

Agenda

Cabinet

Date: **Thursday 29 September 2022**

Time: **2.30 pm**

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:

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If you would like help to understand this document, or would like it in another format, please call Sarah Buffrey on (01432) 260176 or e-mail sarah.buffrey@herefordshire.gov.uk in advance of the meeting.

Agenda for the meeting of Cabinet

Membership

Chairperson Councillor David Hitchiner, Leader of the Council
Vice-Chairperson Councillor Liz Harvey, Deputy Leader of the Council

Councillor Ellie Chowns
Councillor Pauline Crockett
Councillor Gemma Davies
Councillor John Harrington
Councillor Diana Toynbee
Councillor Ange Tyler

Agenda

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| 1. | <p>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p> | |
| 2. | <p>DECLARATIONS OF INTEREST</p> <p>To receive declarations of interests in respect of Schedule 1, Schedule 2 or Other Interests from members of the committee in respect of items on the agenda.</p> | |
| 3. | <p>MINUTES</p> <p>To approve and sign the minutes of the meeting held on 28 July 2022.</p> | 11 - 18 |
| <p>HOW TO SUBMIT QUESTIONS</p> <p><i>The deadline for submission of questions for this meeting is:</i></p> <p><i>9:30am on Monday 26 September 2022.</i></p> <p><i>Questions must be submitted to councillorservices@herefordshire.gov.uk. Questions sent to any other address may not be accepted.</i></p> <p><i>Accepted questions and the response to them will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at https://www.herefordshire.gov.uk/getinvolved</i></p> | | |
| 4. | <p>QUESTIONS FROM MEMBERS OF THE PUBLIC</p> <p>To receive questions from members of the public.</p> | |
| 5. | <p>QUESTIONS FROM COUNCILLORS</p> <p>To receive questions from councillors.</p> | |
| 6. | <p>REPORTS FROM SCRUTINY COMMITTEES</p> <p>Oral reports from the Council's scrutiny committees on any matters arising from recent scrutiny committee meetings.</p> | |
| 7. | <p>INSPECTION OF HEREFORDSHIRE CHILDREN'S SERVICES</p> <p>To present the recently published report detailing the findings of the inspection by Ofsted inspectors of Herefordshire Council children's services in July 2022 and to outline both the action taken immediately and since the inspection to address some of the concerns raised, and the implications of the Statutory Direction issued by the Secretary of State.</p> | To Follow |
| 8. | <p>FUTURE OF TOWN HALL AND NO. 10 ST. OWEN'S STREET, HEREFORD</p> <p>To agree which of the presented recommendations, if any, offer a preferred way forward regarding the future of the Town Hall and 10 St. Owens Street and, to invite Cabinet to propose alternative recommendations for further development and consideration.</p> | 19 - 26 |

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| 9. CABINET COMMISSION - RESTORING THE WYE | 27 - 34 |
| Following the cabinet decision to establish a cabinet working group on 28th July 2022, Cabinet is asked to note the Terms of Reference and Membership for the 'Phosphates Commission - Restoring the River Wye'. | |
| 10. ANNUAL REVIEW OF EARMARKED RESERVES | 35 - 42 |
| To note and review the earmarked reserves held by the council. | |
| 11. QUARTER 1 BUDGET & PERFORMANCE REPORT | 43 - 100 |
| To review performance for Quarter 1 2022/23 and the forecast budget outturn for the year. | |
| 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 or potential under-performance are understood and are being addressed to the cabinet's satisfaction. | |
| The forecast 2022/23 outturn shows a net overspend of £9.4 million. | |

The Public's Rights to Information and Attendance at Meetings

In view of the continued prevalence of covid-19, we have introduced changes to our usual procedures for accessing public meetings. These will help to keep our councillors, staff and members of the public safe.

Please take time to read the latest guidance on the council website by following the link at 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

We will review and update this guidance in line with Government advice and restrictions. Thank you for your help in keeping Herefordshire Council meetings safe.

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
- 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
- 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
- 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 six other Cabinet Members each with their own individual programme area responsibilities. The current Cabinet membership is:

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| Cllr David Hitchiner (Leader) (Independents for Herefordshire) | Corporate Strategy and Budget |
| Cllr Liz Harvey (Deputy Leader) (Independents for Herefordshire) | Finance, Corporate Services and Planning |
| Cllr Diana Toynbee (The Green Party) | Children's and Family Services, and Young People's Attainment |
| Cllr Gemma Davies (Independents for Herefordshire) | Commissioning, Procurement and assets |
| Cllr Ellie Chowns (The Green Party) | Environment and Economy |
| Cllr Pauline Crockett (Independents for Herefordshire) | Health and Adult Wellbeing |
| Cllr Ange Tyler (Independents for Herefordshire) | Housing, regulatory services, and community |
| Cllr John Harrington (Independents for Herefordshire) | Infrastructure and Transport |
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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?

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| | 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 The Conference Room, Herefordshire Council Offices, Plough Lane, Hereford, HR4 0LE on Thursday 28 July 2022 at 2.30 pm

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| Cabinet Members Physically Present and voting: | Councillor David Hitchiner, Leader of the Council (Chairperson) Councillors Pauline Crockett, John Harrington and Diana Toynbee |
| Cabinet Members in remote attendance | Councillor Liz Harvey, Deputy Leader of the Council (Vice-Chairperson) <i>Cabinet members attending the meeting remotely, e.g. through video conferencing facilities, may not vote on any decisions taken.</i> |

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| Cabinet support members in attendance | Councillors John Hardwick |
| Group leaders / representatives in attendance | Councillors Terry James, Jonathan Lester, Toni Fagan and Sebastian Bowen |
| Scrutiny chairpersons in attendance | Councillors Christy Bolderson, Elissa Swinglehurst, Jonathan Lester and Louis Stark |

Officers in attendance: Chief Executive, Director of Resources and Assurance and Senior Solicitor, Governance and Major Projects

137. APOLOGIES FOR ABSENCE

Apologies were received from the following cabinet members: Cllr Pauline Crockett, Cllr John Harrington and Cllr Ange Tyler.

138. DECLARATIONS OF INTEREST

None.

139. MINUTES

Resolved: That the minutes of the meeting held on 21 July 2022 be approved as a correct record and signed by the Chairperson.

140. QUESTIONS FROM MEMBERS OF THE PUBLIC (Pages 5 - 6)

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

141. QUESTIONS FROM COUNCILLORS (Pages 7 - 8)

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

142. NUTRIENT CERTAINTY - LUSTON INTEGRATED WETLAND

The cabinet member infrastructure and transport introduced the report.

The interim delivery director waste transformation & wetland project summarised the content of the report and provided an update on progress on construction of the wetland at Luston. It was highlighted that the council would continue to explore what more it could do to address the issue of phosphate pollution and as part of this a cabinet commission was proposed.

Cabinet members welcomed the report as a first step in the journey and were pleased at the progress it represented.

The chairperson of the environment and sustainability scrutiny committee commented on the committee's recent discussion of the proposal for a cabinet commission. The scrutiny committee welcomed the leadership shown on this issue and had made two recommendations to the cabinet. The chairperson of the committee noted the responses of the cabinet to these recommendations, highlighted the scrutiny committee's desire to see as many councillors as possible given the chance to contribute and the need to continue to engage with national governments in Cardiff and Westminster as intervention and funding were required at a national level to fully address the issue.

The Cabinet member infrastructure and transport thanked all those who had worked on the project. He highlighted that the council was limited in what it could do to mitigate the impact of phosphate pollution and that it relied on national bodies to engage and to enforce national measures.

Group leaders and representatives presented the comments and queries from their respective groups. It was noted that:

- long term solutions would require government action and changes in farming practices and effluent discharge;
- the work of the nutrient management board should be recognised;
- developers at the head of the queue had already been informed about the trading process and others were in the process of being contacted;
- government proposals on nutrient trading schemes within the Levelling Up bill were welcomed and Herefordshire had offered to share the experience and expertise gained;
- the council could provide advice to anyone wanting to bring forward private wetland developments and would encourage them to seek pre-application advice;
- the trading system had tighter links than carbon credit trading as it was directly linked to the river;
- it was important to get other bodies involved, including on the Welsh side of the border to tackle impacts upstream;
- additional resources had been secured for the planning service in readiness for processing the planning applications as they were released;
- the terms of reference of the cabinet commission were still to be finalised and would address some of the points raised in the discussion.

The chairperson of the nutrient management board was thanked for the work of that body. She welcomed the progress made and the fact that as an early adopter, Herefordshire would be able to share knowledge and experience with others seeking to develop their own schemes.

