarised and costed and will be updated in the Carbon Management Action Plan with potential business plans written should there be any easy wins.
<ul style="list-style-type: none"> <li>Scope and commence development of the next carbon management plan to take us to 2030/31</li> </ul>			Green	Directors and their management teams in the Economy & Environment and Community Wellbeing directorates have been briefed on the process. The next step is to identify and brief Cabinet Members on the next steps in formulating the next plan. Research is going on in parallel, specifically around offsetting, inseting and sequestration.	
<ul style="list-style-type: none"> <li>Deliver a climate focused youth conference</li> </ul>			Green	Working with Hereford College of Arts and Rural Media to organise a youth focused event in November 2024 as part of HCA sustainability fortnight with plans with a bigger conference/assembly in March/April 2025.	

Objectives	THIS YEAR WE WILL....	Key Milestones to Deliver	RAG	Remarks
	Support households and businesses to take action to address climate change	• Install energy efficient measures to 200 homes and retrofit assessments completed for 150 households	Amber	Households are being supported through a number of mechanisms. HUG2 delivery ongoing (£7m) targeting off gas grid households. At the end of Quarter 1, there were 144 properties in the pipeline with 28 lodged installs with a total committed spend of £1,617,152. Challenges with the batch system and value for money parameters has caused significant delays to approvals which has had a knock on effect to delivery. Overall target is 240 homes. Households deemed able to pay are supported through the Home Energy Savers project. Current pipeline is 73 residents that have been passed to identify energy efficiency improvements. Businesses are being supported through Business Enterprise fund and the Rural Enterprise fund.
		• Deliver 6 farm carbon audits	Green	Final 6 farm carbon audits almost complete. Provider waiting on certain data from 3 farmers.
		• Deliver the Big Green Business Event in partnership with Herefordshire Means Business	Blue	Over 100 representatives from businesses attend the Big Green Business Event on 11 June. Excellent media coverage with 6 press articles from different outlets. Over 60,000 social media impressions and engagements.
	Expand the electric vehicles charging network in council owned car parks and additional points through the Local Electric Vehicle Infrastructure (LEVI) funded project	• Deliver a total of 50 publically available charge point sockets across the county	Green	6 new charge point sockets have been installed at Broad Street car park Leominster under the Wenea concession contract including 2 x 100kW ultra-rapid sockets and 4 x 22kW fast sockets. This brings the current total of publically available sockets in council car parks up to 28 (22 Wenea and 6 SWARCO).
105 Support our local culture and heritage and make Herefordshire a thriving, safe and attractive place to live and visit.	Progress the project to redevelop the Library and Learning Centre in the Shire Hall	• Appoint a Library design consultant to deliver design proposals	Blue	
		• Relocate interim Library to the Town Hall	Green	The Interim Library is planned to relocate to the Town Hall in late summer.
		• Undertake consultation with users, stakeholders and internal staff on designs	Green	The Creative Core Ltd has prepared an extensive consultation schedule for July, August and September 2024 with existing users, target audiences, staff and stakeholders. Two staff consultation workshops have already been undertaken and a staff site visit to Shirehall.
		• Develop a new Library Strategy	Green	Work has begun on the new Library Strategy. Visitor performance data and analysis has been compiled and library staff are in the process of analysing community needs. Development will continue in tandem with the design development of the Shirehall library.
	Progress the project to redevelop the Hereford Museum and Art Gallery	• Complete design work	Amber	Planning permission and listed building consent granted in July 2024. Remaining design work, following planning approval, to be carried out with a contractor and completed by the autumn.
		• Commence Activity Plan (National Lottery Heritage Fund funded)	Green	Exhibition designers appointed. New staff roles filled - in post from August/September.
	Progress the Leominster Heritage Action Zone Project; including completion of public realm improvements	• Contractor commences works	Blue	Following successful procurement the appointed contractor started work as planned in May 2024 once the May Fair had concluded.
		• Completion of public realm improvements works	Amber	Work is ongoing. Due to delays in the supply of the heritage stone for pavements and crossing points, and issues with the drainage system discovered during initial works, scheme completion delayed until end of November 2024.

On Target	At risk of missing deadline	Not on Target
Paused	Completed	

**Growth: We will create the conditions to deliver sustainable growth across the county; attracting inward investment, building business confidence, creating jobs, enabling housing development along with providing the right infrastructure.**