It was unanimously resolved that cabinet:

- a) Agree that all necessary due diligence to confirm Nutrient Certainty has now been achieved;**
- b) Authorise the Corporate Director Economy and Environment to commence the trading of credits as outlined in the Phosphate Credit Pricing and Allocation Policy agreed by Cabinet on 26 May 2022;**
- c) Establish a Cabinet Working Group to be called the Phosphates Commission - Restoring the River Wye - to consider how the Council and its partners can**

progress the wider systemic and strategic issues needed to address Phosphate Pollution in the Wye;

- d) Agree that the Terms of Reference for the Phosphates Commission are agreed in writing by Cabinet with the Final Terms of Reference and Membership of the Phosphates Commission being reported to the next available meeting of Cabinet;**
- e) Approve the response to the recommendations of the environment and sustainability scrutiny committee as set out in appendix 4; and**
- f) To establish a Commissioning provision of £60k and delegate to the Corporate Director of Economy and Environment in consultation with the Deputy Leader of the Council commissioning expenditure decisions.**

143. UK SHARED PROSPERITY PLAN SUBMISSION TO GOVERNMENT

The leader of the council introduced the report and welcomed the allocated share of £7.6m from the UK Shared Prosperity Fund.

Cabinet members noted that while Herefordshire was an attractive place to live, it still had pockets of deep deprivation. It was important to plan how to deliver the projects identified so that they could start as soon as the funding was confirmed by government.

The director of economy explained that the proposed bid would build on activity already delivered and look ahead for the next two years. The projects would like to the economic plan and a further report would be brought to cabinet in the autumn with more detail on the activities and shape of the board.

Group leaders and representatives gave views and comments from their respective group. The funding was welcomed and it was noted that:

- The schemes would need to be able to achieve their aims within the funding currently available as the revenue funding would not necessarily continue beyond this point;
- Fuel poverty and energy efficiency were highlighted as key issues to address.

It was unanimously resolved that:

- a) Cabinet approve the submission of the Herefordshire UK Shared Prosperity Fund Investment Plan to government, in order to secure up to £7.6m of funding for the county;**
- b) Authority to make technical amendments to the final Investment Plan submission is delegated to the Corporate Director for Economy and Environment;**
- c) Should the Investment Plan be approved, Herefordshire Council agrees to be the accountable body for the implementation of the UK Shared Prosperity Fund allocation and the resulting projects; and**
- d) Authority is delegated to the Chief Executive Officer and the Section 151 officer to formally submit the bids by the 1 August 2022 deadline.**

144. 2023/24 BUDGET SETTING TIMETABLE

The cabinet member finance, corporate services and planning introduced the report. She explained that it set out the overall arc of the consultation process for the 2023/24 budget. Technology would be used to support the consultation process but, in addition, face to face consultations would be re-introduced in the market towns and large villages.

The chairperson of the scrutiny management board explained that the board was exploring how to include scrutiny of the budget in its work programme. It was noted that the contribution of scrutiny was important and that if the government spending review date slipped, this would be taken into account. Cabinet members were keen that scrutiny have an input at the start of the process.

Group leaders and representatives on behalf of their groups noted the proposed timetable and hoped for a good response rate. It was highlighted that it had proved difficult in the past for scrutiny to make comments early on as not enough information had been available. The need for longer term funding settlements was also noted.

It was unanimously resolved that:

That:

- a) the proposed timetable for the development and adoption of the Medium Term Financial Strategy and the 2023/24 budgets be approved; and**
- b) the proposed approach to the budget consultation is approved.**

The meeting ended at 4.02 pm

Chairperson

PUBLIC QUESTIONS TO CABINET – 28 JULY 2022**Question 1**

**From: Mr Les Fancourt, Three Shires Building, Monkhide
To: Cabinet Member, Infrastructure & Transport**

Are the council now going to commit to a confirmed release date for the long awaited and promised Phosphate credit scheme?

If so, is the amount of Phosphate credit proposed to be released going to cover the first eligible list? If not, it seems certain we are going to have to suffer another open ended, long period of extend moratorium, with no second release even on the horizon. This will be devastating for the construction industry that in some instances has already been on stop since 2019. This would be completely unacceptable in respect to the fact that the primary and biggest polluters continue virtually unchecked, and the moratorium on development has made little or no difference to the pollution problem. It is long overdue that this wrong is addressed.

Response

Thank you for your question. We agree completely more needs to be done to address pollution on the Wye and will continue to press all parties locally and nationally to play their part. As the Cabinet report, to be considered this afternoon explains, the Council has voluntarily chosen to assist developers by bringing forward a Phosphate Credit Scheme. Credits will start to be offered in August 2022 and a planning condition will ensure that new developments are only occupied when the site is actually able to deliver the Phosphate reduction. This condition is likely to be less than a year from now. Many design, engineering and environmental challenges have been overcome to get to the point in which Herefordshire Council has become the first to achieve this. At present, there are insufficient credits to meet the entire backlog and we are actively progressing further sites from which to offer credits close to Tarrington and Titley. We are also keen to learn from DEFRA whether the new support scheme announced last week will be available here. We are pleased to hear that government intends to ensure that pollution from the Water Industry must be rectified by 2030. Our Cabinet Commission on restoring the Wye will look further at what the Council can do to tackle wider pollution issues and further details of the Commission and its work will follow.

COUNCILLOR QUESTIONS TO CABINET – 28 JULY 2022**Question 1****From: Councillor J Milln, central ward****To: Cabinet Member, infrastructure and transport**

I welcome the Council's wetland project at Luston, worthwhile for its own sake to remove P from poorly performing treatment plant, though this is just 40 out of 3 million excess kg overall. If this unlocks the Lugg moratorium, I am delighted for the SME building sector.

Using Luston to excuse P pollution elsewhere (the effect of trading platforms), when we need to drive reduction to 'zero P', and singling out future house-builders to pay for it when the problem is not of their making, are questionable actions.

We need to be bolder. We are all domestic polluters, so can I ask a Cabinet Commission to consider a fairer (and administratively simpler) way of funding this via a precept on the water charge or Council tax according to band or discharge type augmented by s.106 moneys as recommended by EAC?

Response

Thank you for your question, the purpose of the Commission is to look at what further the Council can do to restore the River Wye by addressing the pollution challenges using the tools it has available. There is already a significant work programme envisaged to meet the emerging terms of reference. We are all polluters as you say but the moratorium is current and credits are offered, voluntarily – both in the sense of the developer purchasing them and also the Council doing the work at its own cost to find a mitigation method because of the failure of national government to adequately fund their agencies to do their job adequately. Looking at a retrospective taxation/mitigation payment could be more than a little difficult to progress. That said, I am happy for it to be considered a regulatory and financial impact assessment and will provide this to you.



Title of report: Future of Town Hall and No. 10 St. Owen's Street, Hereford

Meeting: Cabinet

Meeting date: Thursday 29 September 2022

Report by: Cabinet member commissioning, procurement and assets

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 agree which of the presented recommendations, if any, offer a preferred way forward regarding the future of the Town Hall and 10 St. Owens Street and, to invite Cabinet to propose alternative recommendations for further development and consideration.

Recommendation(s)

That:

(a) Cabinet consider the options set out in this paper and select one to take forward or propose an alternative option. The options are:

- i. Subject to agreement of heads of terms by 31 December 2022, to transfer the freehold of the Town Hall and No. 10 St Owens Street to Hereford City Council with the transfer to be completed by 31 October 2023, and in the event that these deadlines are not met to complete an option appraisal which will include disposal on the open market; OR**
- ii. Dispose of the freehold of the Town Hall and No. 10 St Owens Street on the open market; OR**
- iii. Invest in and retain the Town Hall campus.**

(b) the Director Resources and Assurance be authorised, subject to consultation with the Cabinet Member for Commissioning, Procurement and Assets, to take all operational decisions necessary to implement the preferred recommendation.

Key considerations

1. This report outlines options that will support the Corporate Asset Review. The Town Hall campus accommodates Council services plus a variety of external tenants, it is expected that the Council services will be over time accommodated in other Council premises.
2. It should be noted that in addition, Cabinet have made a commitment in the Delivery Plan 2022-23 [Delivery Plan 2022-23 \(herefordshire.gov.uk\)](https://www.herefordshire.gov.uk/delivery-plan-2022-23) , page 10 to
 - Management of the council's assets to maximise their use (supporting objective CO0)
3. The properties considered by this report include The Town Hall and the adjacent attached building to the left of it No 10 St Owens Street. The Town Hall has a pay & display car park to the rear (staff M-F) and an old coach house / garage that houses the mayoral vehicle. The Town Hall is currently an operational site used by Registrars, Car Park Enforcement, Custodians and Coroners. It also includes storage, an IT data room and the City Council, Town Information Centre and BID as external tenants. The current service provision and facilities at this site will be assessed as part of the corporate asset review with alternative service locations being identified.
4. No 10 St Owens Street houses Electoral Services and the Public Rights of Way team have recently relocated here.
5. A proposed Cabinet Member report on the disposal of the Town Hall was reviewed by General Scrutiny on 10 August 2021.
<https://councillors.herefordshire.gov.uk/ieListDocuments.aspx?CId=809&MId=8345&Ver=4>
6. One of the recommendations of the Committee was:
 - a) Recommendation b. *This decision should not be taken in isolation, but should be brought together with all of the council's listed buildings within the asset review.*

7. As a result, a consultant was appointed to review both Town Hall and Shirehall sites along with Churchill House with a view to understanding current use (pre-closure use for Shirehall) and potential future uses, subject to any findings of the corporate asset review. A summary of the key findings is shown below.

Outcome of Listed Site Review

8. A Listed Site Review was commissioned on Shirehall, Town Hall and Churchill House sites.
9. The report concludes that Shirehall has an identified use going forward, subject to investment, for a court provision, potential council or external offices and meeting / event space. Due to its configuration, facilities and listing there are few alternative uses for the building.
10. The report also notes that the Town Hall campus has poor space utilisation. The configuration of the accommodation and its listed status mean that it is inflexible and must be taken on its merits.
11. The future uses by the council of the building are expected to be limited to current office and some ceremonial uses. As the site currently delivers some front of house services this is an option subject to accessibility. The council has no identified use for the vacant space and a full review and design appraisal will be required if the building is retained.
12. Churchill House is noted as being the interim venue for the courts but longer term, could be repurposed or disposed of as a result of the corporate asset review.

Proposal

13. Recent discussions with the City Council have agreed, in principle, the following action plan for the Town Hall and No 10. St Owens St (referred to as 'the property').
 - a) That the freehold title property be transferred to the City Council at a peppercorn consideration- thus the Council would be forgoing a capital receipt;
 - b) That the Heads of Terms (HOT) for such a transfer be established and agreed formally by the 31st of December 2022, to include agreement on transfer of liabilities; and
 - c) That the transfer of the property be concluded by 31st October 2023.
14. If these dates are not met, the Council reserves the right to cease the transfer and seek other options such as disposal on the open market.
15. The Corporate Asset Review is underway and as part of this, a requirement to find alternative accommodation for Council services is a priority. Other sites and funding will be required to relocate services and as such, it is likely to include in the HOT, a requirement for the Council to retain accommodation in the Town Hall or No.10 St Owens St for an agreed period of time. The Council would pay an appropriate amount of rent and service charge to the City Council.
16. Cabinet are requested to provide a preferred option(s).
17. A separate report will be brought forward setting out the investment required to reopen the Shirehall.

Community impact

18. The Town Hall is a public or community asset- available to book by the community. The Council is aware that providing community facilities is vitally important to community adhesion, culture and skill building.

19. Enabling a way forward with regards the Town Hall and number 10 is vital to provide a long term, viable solution to civic sites.
20. If retained, by investing in assets by means of improving building service installations for instance replacing less efficient electrical equipment and improving mechanical installations, these proposals will contribute towards the delivery of the aims within the council's County Plan 2020 - 2024 to 'support improvement in the quality of the natural and built environment'.
21. The council aims to support local contractors and suppliers where possible.
22. The Town Hall, if transferred to the City Council will be available for community use.

Environmental Impact

23. The City Council, if successful in taking the freehold transfer of the site will be responsible for meeting their own and legislative environmental commitments.
24. If retained, this decision seeks to deliver the council's [environmental policy commitments](#) and aligns to the following success measures in the County Plan.
 - Reduce the council's carbon emissions
 - Work in partnership with others to reduce county carbon emissions
 - Improve the air quality within Herefordshire
 - Improve energy efficiency within council owned assets
25. 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 the council shares a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.
26. The development of any project as a result of this report will seek to minimise any adverse environmental impact and will actively seek opportunities to improve and enhance environmental performance.

Equality duty

27. Any investment made to buildings that are retained will take into account keeping buildings compliant and ensuring they are accessible for disabled people and all those that share a protected characteristic
28. This decision pays due regards to our public sector equality duty as set out below:

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.
29. Ensuring that improvement works on property assets that form part of the councils asset planning and service delivery model will confirm that the council's equality responsibilities are met in so far as the physical built environment is managed in such a way as to comply with the Equality Act.
30. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. Our providers will be made aware of their contractual requirements in regards to equality legislation.
31. Ensuring that improvement works are undertaken will safeguard that the council equality responsibilities are met in so far as the physical build environment is managed in such a way as to comply with the Equality Act. The Equality Act 2010 established a positive obligation on local authorities to promote equality and to reduce discrimination in relation to any of the nine 'protected characteristics' (age; disability; gender reassignment; pregnancy and maternity; marriage and civil partnership; race; religion or belief; sex; and sexual orientation). In particular, the council must have 'due regard' to the public sector equality duty when taking any decisions on service changes. Any services that are delivered from these buildings will require an impact assessment to demonstrate that they comply with the equality act.

Resource implications

32. Disposing of the property could result in revenue savings although this will not necessarily be known initially due to the potential requirement to pay a service charge and the results of the Corporate Asset Review.
33. This report identifies that if a decision is taken to dispose of any of these buildings, there will need to be consideration of alternative sites for location of any services that currently use these buildings. That work is still to be concluded. It is possible, therefore, that there would be additional costs from securing alternative locations for any services, staff car-parking etc. but these have not yet been determined.
34. If a decision was taken to retain any of the buildings and the investment made, then future running costs have yet to be determined. This will be dependent on any changes to the configuration of the buildings, changes to future usage and any third party income. It is, therefore, not currently possible to forecast what the potential net revenue financial implications will be if the buildings were to be retained.
35. If the Town Hall is retained and current unused areas put back into commission then there may be a revenue implication due to increased running costs, however these may be offset by additional income streams.
36. Since 2015/6 the council has invested over £678k at the Town Hall campus.

Legal implications

37. This report sets out options for Cabinet to discuss and recommend and therefore there are no direct legal implications arising from the report.
38. However the council will need to consider its duties under the Planning (Listed Buildings and Conservation Areas) Act 1990 in relation to its duties as freeholder in relation to the Shirehall, Churchill House and Town Hall as these buildings are listed.
39. Any capital works undertaken to either building or disposal will be subject to a separate decision.

Risk management

| Risk / opportunity | Mitigation |
|---|--|
| Any deterioration of a property asset and/or failure to ensure the property is suitable for current and future use may result in its closure and affect services delivered from the property. | The council allocates an appropriate budget to maintain the buildings as part of its annual budget process; this budget is designed to ensure the building is fit for purpose and keep services running. |
| Reputational risk with the council not having a clear plan on sites for retention / disposal leading to deterioration of fabric and health and safety issues | Form a clear plan around retained sites to develop an investment plan |
| Poor space utilisation in the future. | Ensure a clear plan of occupation is established in advance. |
| Unknown costs and works once invasive works on site commence | Do all surveys and assessment as reasonably practical in advance and build in suitable contingency. |
| Price inflation of materials, supplies and labour cost lead to costs exceeding budget | Ensuring the design stage assessments are thorough to minimise unforeseen costs, as well as appropriate contingency planning. Ensuring the specification for all tendered works as robust as possible, and running a wide procurement process. |

Consultees

40. A Political Group consultation was undertaken on 1 July 2022 based upon a Joint Report of Shirehall and Town Hall. The key comments resulting are as follows

General notes of the discussion held are as follows:

- Doing nothing was not an acceptable option
- Concerns were raised over the level of investment required to the Shirehall and Town Hall.
- Discussions were held around potential options once a decision is made. It was recognised that the existing HC staff would be to be relocated.
- No strong views on any of the options were apparent.
- General view was that movement was needed to resolve the current impasse.
- If invested in, a requirement to 'fix' Shirehall was required not a 'sticking plaster'

Appendices

None

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 21/06/2022 |
| Finance | Karen Morris | Date 29/06/2022 |
| Legal | Alice McAlpine | Date 05/07/2022 |
| Communications | Luenne Featherstone | Date 28/06/2022 |
| Equality Duty | Carol Trachonitis | Date 13/06/2022 |
| Procurement | Lee Robertson | Date 13/06/2022 |
| Risk | Kevin Lloyd | Date 13/06/2022 |
| Approved by | Andrew Lovegrove | Date 21/09/2022 |



Title of report: Cabinet Commission - Restoring the Wye

Meeting: Cabinet

Meeting date: Thursday 29 September 2022

Report by: Cabinet member finance, corporate services and planning;

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

Following the cabinet decision to establish a cabinet working group on 28th July 2022, Cabinet is asked to note the Terms of Reference and Membership for the 'Phosphates Commission - Restoring the River Wye'.

Recommendation(s)

That:

- a) **Cabinet agree the Terms of Reference and Membership for the 'Cabinet Commission - Restoring the River Wye'**

Alternative options

1. None – At its meeting on 28 July 2022 Cabinet resolved to establish a Cabinet Commission - Restoring the River Wye (the Cabinet Commission), to consider how the Council and its partners can progress the wider systemic and strategic issues needed to address water quality including Phosphate Pollution in the Wye; and agreed that the Terms of Reference for the Cabinet Commission be agreed in writing by Cabinet with the Final Terms of Reference and Membership of the Phosphates Commission being reported to the next available meeting of Cabinet.