Objectives	THIS YEAR WE WILL....	Key Milestones to Deliver	RAG	Remarks	
Develop employment land to unlock new business opportunities for the County and generate local jobs.	Develop employment land across Herefordshire	• Commission Ross Enterprise Park design team	Blue	Multi-discipline design team appointed in June 2024.	
		• Procure contractor for Ross Enterprise Park	Green	Procurement and appointment will follow detailed design phase.	
		• Contractor commences work at Ross Enterprise Park	Green	Construction will follow design and procurement stages.	
		• Complete countywide review of additional employment land needs and opportunities	Green	Additional employment land opportunities being explored with further update expected September 2024.	
	Support the growth of the Enterprise Zone in Hereford	Develop and implement an Inward Investment and Place Marketing plan for Herefordshire	• Select and allocate funding to additional employment land projects across Herefordshire	Green	£25K is allocated for feasibility studies in each of the market towns (from the MTIP), and needs to be spent by end March 2025- contact has been made with all Town Councils. Additional employment land opportunities being explored with further update expected July/August 2024.
			• Complete current plot sales in the Enterprise Zone	Green	Ongoing sales in progress.
			• Engage with businesses in Skylon Park regarding future management arrangements	Green	Skylon Park businesses have been written to advising them of future arrangements regarding management/maintenance.
	Support market towns and Hereford City to be vibrant hubs through working with residents, grassroots organisations and businesses.	Implement the £403k Towns Investment for the Greening the City Towns Investment project	• Complete transition of management of Skylon Park to the council	Green	Transition in place with the lead for Maintenance/Estate Management to transfer back to the Council and advised to Skylon Park businesses.
			• Recruit inward investment manager	Amber	Job being graded and hope to advertise in September 2024.
			• Establish inward investment programme	Amber	Tender specification has been drafted, commissioning to co-inside with Inward Investment Manager recruitment. Anticipated Q3.
• Commence delivery of the inward investment programme			Amber	Dependent on the tender specification has been drafted. Anticipated Q3	
Support residents to access skills development, training and employment opportunities.	Support implementation of the Market Town Investment Plans (MTIP)	• Publish an Investment Prospectus setting out both financial and development opportunities	Amber	Dependent on the tender specification has been drafted. Anticipated Q3/ Q4	
		• Secure land for improvements of the Great Western Way pathway	Green	All land agreements now secured. NR work will be carried out under licence where the two other sections will be done under deeds of dedication	
		• Confirm design of the widening of the pathway	Blue	All designs reviewed by HC Highways and approved for construction	
		• Award contracts of works for the widening the pathway	Green	Awaiting agreed procedure to use Minor Works Framework	
	Work with partners in the Golden Valley Parkway Task Force to complete the strategic outline business case for the	Work in partnership with Wye Valley Trust (WVT) with a view to developing a new Education Centre at Hereford County Hospital	• Works completed on the pathway	Green	Awaiting procurement route and award of contract
			• UKSPF (UK Shared Prosperity Fund) feasibility funding awarded to each town to support development of Market Town Investment Plan (MTIP) priorities.	Green	Meetings have been taking place with each of the market towns and the procurement route has been identified. Economic Development Officers are supporting the tendering process to carry out each of the feasibility studies. These will be completed by March 2025.
	Explore options for a strategic investment partnership with Herefordshire and Worcestershire Group Training Association (HWGTA) to establish a new centre of excellence at Skylon Park	Work in partnership with Wye Valley Trust (WVT) with a view to developing a new Education Centre at Hereford County Hospital	• Strategic Outline Business Case completed	Green	Consultant procurement agreed. Task force to approve brief before work commences
			• Signed "heads of terms" agreed	Green	The scheme is awaiting final sign off from NHS England and then the council will be in a position to enter HOT with WVT
			• Full business case presented to Cabinet and decision to be taken	Green	WVT are on track to finalising a business case to present to cabinet in November for a final recommendation to full council
			• Signed "heads of terms" agreed	Red	Further work is underway to develop a robust Greenbook Business Case to enable a further viability check of the scheme – There is a funding gap which has been identified so more time is required to consider how the gap is being funding with HWGTA. This work will delay the decision.
Full business case and delivery model for the new centre of excellence completed	Full business case and delivery model for the new centre of excellence completed	• Full business case and delivery model for the new centre of excellence completed	Green	This has been commissioned and is expected to be available in September for further consideration	

Objectives	THIS YEAR WE WILL.....	Key Milestones to Deliver	RAG	Remarks
		<ul style="list-style-type: none"> <li>Present to Cabinet for decision to be taken</li> </ul>	Green	On receiving the greenbook business case further engagement will occur and modelling to test viability which then will be presented to the cabinet lead
	Working in partnership with the Skills Board to promote the higher education offer available in Herefordshire	<ul style="list-style-type: none"> <li>Work in partnership with NMiTE to support their development and growth</li> </ul>	Green	We continue to support and work closely with NMiTE in the lead up to the September intake of students for the 2024/25 Academic year, and the challenges and opportunities that lie ahead.
107	Work with partners to provide high quality and affordable housing to meet all needs. Enable the delivery of affordable properties in the county, including council owned land, through registered providers and developers	<ul style="list-style-type: none"> <li>Establish a housing development team</li> </ul>	Blue	Interim Head of Housing development in post, engagement with Housing delivery partners commenced and ongoing.
		<ul style="list-style-type: none"> <li>Establish a housing forum to engage registered social providers and developers to identify development opportunities and barriers to growth for high quality and affordable housing</li> </ul>	Green	Work being done via the Marches Forum to identify barriers and identify solutions. Work also being undertaken with Property and other services to identify HC owned opportunity sites.
		<ul style="list-style-type: none"> <li>Engage with surrounding land owners and key stakeholders to progress strategically significant council owned sites such as Merton Meadow in Hereford and Model Farm in Ross-on-Wye</li> </ul>	Green	Out to Tender for masterplan Architects to provide RIBA 2 feasibility concepts around all Merton sites, Essex Arms and Bus Station to form multigenerational urban village including flood alleviation. Consultation with key stakeholders WVT, NMITE, Hereford FC, HCA ongoing.
		<ul style="list-style-type: none"> <li>Establish the delivery programme</li> </ul>	Green	Strategies Asset review of opportunity sites ongoing; sites identified as part of Merton Meadows, and wider Masterplan work around Hereford and Ross working with Local Plan team.
	Secure accommodation for vulnerable people at risk of homelessness	<ul style="list-style-type: none"> <li>Purchase a further 15 properties using funding through the Single Homelessness Accommodation Programme, specifically for young people aged 18-25 identified at risk of homelessness</li> </ul>	Green	Five properties have already been purchased with a further three in the process of being purchased. Offers have been made on six more properties.
		<ul style="list-style-type: none"> <li>Engage with rough sleepers to enable them to access accommodation and appropriate support</li> </ul>	Green	The rough sleeper outreach team continually engage with our rough sleepers and actively support them to source accommodation. The SHAP properties are for individuals who are homeless predominantly care leavers or those who are likely to end up rough sleeping.
Enhance the rollout of improved broadband across the county to deliver a fully digital Herefordshire	Increase full fibre broadband coverage in the county, and move to new stage of gigabit capable speeds by targeting the final 16% of properties (fibre to home)	<ul style="list-style-type: none"> <li>Complete the delivery of the remaining Fastershire stage 3 contracts</li> </ul>	Amber	Gigaclear has stood down one of its contractors due to quality issues with their work which has increased the risk of the remaining 250(approx.) Herefordshire premises not being delivered by the end of August 2024. Gigaclear are working to review the remaining work stack to access what can be delivered and produce a revised timescale to reach the remaining premises.
		<ul style="list-style-type: none"> <li>Support the transition and delivery of BDUK's (Building Digital UK) Project Gigabit investment programme in the county</li> </ul>	Green	The Lot 15 contract covering west Herefordshire but also the Forest of Dean has been awarded to Full Fibre Ltd. Stage 1, survey and test rode and roping, is underway and progressing on target. BDUK and Full Fibre currently undergoing the Local Intervention Review (LIR) process to access potential coverage increase. Remaining Project Gigabit lots for Herefordshire will undergo a type c procurement later this year.
Work with our partners and businesses to facilitate growth across the county.	Ensure engagement with local businesses by the Herefordshire Growth Hub	<ul style="list-style-type: none"> <li>Launch the Herefordshire Growth Hub brand</li> </ul>	Blue	The new Herefordshire Growth Hub brand is being used extensively. The all new branding is being used at expos and on all electronic coms and socials.
		<ul style="list-style-type: none"> <li>Establish and deliver a range of business support networking events</li> </ul>	Green	Business Roadshows in all of the market towns and Peterchurch are currently underway and the HGH programme of events is continuing up to September. A new programme will be developed, thereafter. On average there are 200 interactions per month.