Key considerations

2. A Cabinet Commission (“Commission”) is being established to undertake a more strategic and systems led review of river quality and in particular to consider how the council can use all the powers and influence available to it to progress the restoration of the Wye and Lugg.
3. The Technical Advisory Group (TAG) of the Nutrient Management Board (NMB) comprises practitioner staff from partner agencies undertaking important work which will deliver incremental improvements within current systems approaches. TAG is not equipped or resourced to take a wider strategic role. The Cabinet Commission will therefore add value and capacity rather than duplicate the work of NMBs TAG. Close liaison will take place to ensure that activity compliments and supports each other.
4. An early task of the Commission will be to consider what more can be achieved by the Local Planning Authority (LPA) and in particular identifying a package of measures that will create a staged route map to move the planning regime for both agriculture and new housing development to demonstrate full Nutrient Neutrality for all new planning applications within the LPA area by April 2025. The council would propose to introduce new measures in phases based on the source apportionment data as a priority for action. This would also allow time for agricultural and housing developers to prepare and to enable the council to complete the development of appropriate systems and safeguards.
5. In particular the Commission will consider whether it is now reasonable to use Planning Conditions and the Planning Enforcement regime to ensure that nutrient outputs from new developments are certified to ensure that they do not create down-stream impacts within the Lugg and Wye Catchments. The Commission will also address what more can be done to address river quality issues caused by current developments.
6. Over the summer recess work has been undertaken to finalise the Commission’s terms of reference, work programme and timetable regular progress reports to be provided to Cabinet. Additional capacity will be created by Commission support where existing gaps exist. The Commission will draw on expertise, leading national experts, other impacted local authorities and from our national regulatory partners.
7. The proposed Terms of Reference and Membership for the 'Cabinet Commission - Restoring the River Wye' are attached as Appendix 1.

Community impact

8. The Commission and the work to progress the restoration of the River Wye and River Lugg will positively contribute to the following ambitions within the County Plan 2020-2024.
 - a. Seek strong stewardship of the county’s natural resources.
 - b. Protect and enhance the county’s biodiversity, value nature and uphold environmental standards through “River Betterment.”
9. The restoration of both the River Wye and River Lugg will enable future economic development across the county.

Environmental Impact

10. The River Wye and River Lugg are considered important in terms of nature conservation, as a consequence both rivers are designated as Sites of Special Scientific Interest (SSSI). In addition the lower stretch of the River Lugg; from Hope under Dinmore, along with the River Wye are also

designated as a Special Area of Conservation (“SAC”) under the European Community Habitats Directive (Council Directive 92/43/EEC).

11. The special features for which the River Wye is designated include a range of aquatic habitats and species. Improving the water quality will support the council’s commitment to address the climate and ecological emergency through the protection and enhancement of these, and other important wildlife habitats.

Equality duty

12. Under section 149 of the Equality Act 2010, the ‘general duty’ on public authorities is set out as follows:
13. 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.
14. 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.
15. The Cabinet Commission will consult broadly with stakeholders and will undertake a comprehensive equalities impact assessment when making its final recommendations.

Resource implications

16. Grant funding of £100k has been provided for Phosphates work by DLUHC enabling a commissioning budget of £60k to be created to underpin the work of the Cabinet Commission

Legal implications

17. This report is to note the membership and terms of reference of the Commission, which will have no decision making powers and therefore there are no legal implications arising from this report.

Risk management

| Risk / opportunity | Mitigation |
|---|---|
| Risk - There is a significant risk that the condition of the River Wye deteriorates and is classified as failing. This would restrict the future economic development in the south of the county. | Improved partnership working and additional strategic leadership across the River Wye and River Lugg catchment areas |
| Opportunity - To improve the water quality of both the River Wye and River Lugg which will protect and enhance biodiversity. | |
| Not securing agreement between Commissioners | The Commission is a voluntary Cabinet working group of Herefordshire Council with no decision making power. Commissioners will seek to achieve consensus but in the event this is not possible are free to provide minority recommendations. |
| Not securing cross border buy in from both Governments | The Commission will seek to produce evidence led and locally developed solutions which is hoped will command the respect of both governments. However, it is accepted that national policy decisions by both governments could override ambitions developed through a localism remit. |
| What if there isn't enough time for Commission to consider all evidence and reach conclusion | The terms of reference for the Commission and scope are of necessity broad because of the complexities of river quality. The Commission will deliver as much work as possible before March 2023. If work is not complete scoping will be undertaken as to how remaining tasks can be delivered beyond May 2023, either through a second phase of the Commission or an enhanced NMB. |

Consultees

18. The following consultation has taken place:

| Consultation | Date | Feedback |
|---|---------------------|---|
| Nutrient Management Board | March and June 2022 | The concept of a Commission has been raised at the March and June 2022 meetings. NMB are keen to avoid duplication. |
| NE / EA / NRW | | Comments were included in the ToR |
| Powys County Council / Monmouthshire County Council | | Comments are included in the ToR |
| Directorate Leadership Team | 7 September 2022 | Comments are included in the ToR |

| | | |
|---------------------------|-------------------|--|
| Corporate Leadership Team | 13 September 2022 | Supports the formation of a commission |
|---------------------------|-------------------|--|

Appendices

- Appendix 1 - Terms of Reference and Membership for the 'Cabinet Commission - Restoring the River Wye

Background papers

- None

Report Reviewers Used for appraising this report:

| | | |
|----------------|---------------------|-----------------|
| Governance | John Coleman | Date 13/09/2022 |
| Finance | Louise Devlin | Date 13/09/2022 |
| Legal | Alice McAlpine | Date 13/09/2022 |
| Communications | Luenne Featherstone | Date 12/09/2022 |
| Equality Duty | Carol Trachonitis | Date 12/09/2022 |
| Procurement | Mark Cage | Date 14/09/2022 |
| Risk | Kevin Lloyd | Date 13/09/2022 |

| | | |
|-------------|-----------|-----------------|
| Approved by | Ross Cook | Date 21/09/2022 |
|-------------|-----------|-----------------|

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



Joint Cabinet Commission- Restoration of the River Wye

Terms of Reference

Aim

To develop a strategic plan to restore the River Wye Catchment to favourable conservation status.

Background

Following the ministerial decision not to proceed with a request for a Water Protection zone, the three Councils agree that there is an urgent need to consider what more can be done – and by whom. The Councils have concluded a Joint Cabinet Commission should undertake a more strategic and systems review of river quality. This would consider, in particular, how Herefordshire, Monmouthshire and Powys Councils can accelerate progress in the restoration of the Wye.

Herefordshire Council has been undertaking a lead role in efforts to support the restoration of the Wye, developing the UK's first development Phosphate Calculator and delivering Integrated Wetlands. The Council has been a driver of improvement with regard to the operation of the Nutrient Management Board (NMB).

Powys Council, which covers the river Wye catchment from its source to the border, is a significant contributor to the NMB, also providing a national coordinating role in respect of the "Phosphate problem" in Wales. Both share a common desire to use science and sense to find practical lasting solutions which will reverse the decline in the river environment.

Monmouthshire Council – *to be provided by Monmouthshire Colleagues*

Natural England, the Environment Agency and Natural Resources Wales have also met and considered the remit and role of the Cabinet Commission. The agencies said that, in particular they would welcome the Commission's thoughts 1) a new Strategic high level plan to restore the River Wye Catchment. 2) Governance arrangements for the Nutrient Management Board in order to drive a high level strategy forward, its accountability structure, remit, membership and terms of reference. 3) What might need to happen more widely beyond the catchment in terms of recommendations and proposals on how national level policy could enable restoration? 4) An analysis of what restoration of the Wye might look like in terms of likely climate change effects which may impact for example river temperature and food security.

Commission Membership

The Cabinet Commission will comprise three Commissioners, one Cabinet Member each from Herefordshire, Monmouthshire and Powys and would be chaired by the Deputy Leader of Herefordshire Council. The Commissioners will commission additional research and call for evidence necessary to support the delivery of the Commission's objectives.

Commissioners will liaise closely with the scrutiny function of their respective Councils and the Nutrient Management Board. The Cabinet Commission should provide a report to the March 2023 meeting of Cabinet and such interim reports as are necessary. Given parallel work is taking place nationally on point source pollution from water companies this aspect is explicitly excluded from the remit of the commission.

The Cabinet Commission's Objectives

1. The Nutrient Management Plan and Board-

- To prepare a new Strategic high level plan to restore the River Wye Catchment for the Nutrient Management Board to progress.
- The Governance arrangements needed to drive the new high level strategy forward, its accountability structure, remit, membership and terms of reference.

2. Farming and Agriculture-

- To identify the evidence, tools, processes, infrastructure, training and support necessary to achieve restoration of the River Wye catchment. (Currently defined as achieving Natural England and Natural Resources Wales river phosphate targets and also achieving favourable conservation condition status).
- To work with sector leads from the Farming and Agricultural sector, in particular NFU, CLA and Farm Herefordshire to develop a catchment specific roadmap with agreed milestones and dates on which progress will be monitored. In the event that it becomes evident that agreed milestones are not achieved, further measures including a Water Protection Zone will formally be considered.

3. The Farming and Agriculture Supply Chain

- Engage with leading industry experts across the supply chain including agriculturalists, agronomists, feed suppliers, food processors and retailers. To undertake a systemic and strategic review of the movement of phosphates through poultry, livestock and arable supply chains, and to identify the optimum infrastructure and technology needed to reduce the build-up of phosphates in soils and water courses, exploring appropriate available technological and nature based solutions.
- To explore the potential for a certification scheme to track and assure the movement of phosphates throughout producer supply chains.

4. The National Policy Framework

- To make recommendations on what, if any, changes should be made to permitting processes or regulatory powers and enforcement for statutory bodies operating in England and in Wales to improve the effectiveness of individual and joint working. Specifically this will include an analysis of the effectiveness of key diffuse mitigation tools such as Farming Rules for Water and Farmscoper.
- An analysis of what restoration of the Wye might look like in terms of likely climate change effects which may impact for example river temperature and food security.

5. The Local Planning Frameworks

- Within the limits, constraints and wider objectives of the current planning policy framework, to identify what further opportunities exist for the Council's to deliver improved water quality on the Wye catchment. Consideration should include the potential to achieve full nutrient neutrality through the development of the planning policy framework together with any necessary additional Supplementary Planning Documents. In particular, how the forthcoming Local Plan update can strengthen water and environmental protection.
- Review the opportunities available for Planning Education and Enforcement of planning across all relevant development sectors. Consideration of whether there is the potential for planning and enforcement regimes to achieve higher levels of nutrient certainty in controlling down-stream impacts.
- To identify the tools and mechanisms necessary for Cumulative Development Impact to be assessed in the development management process.



Title of report: Annual review of Earmarked Reserves – 2022/23

Meeting: Cabinet

Meeting date: Thursday, 29 September 2022

Report by: Cabinet member Corporate Strategy and Budget

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

To note and review the earmarked reserves held by the council.

Recommendation(s)

That:-

- (a) Note the Earmarked Reserves balances held at 31 March 2022 as at Appendix 1.**
- (b) Approve the following movements in reserves to fund the following projects:**
 - a. Implementation of countywide 20mph speed limit zones £1.2m.**
 - b. School travel plan support £0.31m**
 - c. Building retrofit and supply chain development £0.58m**
 - d. Further development of the Eastern River crossing business case £1m**
 - e. Reducing the backlog of Traffic regulation orders and carrying out further signing and lining £0.66m**

Alternative options

1. There is no alternative option to undertaking a review. Alternative use of earmarked funds could be proposed, this is open for Cabinet to determine. However should that mean that funds required for an earmarked purpose are no longer available an alternative method of funding would need to be secured. Not all earmarked funds may be redirected for use – for example funding received from external sources for a specified purpose may not be able to be

redirected if doing so would amount to a breach of funding conditions.

Key considerations

2. Earmarked reserves are established to hold revenue balances to fund future year commitments over and above the annual budget requirement. They generally arise where funding exceeds expenditure, usually due to the timing of receipts being ahead of incurring expenditure. As a matter of good practice a review is undertaken each year to establish the continued need for reserves held for earmarked purposes to ensure resources can be used to best effect whilst maintaining a prudent level of reserves to meet future anticipated commitments.
3. The implementation of program to introduce area wide 20mph speed limit zones in towns and villages, including all schools is designed to reduce injuries, fatalities and improves air quality it will also address increasing demand for speed reductions in residential areas.
4. The travel plan support for schools will provide a review of countywide school travel plan support, to include the provision of direct assistance to schools who are looking to update their existing school travel plans. It will also support the delivery of the Local Transport Plan and contribute towards the delivery of a number of County Plan objectives.
5. The Building Retrofit & Supply Chain Development will address a critical skills gap in retrofit market to mitigate achievement of carbon neutral standards, it will advantage local suppliers by strengthening supply chain and contribute to higher levels of carbon neutral standards.
6. The further development of the Eastern River crossing will enable the council to achieve the feasibility/options phases of the project that contributes to the delivery of a key component of the Hereford Transport Strategy.
7. The reduction in the backlog of Traffic Regulation Orders (TRO) and signing and lining will address a maintenance backlog of signs and lines to affect public perception and council reputation. It will ensure that signs and lines are compliant with TRO's and any anomalies are eliminated and illegal parking is reduced and reduce the number of outstanding applications for TRO's
8. Whilst ensuring that the overall annual budget is balanced, the council carefully maintains reserves at a prudent level to manage future financial risks and to support future financial needs, both foreseen and unforeseen.
9. The Council's useable revenue reserves are split between a general reserve (the General Fund) and earmarked reserves that are held for certain purposes. Part of the Council's General Fund is held as a strategic reserve to cover emergency events such as unforeseen financial liabilities or natural disasters.
10. In line with the council's policy, this reserve is maintained at a minimum level of between 3% and 5% of the net revenue budget. As at 31 March 2022 the general reserve balance totalled £9.6m, being 6.0% of the council's 2021/22 approved net revenue budget. The remainder of the council's general reserve balance is held to support one-off, unforeseen financial costs and for smoothing the impact of the late delivery of savings plans.
11. Earmarked reserves can be set up using one-off funds (such as year-end under-spends or grants) or by budgeting for a fixed amount to be taken from the revenue account each year and "saved" separately. Any expenditure then incurred within the year is taken from this "savings account", thereby smoothing the impact on Council Tax.
12. The last annual review was undertaken in September 2021 which highlighted that at 31 March 2021 earmarked reserve balances were £105.6m and the General Fund stood at £9.1m. Estimated balances for 31 March 2022 were £84.8m and £9.1m respectively.

13. Actual earmarked reserve balances at 31 March 2022 were £96.5m and £9.6m giving a total of £106.1m against £114.7m at 31 March 2021. The increase of £0.5m for the General Fund is in line with the reported £0.5m underspend in the revenue budget outturn report which went to Cabinet on 26 May 2022. There has been a £9.1m decrease in Earmarked Reserves.
14. It should be noted that there are further amounts to be drawn down from earmarked reserves during 2022/23 including £11.49m to be drawn down from the Financial Resilience Reserve to fund the Children's Transformation work (Cabinet decision on 31 March 2022).
15. Earmarked Reserve balances at 31 March 2022 include £23.1m grant funding carried forward to 2022/23. This represents amounts of grant funding received, with no grant conditions attached, which have not yet been applied to relevant expenditure. In accordance with the principles of the CIPFA Code of Practice on Local Authority Accounting 2021/22 and relevant accounting standards, these amounts are treated as Earmarked Reserves at 31 March 2022 to be carried forward for application in future accounting periods. There are no conditions attached to these funds and therefore these amounts are not repayable by the council.
16. The refresh of the Medium Term Financial Strategy will also include a comprehensive review of earmarked reserves and their planned usage to determine whether any circumstances have changed.
17. The budget setting process will include considering the use of reserve funds to enable one-off spends that could provide spend-to-save initiatives, address corporate risks, or provide greater confidence in delivering our corporate objectives. Due to the one-off cost nature of these proposals these would not add to any base budget requirement going forward and would be proposed to support the delivery of savings or target specific outcomes.
18. Cabinet is asked to review the balances of earmarked reserves listed in Appendix 1. The Chief Finance Officer has completed his review of each reserve value, appropriateness and status of the earmarked reserve balances listed. This review concluded that the balances held remain reasonable and prudent in addressing some of the current and future challenges.

Community impact

19. The use of reserve funding proposals demonstrates how the council is using its financial resources to best deliver the priorities within the agreed corporate plan, health and safety obligations and corporate parenting responsibilities.
20. Before each reserve balance is spent a separate report will detail the expenditure plans and how they will specifically impact the community.

Environmental Impact

21. 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.
22. Whilst this is a factual summary and will have minimal environmental impacts, consideration will be made to minimise waste and resource use in line with the council's Environmental Policy when spending reserved funds.

Equality duty

23. 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.

24. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. As this report is a factual summary, we do not believe that it will have an impact on our equality duty.

Resource implications

25. The use of reserve funding utilises existing resources but any use will mean permanent depletion of those reserves unless budget is set aside to replenish those reserves or additional grant funding is received. The actual incurring of expenditure against earmarked reserves will be subject to approval following the usual governance processes which will detail the resource implication of each proposal.
26. The implementation of countywide 20mph speed limit zones £1.2m and the school travel plans £0.31m will both be funded from the Public Health earmarked reserves. These are shown in appendix 1 under the heading grant funding carried forward. This is a movement of £1.51m.
27. The building retrofit and supply chain development project, £0.58m, the further development of the Eastern River crossing business case project, £1m and the reducing the backlog of Traffic regulation orders and carrying out further signing and lining £0.66m. Totalling £2.24m, will be funded from £1.75m from the settlements monies earmarked reserve, and £0.49m coming from a number of small grants included in the heading of grant funding carried forward.
28. This review does not change the budget approved by Council in February 2022 and is proposed in accordance with the Reserves Policy included in the Medium Term Financial Strategy approved at the same time.

Legal implications

29. The review of earmarked reserves does not have in itself any legal implications, including reserves to manage risks is a prudent approach.
30. The projects proposed to be funded by the proposed movements of reserves will all require their own decisions for implementation and the legal implications of the implementation will be addressed on a project by project basis.

Risk management

31. Maintaining reserves for risk mitigation is recommended by CIPFA as best practice. The minimum levels referred to in the report are in line with CIPFA recommended practices. The annual review of balances held is also in line with best practice.