Objectives	THIS YEAR WE WILL....	Key Milestones to Deliver	RAG	Remarks
	Support the growth of the tourism industry across Herefordshire, working closely with the Herefordshire County Business Improvement District (BID) and other key stakeholders	• Secure local visitor economy partnership status	Blue	LVEP status has now been granted for Herefordshire.
		• Launch the tourism rural prosperity grants 2024	Blue	Rural Tourism Grants have been launched and most have been appraised. There is a small amount remaining in the budget which can be used on another REPF project (Community Infrastructure Grants).
		• Deliver all tourism focussed grant funding	Green	We will continue to manage all tourism related grant agreements and claims and work closely with both BIDS to support tourism efforts in the county.
	Implement the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (RPF) grant schemes, to support local businesses and communities	• Launch all remaining UKSPF (UK Shared Prosperity Fund) and RPF (Rural England Prosperity Fund) grant schemes	Blue	All grant schemes have launched. Any unallocated funding will be issued via future funding rounds, however, the majority of grant funding is now committed.
Engage with mobile network providers to improve coverage across Herefordshire	• Produce a strategy to support improved network coverage	Green	Met with two mobile mast operators to discuss their commercial plans for Herefordshire. Mobile coverage survey work across the county is due to start in September using waste collection vehicles. This is being undertaken in collaboration with waste team and River Severn Partnership and will help in form strategy.	

On Target

At risk of missing deadline

Not on Target

Paused

Completed



**Transformation: We will be an efficient council that embraces best practice, delivers innovation through technology and demonstrates value for**

Objectives	THIS YEAR WE WILL....	Key Milestones to Deliver	RAG	Remarks
Change and transform the organisation to be fit for the future and deliver the efficiencies required	Develop and implement the council's transformation programme and Future Council Operating model	• Develop and launch the Transformation Strategy	Green	Transformation Strategy currently in development, aligned to the Future Council Operating Model work.
		• Develop and launch the Future Council Operating model	Green	Future Council Operating Model is in development. Presented to CLT and Leadership Group. To be launched at the All Staff Conference in September/October.
		• Develop and implement the strategic and directorate transformation programmes to support delivery of the Transformation Strategy and Future Council Operating Model	Green	Work in progress to define and develop the Strategic Transformation Programme. Directorate Transformation Programmes currently being refreshed and aligned to the Transformation Strategy and Future Council Operating Model.
Attract and retain an excellent workforce through effective approaches to recruitment and retention.	Implement the Workforce Strategy	• Launch the new Workforce Strategy incorporating our updated values through a planned programme of staff engagement	Blue	The new workforce strategy has been approved and launched.
		• Conduct the employee survey	Green	The employee survey was launched on 12 June and will remain open until 12 July.
Work collaboratively with our residents, communities and businesses to achieve the best results together.  109	Implement the Customer Service Strategy	• Develop and agree the implementation plan to deliver the strategy	Green	Implementation plan in development, aligned to the work on the Future Council Operating Model.
		• Develop the new customer standards	Green	Development of the Customer Standards is underway.
		• Review the top 10 high volume customer 'journeys' to streamline and improve the end to end process and experience	Green	The top 10 journeys have been identified and the review work is underway.
	Ensure improved working with Town and Parish Councils	• Review the council website and microsites to ensure that the information is accessible and relevant	Green	Scope currently being defined in order for this work to progress.
		• Develop a draft Town and Parish Charter	Green	A working group of councillors to co-design the charter has been established. It has met twice and undertaken a strengths and weaknesses analysis of the previous charter and identified examples of best practice. A draft charter will be presented to the working group for consideration by end August 2024.
		• Charter ratified by Town and Parish Councils	Green	Following approval of the draft charter by the working group it will be circulated to town and parish councils for ratification.
		• Recommence the Parish Summits	Green	A successful summit was held on 9th July in Plough Lane with a further summit planned for October 2024.
		• Review and make recommendations for improving communications with Town and Parish Councils following the first Parish Summit	Green	A new protocol for communication between Herefordshire Council and parish and town councils will be included in the Town and Parish Charter.
Adopt the digital strategy to embed improved technology across the council	Develop and implement an updated Digital Strategy for improved customer experience, communication and connectivity	• Roll out phase 1 of Microsoft 365 to ensure the workforce have the latest version of Microsoft tools	Green	The remainder of phase one work (implementing One Drive, migrating data into Teams and simplifying login procedures as part of the upgrade to Windows 11) is on target to be completed by the end of 2024.
		• Full review of the council website	Green	The scope for the review has been agreed and funding secured. The project plan is being developed with a view to the new website being implemented by September 2025.
		• Implement a new telephony system	Green	Testing of products is underway with a new telephony system due to be implemented by January 2025.

Objectives	THIS YEAR WE WILL....	Key Milestones to Deliver	RAG	Remarks
		<ul style="list-style-type: none"> <li>Upgrade the online and telephone payment function</li> </ul>	Green	The online payment function will be upgraded as part of the replacement website project (September 2025) and the online telephone payment function will be introduced as part of the new telephone system (January 2025).
		<ul style="list-style-type: none"> <li>Increase digital functionality in customer services, voice automation and Microsoft co-pilot capabilities</li> </ul>	Green	Increased digital functionality in customer services and voice automation will be delivered through the replacement website project (September 2025) and the
		<ul style="list-style-type: none"> <li>Review and upgrade of our key software systems to be more efficient and fit for the future in order to support our statutory services</li> </ul>	Green	Upgrades in terms of the planning and regulatory system and the HomePoint system are in progress. A wider project looking at the case management system for children's and adult services is currently being scoped.
Strengthen the council's strategy ensuring alignment for delivering the future vision	Align the council's strategic plans with internal service planning	<ul style="list-style-type: none"> <li>Implement business service planning across the directorates to align to the Herefordshire Council plan</li> </ul>	Green	Service plan template developed and agreed by Leadership Group. Deadline for plans to be developed by 31 August 2024.
Build a data and performance rich culture to inform decisions, improve efficiency and manage demand	Strengthen the performance culture in the organisation and current process	<ul style="list-style-type: none"> <li>Agree and deliver a development plan for improved performance reporting across the organisation</li> </ul>	Green	A new Head of Corporate Performance and Intelligence has started their role in Q1 and have identified a number of key priorities with agreement with the Corporate Leadership Team.

On Target

At risk of missing deadline

Not on Target

Paused

Completed



# Title of report: To re-commission the Integrated Community Equipment Service (ICES) in Herefordshire

**Meeting:** Cabinet

**Meeting date:** Thursday 26 September 2024

**Report by:** Cabinet member adults, health and wellbeing

**Report by:** Corporate Director of Community Wellbeing

**Report author:** Commissioning Manager, Community Wellbeing

## Classification

Open

## Decision type

Key

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function concerned. A threshold of £500,000 is regarded as significant.

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

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

## Wards affected

(All Wards);

## Purpose

To approve the proposed approach to re-commissioning the Integrated Community Equipment Service (ICES) in Herefordshire. This is a joint service between Herefordshire Council and NHS Herefordshire and Worcestershire Integrated Care Board (ICB).

The current ICES contract ends on 31 March 2025. This report details the intended approach to re-commission a new joint service from 1 April 2025, for up to five years. This is in line with both organisations statutory duty to provide community equipment, as set out in the Care Act 2014 and Children and Families Act 2014.

## Recommendation(s)

That:

- a) **The joint re-commissioning of a new Integrated Community Equipment Service is approved to commence from 1 April 2025, for a period of two years with the option to extend annually up to a maximum contract term of five years, at a maximum contract value of £9.1million; and**
- b) **Delegated authority be granted to the Corporate Director for Community Wellbeing to implement recommendation (a) including the tender process, award of contract and all operational decisions for the duration of the contract.**

## Alternative options

1. **Extend the existing contract:** This option is neither recommended nor available. The contract has reached the end of its term, with no permissible extensions. Therefore, any extension would not comply with procurement regulations and could place the council and ICB at risk of a legal challenge.
2. **Bring the service in-house:** This option is not recommended. A decision was taken to commission an external provider to manage the ICES contract, as of 1 April 2014, with a view to reducing costs and increasing service delivery. There is evidence from other councils, both within the Midlands region and similar geographic areas, that an in house service is not the most viable option, with many appointing an external provider. Even with TUPE arrangements in place, it would be challenging for the council or ICB to provide this service internally, particularly around purchasing equipment / buying power and technical expertise.
3. **Partner with neighbouring councils:** This option is not recommended at this time. Initial research with neighbouring / regional councils suggests this cannot be achieved in the short term, particularly where there are operational service differences or if an external provider has recently been appointed. This option will continue to be fully investigated over the coming 12 / 24 months, to establish if a cross-council partnership will be viable.
4. **Do not commission a service:** This is not recommended. The council and ICB have a statutory obligation to provide community equipment for those with an assessed eligible health or social care need. The service also forms a crucial part of the council's prevention agenda, as it helps keep residents safe and independent in their own homes and communities for longer, delaying the need for more formal health and / or social care interventions.