Consultees

None

Appendices

Appendix 1 - Earmarked Reserves and General Fund balances

Background papers

None identified

Earmarked Reserves and General Fund Balance as at 31 March 2022

| Reserve | 01/04/2021 £m | Transfer out £m | Transfer in £m | 31/03/2022 £m |
|-------------------------------------|------------------|-----------------------|----------------------|------------------|
| Additional Pension Costs | (2.5) | | (2.3) | (4.8) |
| Adult Social Care Integration | (1.6) | | (0.8) | (2.4) |
| Business Rate smoothing | (9.2) | 0.2 | (2.0) | (11.0) |
| Children's Improvement Proposals | (5.2) | 5.2 | (1.9) | (1.9) |
| College Road Campus | (0.4) | | (0.1) | (0.5) |
| Tourism Projects | (0.1) | 0.1 | (0.1) | (0.1) |
| ICT | (0.5) | 0.1 | | (0.4) |
| Financial Resilience | (14.4) | 1.2 | (4.2) | (17.4) |
| Learning Disability | (1.1) | 0.5 | | (0.5) |
| Recovery and Invest Fund | (0.5) | | | (0.5) |
| Remedial Road Works | (0.1) | | | (0.1) |
| Risk mitigation | (2.9) | 2.9 | | |
| School balances | (10.3) | 1.5 | (0.5) | (9.4) |
| Settlement monies | (3.3) | | | (3.3) |
| Economic Growth | | | (0.1) | (0.1) |
| Severe Weather Fund | (1.1) | | | (1.1) |
| Short Breaks | (0.2) | 0.2 | | |
| Social Care Contingency | (0.5) | 0.1 | | (0.4) |
| Knowledge Management System reserve | | | (0.3) | (0.3) |
| Technology Enabled Communities | (1.5) | | | (1.5) |
| Waste Disposal | (8.3) | 2.8 | (2.4) | (7.9) |
| Whitecross School PFI | (1.6) | | (0.2) | (1.7) |
| Other small reserves | (8.1) | 1.2 | (1.1) | (8.1) |
| Grant funding carried forward | (32.2) | 21.2 | (12.1) | (23.1) |
| Total Earmarked Reserves | (105.6) | 37.2 | (28.1) | (96.5) |
| General Fund balance | (9.1) | | | (9.6) |
| Total | (114.7) | | | (106.1) |



Title of report: Quarter 1 Budget & Performance Report

Meeting: Cabinet

Meeting date: Thursday 29 September 2022

Report by: Cabinet member finance, corporate services and planning

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

To review performance for Quarter 1 2022/23 and the forecast budget outturn for the year.

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 or potential under-performance are understood and are being addressed to the cabinet's satisfaction.

The forecast 2022/23 outturn shows a net overspend of £9.4 million.

Recommendation(s)

That:

- a) **Cabinet review performance and financial forecast for year 2022/23, as set out in the appendices A-E, and identifies any additional actions to be considered to achieve future improvements.**

Alternative options

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

Key considerations

Revenue Budget

- The latest outturn forecast for 2022/23 at the end of June 2022 is a potential cost pressure of £9.4 million.
- The table below sets out the cabinet portfolio position at the end of June 2022. Further service detail is available in appendix A.

Revenue Summary

| Portfolio | Councillor | Gross Budget £000 | Working Budget £000 | Outturn £000 | Variance £000 | Recovery Plan £000 | Use of Reserves £000 | Revised Variance £000 |
|---|-----------------|----------------------|------------------------|-----------------|------------------|-----------------------|-------------------------|--------------------------|
| Health & Adult Wellbeing | Cllr Crockett | 102,865 | 62,684 | 64,662 | 1,978 | (1,978) | | 0 |
| Children's and Family Services, and Young People's Attainment | Cllr Toynebee | 55,315 | 48,403 | 54,673 | 6,270 | | (6,270) | 0 |
| Commissioning, Procurement and assets | Cllr Davies | 24,598 | 17,705 | 17,818 | 113 | (113) | | 0 |
| Environment and Economy | Cllr Chowns | 3,734 | 2,640 | 3,007 | 367 | (367) | | 0 |
| Housing, Regulatory Services and Community Safety | Cllr Tyler | 4,816 | 1,467 | 1,652 | 190 | (190) | | 0 |
| Infrastructure and Transport | Cllr Harrington | 19,432 | 9,456 | 9,349 | (107) | | | (107) |
| Finance, Corporate Services and Planning | Cllr Harvey | 22,772 | 13,237 | 14,244 | 1,007 | (1,007) | | 0 |
| Lovegrove, Andrew | Cllr Hitchiner | 1,689 | 894 | 752 | (142) | | | (142) |
| Portfolios | | 235,221 | 156,486 | 166,157 | 9,676 | (3,655) | (6,270) | (249) |
| Central, treasury management, capital financing & reserves | | 20,946 | 19,422 | 19,155 | (267) | | | (267) |
| Total Revenue | | 256,167 | 175,908 | 185,312 | 9,409 | (3,655) | (6,270) | (516) |

- The overall forecast indicates a potential cost pressure of £9.4 million (5.3% of budget). At this stage in the year, emerging costs pressures are still being validated however the underlying costs and demographic pressures will need to be managed and mitigating actions put in place to achieve a balance budget at the end of the financial year. The table above indicates where

there are appropriate plans to recover the forecast overspend, and which will be funded from ear marked reserves.

5. The forecast overspend of £2.0 million in the Health and Adult Wellbeing Portfolio comprises £0.8 million non-delivery of savings, net pressures within care provision budgets of £0.9 million and staffing cost pressures across the directorate of £0.3 million. However the directorate plans to recover this overspend by the year end.
6. Children’s and Family Services and Young People’s Attainment is forecasting an overspend of £6.3 million at 30 June 2022. This overspend is largely explained by variances in Looked After Children of £5.3 million and Additional Needs of £0.7 million.
7. The forecast overspend of £0.4 million in Environment and Economy is explained by £0.3 million pressures arising from energy costs alongside costs associated with a £0.1 million Beryl bikes subsidy due to the cessation of grant funding.
8. Finance, Corporate Services and Planning is forecasting an overspend of £1.0 million at 30 June 2022. The most significant variances from budget are as a result of reduced planning applications of £0.5 million and staffing cost pressures across the directorate.
9. The central, treasury management, capital financing and reserves £0.3 million underspend is detailed in appendix C and represents increased interest earnings on short term investments.

Capital Budget

10. The original £99.1 million capital budget for 2022/23 has been increased to £133.8 million. This increase consists of £26.7 million 2021/22 carry forwards of unspent budget and additional grants of £8.0 million. A summary breakdown is shown in the Table below.

| | 2022/23 Budget £'000 | 2023/24 Budget £'000 | 2024/25 Budget £'000 | 2025/26 Budget £'000 | Total |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------|
| February 2022 Council Approved Budget | 99,094 | 90,546 | 44,901 | 0 | 234,541 |
| 21/22 Carry Forwards | 26,697 | - | - | - | 26,697 |
| Additional Grants | 8,043 | 13,458 | 4,852 | 409 | 26,762 |
| Revised Capital Budget | 133,834 | 104,004 | 49,753 | 409 | 288,000 |

11. The forecast spend position is £64.3 million which represents an underspend of £69.5 million against a budget of £133.8 million. Full details for each project are in Appendix B. This underspend consists of £2.6 million projects that are likely to deliver below the project budget and a further £66.9 million of budgets to be carried forward to 2023/24. These amounts represent budgets that may not be committed in this financial year for projects which are funded by grants or dependent upon the acquisition of land for housing and therefore budget is retained for delivery in future periods. The full capital programme analysed by project for current and future years can be seen in detail in Appendix B. Capital budgets will be profiled at Q2 to reflect the expected project delivery.

Savings

12. The graph below shows the confidence in the delivery of savings planned for 2022/23. As can be seen below, at the end of June 2022, 94% of the savings agreed at Council in February 2022 are forecast to be achieved. This is based on £1.0m (62%) of the £1.6m savings for the year having already been achieved by the end of June 2022, and a further £0.5m on target to be achieved by the end of the year, leaving a total of £0.1m forecast as unlikely to be achieved.

| Value of Savings £'000 | Savings confidence |
|------------------------|--|
| 801 | Blue Full savings have already been achieved (complete) |
| 722 | Green Forecast variance for the year is zero (or negative) but not yet fully achieved |
| 100 | Red Forecast is more than 10% away from target for the year |
| 1,623 | Total Savings 2022/23 |

13. The status of individual savings plans can be found in appendix E, a summary of savings plan status per directorate can be found below:
- Community Wellbeing are set to deliver 100% of their £0.7m savings
 - Economy and Environment are due to deliver 76% of their £0.4m savings
 - Corporate have delivered 100% of their £0.5m savings
14. Where it has been identified there are risks to the delivery of savings alternative proposals are being developed in consultation with the cabinet portfolio holders in preparation for Quarter 2 Budget and Performance Report.

Performance: Economy

15. All the projects are now being captured in detail on delivery dashboard and progress monitored. Of the 23 activities of the delivery plan, 19 are on track (green), 1 is at risk (amber) and 3 are compromised (red).
16. Sixty per cent of measures have shown an improvement on the same point last year where comparison can be made. Where targets have been set, performance measures within the theme have met, or exceeded targets – there remains some work within the directorates to ensure all measures have targets established.
17. 11 successful business events delivered between April and June 2022 - the Hereford Business Summit at the Shell Store which attracted over 40 businesses - this event had over 48 stand holders showcasing over 600 vacant positions. We had in excess of 150 job seekers attend. Further Market Towns Business Summit events are in the calendar over the next 2 months, Herefordshire Business EXPO on 12th May and topical events being planned. 5 new businesses were located in enterprise zone in Qtr-1 and 50 jobs were created in the zone.