## Key considerations

5. ICES is a joint contract with NHS Herefordshire and Worcestershire Integrated Care Board (ICB), delivered through a Section 75 agreement, with the council acting as the lead commissioner. The ICB currently funds 56% of the service, with the council covering the

remaining 44%. A recent review of activity and funding, highlighted that this split is still accurate for health and social care provision.

There are a few exceptions to the agreed split. For example, the ICB is solely responsible for equipment provided under NHS Continuing Healthcare (CHC) funding, while the council is solely responsible for children's equipment for education settings.

As this is a joint contract, the re-commissioning of a new Integrated Community Equipment Service will also have to be approved through the ICB's appropriate governance.

6. Herefordshire has a predominately older population, with over a quarter of residents (53,000 people) aged over 65. The older population has grown significantly over recent years and it is predicted that this trend will continue, with a 34% increase in over 65's by 2040. Furthermore, those aged 65 and over are more likely to live in rural areas, and 28% of this age demographic tend to live alone.

It is suggested that whilst people are living longer, due to improved healthcare, living and working conditions, they are not always living in good health. For example, 58% of people aged over 60 (compared to 14% aged under 40) are living with a long term health condition, such as diabetes, chronic obstructive pulmonary disease, chronic kidney disease, hypertension and dementia. There were also 7,840 people over 65 (14.8%) recorded as having a fall in the last year (2023 Director of Public Health Annual Report: Ageing Well in Herefordshire).

This presents a significant challenge when delivering prevention-based activity and demand led services, aimed at supporting an ever increasing, older population to live safely and independently at home. As the number of older people increases, so will demand and need for the Integrated Community Equipment Service.

7. The Integrated Community Equipment Service is designed to provide free and appropriate equipment to meet the assessed eligible needs of people of all ages, to help:
  - I. Prevent and reduce unnecessary admission to / delayed discharge from hospital
  - II. Prevent and reduce the need for more formal health and social care services, including admission to care homes
  - III. Improve and enhance access to education facilities for disabled children
  - IV. Enable more people to remain living safely and independently in their own homes and communities for longer

The equipment can range from short term loans to support hospital discharge, such as commodes and shower chairs, to bespoke equipment which supports long term health conditions, including hoists, beds and mattresses.

8. The service comprises the following main functions:
  - I. Sourcing and purchasing appropriate equipment (core stock and special bespoke equipment)
  - II. Delivery and installation
  - III. Collection and cleaning

IV. Maintenance and repairs

V. Storage

9. In 2023, ICES provided approximately 25,000 individual items of equipment and collected in the region of 15,000 items. There are currently around 200 active prescribing practitioners using the service across the council and wider health partners.

10. In 2023, ICES supported just over 6,300 individuals, which is an increase of 7.5% since the contract commenced in 2020. The largest age categories accessing the service are 65 to 94 and, on the whole, these have also continued to steadily increase since 2020.

	2020	2021	2022	2023	Increase
<b>Numbers of clients</b>	5,864	5,519	6,110	6,303	7.5%

<b>Ages of clients</b>	2020	2021	2022	2023	Increase
<b>65 – 74</b>	868	997	1,020	993	14.4%
<b>75 – 84</b>	1,623	1,807	1,856	1,895	16.8%
<b>85 – 94</b>	1,674	1,908	1,884	1,838	9.8%

11. ICES predominately supports older adults, however, it does also support a small number of disabled children, including providing equipment to education facilities to improve and enhance a child's access and attendance. In 2023, ICES supported 169 children, which is 2.7% of the total number of clients.

<b>Ages of clients</b>	<b>Numbers of clients</b>
16 and under	138
17 – 24	31

12. It is difficult to benchmark Herefordshire's ICES with other councils, as a number of different systems are in operation, including in house services, external providers, equipment provision only with prescriber installation, outright purchasing of equipment and credit models. The Herefordshire service is run on an 80 / 20 credit model, which is in line with other regional councils, such as Birmingham City Council and Warwickshire County Council. It is proposed to continue with this approach, whereby the council and ICB receive 80% of the value of all returned core stock equipment.

This approach does not cover special bespoke equipment, which is purchased separately to meet an individual’s unique identified needs, when core stock equipment is not appropriate. This equipment is purchased via the provider, but owned outright by the council and ICB.

13. Alongside retaining the current credit model approach, it is also proposed for the new service to remain largely the same as the existing provision. However, a number of service efficiencies are being considered as part of the re-commissioning, to ensure improved service delivery and value for money, including management and equipment costs and a streamlined prescriber process.
14. The contract will contain significant key performance indicators, particularly around the installation and collection of equipment in an appropriate timeframe to meet demand levels. This is important to ensure the county’s most vulnerable residents are fully supported, in a structured and timely manner, to ensure they’re safe and independent in their own homes and communities.
15. The proposed timetable for re-commissioning this service via an open tender process, in order for a new contract to commence on 1 April 2025, is outlined in the table below:

<b>October 2024</b>	The procurement process launches, following the required call in period
<b>November and December 2024</b>	Closing date for all tender submissions Evaluation of all tender submissions and decision to award contract
<b>December 2024 to March 2025</b>	Service mobilisation and transition, as required

## Community impact

16. This service supports the ambition for ‘good health and wellbeing for everyone’, as highlighted within the Herefordshire Joint Local Health and Wellbeing Strategy 2023 – 2033. It forms a crucial part of the prevention first approach, which states:
 

“Prevention and early intervention are critical to the long-term sustainability of our health and wellbeing system and are an investment in the future economically, morally and socially. Whilst there is no universal definition of prevention, it can normally be described in terms of three levels – delay, reduce and prevent”.
17. This service contributes to the stated 2024 to 2025 Delivery Plan objective to enable people to support themselves and each other by providing the right help at the right time and also helps to deliver the in year commitment to improve services for carers of all ages. This service supports predominately older aged adults, although it does also support a small number of disabled children, to remain safe and independent in their own homes and communities for longer. As mentioned in paragraph 7 above, the service is designed to provide appropriate equipment to meet individuals assessed eligible health and social care needs.