18. High street WiFi is installed and live, and has been used to take card payments on market day as well as being used throughout the May Fair event. Wi-fi coverage has been better than originally projected, reaching further afield than initial estimates. The web-app has completed a soft launch with no issues so far. Leominster Town Council are progressively generating and adding more content. The CAA Public Consultation is to be scheduled for later this summer. The Public Realm Public consultation went live on 9 May 2022 and has had its first in-person event during the monthly farmer's market event as well as a successful Webinar on 15 May 2022. The Site Visit planned for 18 May 2022 went ahead successfully between the project key partners and stakeholders.
19. "Unique website users for the quarter have been at 270,162 (N.B. Lifetime unique users since March 2021 to June 2022 is over 405,000). Views of providers' listings is at 197,145 views of individual provider listings, with 22.5% clickthrough to providers' sites. The proportion of clickthroughs continues to grow month on month and there is a definite correlation between current campaigns and the providers viewed/ visited e.g. promotion of canoeing experiences directly relates to listings of canoe providers being viewed.
20. Downloads of PDF guides & walks has increased to 13,053 total downloads, including Black & White Villages Trails & Herefordshire. Organic search traffic dominates: this demonstrates that users are actively seeking out information about visits to Herefordshire, which proves that profile is growing and our integrated campaigns are working. Search engine performance: increased the number of keywords ranking between 1-3 in Google from 420 to 1,014, and the total number of keywords Google ranks the website for grew from 5,508 to 10,475.
21. Clickthroughs from social advertising: In addition to raising brand awareness, the social advertising campaign has delivered 55,491 sessions (48,986 unique users) and 4.8% engagement including clicking through or browsing gallery of images on the ad

Performance: Environment

22. Of the 25 activities (Projects) of the delivery plan, 21 are on track (green), 3 are at risk (amber), and 1 are compromised (red).
23. Over eighty per cent of measures have shown an improvement on the same point last year where comparison can be made. Where targets have been set, eighty per cent of performance measures within the theme have met, or exceeded targets – there remains some work within the directorates to ensure all measures have targets established.
24. Keep Herefordshire Warm continues to provide advice and support to fuel poor households including referrals into Green Homes Grant Local Authority Delivery (GHG LAD) projects. These are on-going providing 177 energy efficiency measures being installed in 2021/22. Advice levels in 2021/22 reached 1,578 enquiries from 1,035 households slightly lower than last years but with 425 enquiries in Q4 alone 2021/22 as a result of energy and fuel prices. A contract extension of +1 year has been agreed and will run to June 2023.
25. A communications plan and project development for Sustainable Warmth Funding have been developed, that will target both rural and urban households up to March 2023.
26. The Hereford Transport Review continues through the city master planning work. A delivery director has been appointed to lead the development of this work and an engineering firm has been appointed through the Midlands Highways Alliance Framework to progress the review of the eastern river crossing. In addition, active travel measures on quiet routes at Holme Lacy Road and the Hereford Enterprise Zone has recently progressed to design work and is on track to commence construction in 2022/23.

27. For sustainable energy in public buildings "Project expenditure and outputs remain significantly below profile. Nine grant applications have been approved so far in the Phase 2 project, of which five projects have completed. The project pipeline remains healthy with 17 buildings in the active project pipeline, of which six are in Herefordshire and the project team is working with relevant officers to try and progress these."
28. To support the reduction of phosphate levels in the county's rivers, the first site has been purchased and planning consent granted for the development of a wetlands site. Initial works have been completed on site and detailed designs are being peer reviewed to ensure robustness and effectiveness of the design, prior to further cabinet ratification and the next stages of construction. In addition, a second site has been purchased with design underway and a third site has been identified for procurement. These sites will filter the river water and reduce the amount of phosphates, with the aspiration of reducing the levels to enable the moratorium on development to be eased.

Performance: Community

29. Of the 48 activities of the delivery plan, 1 has been completed (blue), 38 are on track (green), and 2 are at risk (amber). 7 are in Red and this is an improved position to that reported at the end of financial year 2021-22.
30. Ninety-two percent of reported performance measures within the theme have met, or exceeded targets, which represents an improvement on the previous quarter end position – there remains some work to ensure all measures have targets established. Sixty-eight percent of measures have shown an improvement on the same point last year where comparison can be made.
31. All social care statutory returns all complete for 2021/22 –positive trends in the adult social care and carers surveys. Overall satisfaction in the Carers survey also increased from 33.1% to 40.0% and Overall satisfaction of people who use service with their care and support increased slightly from 60.0% to 61.0%.
32. Ongoing comprehensive support for Ukraine guests arriving in the county and we had positive feedback on complex adult social care cases from the Court.
33. Received £10,000 to explore the viability of a Marches Regional Food Network and have been awarded year 2 Sustainable Food Partnership (SFP) coordinator funding also Awarded £284k from Office for Health Improvement and Disparities (OHID) as part of the Substance Misuse Treatment and Recovery Grant.
34. The Covid recovery plan delivered and over £1.2m invested into the Voluntary, Community and Social Enterprise (VCSE) sector, a significant increase on previous years' investment.
35. Children's social care continues its improvement journey, with the Improvement Board meeting regularly. One of the major challenges to the directorate remains recruitment and retention of social workers, a significant amount of the additional investment is due to be focussed on staff, but there is a national shortage of qualified social workers meaning that many authorities are struggling in this area however there is comprehensive corporate recruitment program focusing on workforce and recruitment
36. Analysis of the adult social care pathway has demonstrated that there has been a significant increase in demand for placements in domiciliary care; this is partly due to changed discharge routes following hospital admissions for self-funders, the Brokerage team is currently seeing about 3 times the number of placement requests. In order to meet this increased demand and keep the adult social care pathway flowing, the Community Wellbeing directorate are exploring ways of supporting this demand, including the possibility of further boosting the domiciliary care

market by working with the Clinical Commissioning Group (CCG) over and above the already planned annual uplifts.

37. Hoople Care, as part of Hoople Limited, has been established and the formal transfer of registered social care provider services to Hoople Care was agreed by Cabinet in February 2022 to include the Home First reablement service, Hillside and residential services for learning disabled people at Southbank Close and Ridgemoor Road. CQC registration has been received so Hoople Care are now an established care provider. TUPE consultation has been completed with the successful transfer of staff on 1 June 2022.
38. Talk Community has continued to deliver a range of activities to support communities within Herefordshire to support their residents and maintain their collective independence. 61 Talk Community hubs are live across the county.

Performance: Corporate

39. A set of measures of corporate performance, which have been selected as an indication of the overall health of the organisation, are included in Appendix E. For measures which has baselines in 2021/22, forty-six per cent are showing an improvement. Thirty-eight per cent of measures which have targets set are meeting or exceeding target.

Community impact

40. 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.
41. 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

42. 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 impact.

Equality duty

43. 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.

44. 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 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.
45. 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

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

Risk management

47. 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

48. 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

49. None in relation to this report.

Appendices

Appendix A - Revenue Budget Position 2022/23

Appendix B - Table A - 2022/23 Capital Programme Forecast Position June 2022

Appendix C - Treasury Management Interim Quarter 1 Update Report (30 June 2022)

Appendix D - Savings proposals approved by Full Council on 11 February 2022

Appendix E - Delivery Plan updated 2022/23

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 13/09/2022 |
| Finance | Louise Devlin | Date 12/09/2022 |
| Legal | Alice McAlpine | Date 16/09/2022 |
| Communications | Luenne Featherstone | Date 12/09/2022 |
| Equality Duty | Carol Trachonitis | Date 09/09/2022 |
| Procurement | Mark Cage | Date 15/09/2022 |
| Risk | Kevin Lloyd | Date 13/09/2022 |
| Approved by | Andrew Lovegrove | Date 21/09/2022 |

Appendix A: Revenue Budget Position 2022/23

| | | Gross Budget | Working Budget | Outturn | Variance |
|---|-------------------|-------------------------|---------------------------|----------------|-----------------|
| | Councillor | £000 | £000 | £000 | £000 |
| Portfolio | | | | | |
| Health & Adult Wellbeing | Cllr Crockett | 102,865 | 62,684 | 64,662 | 1,978 |
| Children's and Family Services, and Young People's Attainment | Cllr Toynbee | 55,315 | 48,403 | 54,673 | 6,270 |
| Commissioning, Procurement and assets | Cllr Davies | 24,598 | 17,705 | 17,818 | 113 |
| Environment and Economy | Cllr Chowns | 3,734 | 2,640 | 3,007 | 367 |
| Housing, Regulatory Services and Community Safety | Cllr Tyler | 4,816 | 1,467 | 1,652 | 190 |
| Infrastructure and Transport | Cllr Harrington | 19,432 | 9,456 | 9,349 | (107) |
| Finance, Corporate Services and Planning | Cllr Harvey | 22,772 | 13,237 | 14,244 | 1,007 |
| Corporate strategy and budget | Cllr Hitchiner | 1,689 | 894 | 752 | (142) |
| | | 235,221 | 156,486 | 166,157 | 9,676 |
| Portfolios | | | | | |
| Central, treasury management, capital financing & reserves | | 20,946 | 19,422 | 19,155 | (267) |
| Total Revenue | | 256,167 | 175,908 | 185,312 | 9,409 |

Health & Adult Wellbeing: Cllr Crockett

| | Gross Budget | Working Net Budget | Full Year Outturn | Variance |
|---|---------------------|---------------------------|--------------------------|-----------------|
| | £000 | £000 | £000 | £000 |
| Services for Vulnerable Adults (care provision) | 71,680 | 56,899 | 58,598 | 1,699 |
| Commissioning and Operational Service Delivery | 21,473 | 5,692 | 5,971 | 279 |
| Public Health | 9,712 | 93 | 93 | 0 |
| | 102,865 | 62,684 | 64,662 | 1,978 |

The key outturn variances are:

The key outturn variances are:

The forecast overspend in Services for Vulnerable Adults (care provision) reflects a combination of savings yet to be delivered within the Learning Disability client area and pressures relating to nursing and residential care home placements within the older client cohort. The forecast overspend in care home placements relates to both cost and demand pressures.