18. The service also supports families and carers, through the provision of appropriate equipment, offering peace of mind that loved ones are safe and protected in their own homes and communities.

## **Environmental Impact**

19. Herefordshire Council provide and purchase 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.
20. The environmental impact of this service has been considered within the contract, which includes appropriate requirements on the provider to minimise waste, reduce energy and emissions, consider opportunities to enhance biodiversity and support the council to meet its carbon reduction targets. This will be reported through ongoing contract management arrangements.

## **Equality duty**

21. 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.
22. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. Our provider will be made aware of their contractual requirements in regards to equality legislation.
  23. This service will have no negative impact on any group with a protected characteristic. An equality impact assessment (appendix A) has been prepared, which highlights that this service is available to anyone with an assessed eligible health or social care need, in order to maintain users' safety and independence. Therefore, it positively helps to advance equality of opportunity between different groups.

## **Resource implications**

24. The indicative budget for the ICES contract is £1.822million per annum, for each year of the contract duration. This annual figure includes an indicative inflationary uplift of 3% on the current budget. This budget reflects the current levels of demand and service costs.



25. The council will contribute 44% towards the annual contract costs, with the ICB covering 56% of the costs, which is in line with current activity levels and the Section 75 agreement between the two organisations. The exception to this agreed split is for children's equipment purchased for educational settings, which will be charged directly to the council's Children & Young People's directorate, while all equipment provided under NHS Continuing Healthcare (CHC) funding, will be charged to the ICB.
26. The total budget will be fixed for the first two years of the contract (2025/26 and 2026/27), then should extensions to the contract be awarded, inflationary uplifts to the budget will be subject to negotiations at the time and in advance of the contract extension period.
27. At the end of each financial year, as part of the budget setting cycle, all activity and demand will be reviewed, in order to help inform future budget considerations.
28. There could be additional revenue implications, as this is an activity and demand led prevention based contract, which is dependent upon fluctuations in service demand or strategic decisions around the provision of community equipment. An estimated annual value of £1.822million is in line with current spend and demand, but it is predicted that this will increase over the lifetime of the contract.
29. There are several staff employed by the current provider to deliver the service. Under Transfer of Undertakings (Protection of Employment) or TUPE regulations, where a service transfers to a new provider, which is fundamentally or essentially the same as those carried on before it, employees will automatically transfer to the incoming provider, where there is an organised grouping of employees that has as its principal purpose the carrying out of the relevant activities on behalf of the council, on their existing terms and conditions. TUPE regulations offer protection to staff in relation to their employment and benefits, where there is a service provision change.
30. The current service is delivered from part of a property to which the council holds the main lease. It is proposed that a co-terminus sub-lease is granted for the relevant footprint within the property and the contract. The provider will be responsible for all costs in relation to rent, business rates and utilities and will reimburse the council for rent, service charges and insurance premium, for the life of the contract.
31. All other costs associated with delivering the service, will be met by the provider, including vehicles, fuel, IT systems, consumables, insurance, training and staffing.

Revenue or Capital cost of project (indicate R or C)	2025/26	2026/27	Future years	Total
	£000	£000	£000	£000
ICES revenue service costs (R) **	1,822	1,822	5,466	9,110
<b>Total</b>	<b>1,822</b>	<b>1,822</b>	<b>5,466</b>	<b>9,110</b>

\*\* This figure includes an indicative inflationary uplift of 3% to the current budget of £1.769million.

<b>Funding streams (indicate whether base budget / external / grant / capital borrowing)</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Future years</b>	<b>Total</b>
	£000	£000	£000	£000
NHS Herefordshire and Worcestershire Integrated Care Board (ICB)	1,020	1,020	3,060	5,100
Herefordshire Council base budget funding	802	802	2,406	4,010
<b>Total</b>	<b>1,822</b>	<b>1,822</b>	<b>5,466</b>	<b>9,110</b>

<b>Revenue budget implications</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Future years</b>	<b>Total</b>
	£000	£000	£000	£000
There are no budget implications. It is assumed that the cost and funding are equal				
<b>Total</b>				

## Legal implications

32. Section 75 of the NHS Act 2006 allows partners (NHS bodies and councils) to contribute to a common fund which can be used to commission health or social care related services. This power allows the council to commission health services and NHS commissioners to commission social care. The power in s75 enables the joint commissioning by the council and the ICB of ICES.
33. The council is required to comply with the council's Contract Procedure Rules and will be required to engage with commercial services.
34. The new Procurement Act 2023 will replace the Public Contracts Regulations 2015 and is due to come into force on 28 October 2024. Provided this date does not change (and the council commences the procurement activity for ICES before this date), the ICES procurement will be governed by the existing 2015 Regulations.
35. In the event of a change in service provider, the TUPE Regulations will apply as a matter of law to transfer the incumbent provider's existing staff, who are "wholly or mainly" (approximately 70% of their time) engaged in the provision of the services, to any new provider.

## Risk management

36. The re-commissioning of ICES poses some risks and opportunities, as highlighted in the table below:

Risks	Mitigation
<p>The recommendation to approve the proposed approach to re-commissioning a new service is not agreed by Cabinet.</p>	<p>The existing contract does not end until 31 March 2025, therefore there is sufficient time to develop alternative arrangements, if necessary.</p>
<p>The council governance timeline is unfortunately not aligned to that of the ICB. Therefore, there is a risk that the recommendation to approve the proposed approach to re-commissioning a new service is not agreed by the ICB.</p>	<p>The council has a strong partnership and working arrangements with the ICB and a commitment within the Section 75 agreement. There have been joint meetings between the two organisations, throughout the process, in order to foster a co-ordinated approach.</p>
<p>Risk of challenge from providers, during the procurement process.</p>	<p>Work has been, and continues to be, undertaken with the council's Procurement and Legal Teams, to create a robust procurement process, in order to minimise the likelihood of challenge.</p>
<p>There is not enough interest from experienced providers to deliver the service.</p>	<p>The council received responses from a number of experienced providers during a recent soft market testing exercise. We are confident that there will be sufficient interest in this service and contract.</p>
<p><b>Opportunities</b></p> <p>The Commissioning Team has liaised with neighbouring and regional councils, to better understand other areas' approach and contracts, to ensure we are delivering best practise and value for money.</p>	<p>This relationship will continue going forward, particularly as we explore partnership opportunities for a shared cross border / regional service.</p>

37. The ICES contract falls within the Community Wellbeing directorate, so any associated risks in relation to service delivery, spend or budget would be entered on the directorate risk register.

## Consultees

38. As part of the re-commissioning, engagement has taken place with a number of different groups, including:
- I. Service users via an online survey (completed with support from practitioners) and telephone survey calls using a random sample selection of individuals who have used the service within the last 12 months.
  - II. Health and social care practitioners (prescribers), who use the service to arrange equipment for their clients, via MS Teams feedback sessions, which had 38 attendees, and an online survey.
  - III. Internal and external service / area managers, with expertise in health and social care, via multiple MS Teams engagement and scoping sessions.

39. Informal consultation and research was also carried out with other local and regional councils, as a benchmarking exercise, including Birmingham City Council, Shropshire Council, Warwickshire Council and Worcestershire County Council.
40. A soft market testing exercise has been completed, to better understand the provider market and help inform the re-commissioning approach.
41. A Political Group Consultation was also held on 16 September to discuss the re-commissioning of the Integrated Community Equipment Service. The session was attended by seven councillors, representing four different political parties.

## Appendices

Appendix A: Equality Impact Assessment

## Background papers

None identified.

## Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published		
Governance	John Coleman	Date 04/09/2024
Finance	Wendy Tranmer	Date 02/09/2024
Legal	Emma-Jane Brewerton	Date 05/09/2004
Communications	Luenne Featherstone	Date 23/08/2024
Equality Duty	Harriet Yellin	Date 27/08/2024
Procurement	Carrie Deeley	Date 05/09/2024
Risk	Jessica Karia	Date 28/08/2024
Approved by	Hilary Hall	Date 06/09/2024

# Equality Impact Assessment (EIA) Form

## 1. Service Area/Directorate

Name of Head of Service for activity being assessed: Hayley Doyle (Service Director All Age Commissioning)

Directorate: Community Wellbeing

Name of lead person for this activity: Sharon Amery (Commissioning Manager)

Individual(s) completing this assessment: Sharon Amery

Date assessment completed: 19 August 2024

## 2. What is being assessed

Activity being assessed (eg. policy, procedure, budget, service redesign, strategy etc.)

Integrated Community Equipment Service (ICES)

What is the aim, purpose, or intended outcome of this activity?

We are currently re-commissioning the county's Integrated Community Equipment Service (ICES), with a new contract commencing on 1 April 2025.

ICES is a statutory service which provides free equipment to people with assessed eligible health or social care needs, to help them remain safe and independent in their own homes and communities for longer. The equipment ranges from commodes, toilet frames and shower chairs to hoists, slings, mattresses and beds.

The service is designed to provide appropriate equipment to individuals of all ages, to help:

- Prevent and reduce unnecessary admission to / delayed discharge from hospital
- Prevent and reduce the need for more formal health and social care services, including admission to care homes
- Improve and enhance access to education facilities for disabled children

Who will be affected by the development and implementation of this activity?

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Service users       | <input type="checkbox"/> Visitors to the county |
| <input type="checkbox"/> Communities                    | <input checked="" type="checkbox"/> Carers      |
| <input checked="" type="checkbox"/> Children            | <input checked="" type="checkbox"/> Patients    |
| <input type="checkbox"/> All staff                      | <input type="checkbox"/> All part-time staff    |
| <input type="checkbox"/> Staff at a particular location | <input type="checkbox"/> Other:                 |

Is this:

- Review of an existing activity/policy
- New activity/policy
- Planning to withdraw or reduce a service, activity or presence?

### 3. Background information and findings

What information and evidence have you reviewed to help inform this assessment? (name your sources, eg. demographic information, usage data, Census data, feedback, complaints, audits, research)

We have utilised evidence and data from a number of sources, including:

- Service data from our current provider, NRS Healthcare, including client numbers, ages, spend, equipment usage, client feedback
- [2023 Director of Public Health Annual Report: Ageing Well in Herefordshire](#)
- Verbal and written feedback from health and social care practitioners (prescribers) and service / area managers using the service
- Research / benchmarking with other local and regional councils

Summary of engagement or consultation undertaken (eg. who you've engaged with, and how, or why do you believe this is not required)

We have engaged with different groups who use this service, including:

- Service users via an online survey (completed with support from practitioners) and telephone survey calls using a random sample selection of individuals who have used the service within the last 12 months
- Health and social care practitioners (prescribers), who use the service to arrange equipment for their clients, via MS Teams feedback sessions and an online survey
- Internal and external service / area managers, with expertise in health and social care, via multiple MS Teams engagement and scoping sessions
- Informal consultation and research with other local and regional councils, as a benchmarking exercise, including Birmingham City Council, Shropshire Council, Warwickshire Council and Worcestershire County Council

Summary of relevant findings (it is possible that you will have gaps in your evidence. You must decide whether you need to fill in the gaps now, and if it is feasible to do so. It might be that collecting robust information forms part of your action plan below)

The majority of prescriber and service / area manager feedback gave similar concerns around the service and areas for improvement during the re-commissioning, including:

- Better provider communication around ordering, delivery and collection issues
- Ordering / delivery process for urgent cases, such as end of life patients
- Provider expertise when installing / maintaining equipment
- Improved equipment training / demonstrations for prescribers

## 4. The Public Sector Equality Duty

Will this activity have a positive, neutral or negative impact on our duty to:

	Positive	Neutral	Negative
Eliminate unlawful discrimination, harassment, victimisation?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Advance equality of opportunity between different groups?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster good relations between different groups?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Explain your rationale here, and include any ways in which you could strengthen the capacity of this activity to promote equality (remember to add anything relevant into your action planning below)

The service is available to anyone with an assessed eligible health or social care need, in order to maintain users' safety and independence. Therefore, it positively helps to advance equality of opportunity between different groups.

## 5. The impact of this activity

Consider the potential impact of this activity on each of the equality groups outlined below and explain your rationale. Please note it is possible for the potential impact to be both positive and negative within the same equality group. Remember to consider the impact on staff and service users (current and potential) and partner organisations.

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Rationale
<b>Age</b> (include safeguarding, consent and child welfare)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The service benefits thousands of people across the county, predominately those aged over 65.  In 2023, ICES supported 6,303 people, of which 4,726 (75%) were aged 65 to 94.
<b>Disability</b> (consider attitudinal, physical, financial and social barriers, neuro-diversity, learning disability, physical and sensory impairment)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The service supports disabled individuals to help them remain independent in their own homes for longer.
<b>Gender Reassignment</b> (include gender identity, and consider privacy of data and harassment)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There is no negative impact on this group, as a result of the service being re-commissioned.
<b>Marriage &amp; Civil Partnerships</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There is no negative impact on this group, as a result of the service being re-commissioned.
<b>Pregnancy &amp; Maternity</b> (consider working arrangements, part-time working, infant caring responsibilities)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There is no negative impact on this group, as a result of the service being re-commissioned.
<b>Race</b> (including Travelling Communities and people of other nationalities)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There is no negative impact on this group, as a result of the service being re-commissioned.
<b>Religion &amp; Belief</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There is no negative impact on this group, as a result of the service being re-commissioned.
<b>Sex</b> (consider issues of safety and sexual violence, part-time work)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There is no negative impact on this group, as a result of the service being re-commissioned.
<b>Sexual Orientation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There is no negative impact on this group, as a result of the service being re-commissioned.

Equality Group	Potential <u>positive</u> impact	Potential <u>neutral</u> impact	Potential <u>negative</u> impact	Rationale
<b>Others: carers, care leavers, homeless, social/ economic deprivation</b> (consider shift-patterns, caring responsibilities)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The service can help support carers by issuing appropriate equipment for the individual's they are caring for.
<b>Health Inequalities</b> (any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from unequal distribution of social, environmental & economic conditions)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	An improved re-commissioned service aims to address health inequality by providing appropriate equipment to disabled users or older people who require additional support to remain independent in their home.

Where a negative impact on any of the equality groups is realised after the implementation of the activity, the activity lead will seek to minimise the impact and carry out a full review of this EIA.

## 6. Action planning

What actions will you take as a result of this impact assessment? (you will need to include actions to mitigate any potential negative impacts)

Objective	What action will be taken	Who will lead	Timeframe
Ensure nobody is denied equipment in Herefordshire, if they've been assessed as having an eligible health or social care need	Immediate action will be taken with prescribers and the provider, if any issues of this nature are raised	Sharon Amery	As required
Ensure relevant information is recorded for individuals to assist with providing a quality service	This will include name, age, gender and health conditions, to ensure a personalised service is provided	Sharon Amery	As required

## 7. Monitoring and review

How will you monitor these actions?

Actions will be monitored as part of the provider's quarterly performance review.

When will you review this EIA?

The EIA will be reviewed on an annual basis, or sooner if an issue is identified.

## 8. Equality Statement

- All public bodies have a statutory duty under the Equality Act 2010 to give due regard to how they can improve society and promote equality in every aspect of their day-to-day business. This means that they must consider, and keep reviewing, how they are promoting equality in decision-making, policies, services, procurement, staff recruitment and management.
- Herefordshire Council will challenge discrimination, promote equality, respect human rights, and design and implement services, policies and measures that meet the diverse needs of our population, ensuring that none are placed at a disadvantage over others.



Signature of person completing EIA

Sharon Amery

Date signed

19 August 2024

## 9. Make this EIA available

- Attach your EIA as an appendix to any decision reports so that decision-makers have all the equality data they need in order to make robust and fair decisions.
- Staff, trade unions, service users or members of the public may want to see this EIA, so it must be published on our website along with the decision report.