The forecast overspend in Commissioning and Operational Service Delivery is mainly due to the identified pressure relating to the All Ages Commissioning redesign.

Children's and Family Services, and Young People's Attainment: Cllr Toynbee

| | Gross Budget | Working Net Budget | Outturn | Forecast Variance |
|---|---------------------|---------------------------|----------------|--------------------------|
| | £000 | £000 | £000 | £000 |
| Children and young people's education and attainment | 7,643 | 5,192 | 5,448 | 256 |
| Post 16 education, training and skills development | 684 | 0 | 0 | 0 |
| Services for vulnerable young people, children and families | 46,988 | 43,211 | 49,225 | 6,014 |
| | 55,315 | 48,403 | 54,673 | 6,270 |

The key variances are:

Children and young people's education and attainment - £32k due to agency staff covering vacant positions. £224K SEN Transport CPI Inflation.

Services for vulnerable young people, children and families - £692K savings target taken out. £519k short breaks increase due to rise in children in Care. £4.507m rise in costs/number of placements. Staffing costs increase of £296k due to agency staff covering vacant positions.

Commissioning, Procurement and Assets: Cllr Davies

| | Gross Budget | Working Net Budget | Outturn | Forecast Variance |
|--------------------------------------|---------------------|---------------------------|----------------|--------------------------|
| | £000 | £000 | £000 | £000 |
| Waste Collection & Disposal | 14,932 | 13,198 | 13,375 | 177 |
| Corporate Support Services | 1,489 | 1,367 | 1,314 | (53) |
| Community services: Leisure Services | 30 | 30 | 30 | 0 |
| Council Property Services | 6,191 | 1,355 | 1,367 | 12 |
| Cultural services | 1,956 | 1,755 | 1,732 | (23) |
| | 24,598 | 17,705 | 17,818 | 113 |

The key variances are:

Waste Collection and Disposal overspend is due to inflation on collection contract costs being higher than anticipated
 Corporate Support Services has an underspend due to staff vacancies and maternity leave

Environment and Economy: Cllr Chowns

| | Gross Budget | Working Net Budget | Outturn | Forecast Variance |
|--|---------------------|---------------------------|----------------|--------------------------|
| | £000 | £000 | £000 | £000 |
| Economic Development and Regeneration | 1,647 | 1,265 | 1,282 | 17 |
| Tourism | 0 | 0 | 0 | 0 |
| Broadband | 358 | 131 | 133 | 2 |
| Environmental promotion, protection and sustainability including response to climate emergency | 1,729 | 1,244 | 1,592 | 348 |
| | 3,734 | 2,640 | 3,007 | 367 |

The key variances are:

Environmental promotion, protection and sustainability – Energy cost increases, Beryl Bikes contract pressure of £125k as this was previously grant funded by Access Fund, this has now ceased

Economic Development- £37K pressure due to One Public Estate programme repayment of funds for Merton Meadow Housing proposal offset by staff vacancy savings

Housing, regulatory services and community safety: Cllr Tyler

| | Gross Budget | Working Net Budget | Outturn | Forecast Variance |
|---|---------------------|---------------------------|----------------|--------------------------|
| | £000 | £000 | £000 | £000 |
| Community Safety including the Community Safety Partnership | 0 | 0 | 0 | 0 |
| Animal health and welfare | 152 | 40 | 48 | 8 |
| Bereavement services including coroner services | 700 | (847) | (850) | (3) |
| CCTV | 194 | 108 | 110 | 2 |
| Environmental health and trading standards | 1,963 | 1,796 | 1,786 | (10) |
| Gypsy and Traveller Services | 439 | 261 | 292 | 31 |
| Licensing | 25 | (430) | (413) | 17 |
| Markets and Fairs | 135 | (124) | (68) | 56 |
| Registration Services | 264 | (220) | (217) | 3 |
| Strategic housing, homelessness, housing allocation and condition | 358 | 297 | 296 | 4 |
| Communications and Web Presence | 586 | 586 | 668 | 82 |
| | 4,816 | 1,467 | 1,652 | 190 |

The key variances are:

Communications and Web Presence have a budget pressure due to funding Herefordshire Now four times a year.

Gypsy and Traveller Services – Reduced rental income due to closed pitches. New apprentice post costs

Markets and Fairs - Extension in reduced fees structure and trader confidence low

Infrastructure and Transport: Cllr Harrington

| | Gross Budget | Working Net Budget | Outturn | Forecast Variance |
|--|---------------------|---------------------------|----------------|--------------------------|
| | £000 | £000 | £000 | £000 |
| Building Control | 502 | (239) | (349) | (110) |
| Car parking policy and services | 281 | (4,525) | (4,413) | 112 |
| Highways & community services | 646 | 420 | 423 | 3 |
| Land drainage, flood alleviation, rivers and waterways | 201 | 1 | 1 | 0 |
| Land use strategies including Core Strategy | 1,054 | 762 | 766 | 4 |
| Traffic Management | 360 | 358 | 262 | (96) |
| Transport and highways policy strategy and operations | 16,388 | 12,679 | 12,659 | (20) |
| | 19,432 | 9,456 | 9,349 | (107) |

57

The key variances are:

Car parking and policy services overspend is due to a delay in savings achievement and reduced income due to staff shortage, in addition there is pressure due to costs of interim management posts.

Traffic Management are benefiting from the fixed cost for street lighting, this will be used to offset the increased cost of other energy bills.

Transport and highways policy strategy and operations overspend is due to increased contract costs due to higher than anticipated inflation costs.

Building control- Manager vacancy savings, May and June there was a one off increase in income due to changes in regulation

Finance, Corporate Services and Planning: Cllr Harvey

| | Gross Budget £000 | Working Net Budget £000 | Outturn £000 | Forecast Variance £000 |
|---|----------------------|----------------------------|-----------------|---------------------------|
| Planning and conservation | 3,087 | 120 | 570 | 450 |
| Council ICT services | 3,900 | 3,025 | 3,059 | 34 |
| Human Resources | 1,287 | 1,287 | 1,218 | (69) |
| Equality and Human Rights | 245 | 95 | 96 | 1 |
| Land Charges | 237 | (13) | (8) | 5 |
| Information Governance and Modern Records | 474 | 436 | 394 | (42) |
| Health and safety, Emergency Planning and Business Continuity | 92 | 92 | 93 | 1 |
| Performance and Intelligence | 2,517 | 2,517 | 2,955 | 438 |
| Legal and Democratic Services including Member Development and Training | 5,018 | 4,892 | 4,878 | (14) |
| Financial Policy, Fees and Charging Policy, Financial Control and Reporting | 5,915 | 786 | 989 | 203 |
| | 22,772 | 13,237 | 14,244 | 1,007 |

The key variances are:

Planning and conservation - reduction in planning applications and increased costs to clear a historic backlog

Human Resources and Information Governance - staff vacancies.

Performance and Intelligence team - staff cost pressure and internal recharges

Finance - restructure of finance team and interim staffing costs

Corporate Strategy: Cllr Hitchiner

| | Gross Budget £000 | Working Net Budget £000 | Outturn £000 | Forecast Variance £000 |
|------------------|----------------------------------|--|-------------------------|---------------------------------------|
| Corporate budget | 1,689 | 894 | 752 | (142) |
| | 1,689 | 894 | 752 | (142) |

The key variances are:

Underspend due to staff vacancies and maternity leave across the service.

Appendix B

Table A - 2022/23 Capital Programme Forecast Position June 2022

| | 2022/23 | | | | |
|---|-----------------------|----------------------------|---------------|----------------|----------------|
| *Adjustments include 21/22 carry forwards and additional grants allocations | 2022/23 Budgets £000s | Adjustments in Year* £000s | Budget £000s | Forecast £000s | Variance £000s |
| Disabled facilities grant | 2,000 | 1,558 | 3,558 | 3,558 | 0 |
| Hillside | 150 | 261 | 411 | 411 | 0 |
| Carehome & Extra Care Development | 1,050 | 0 | 1,050 | 750 | -300 |
| Super Hubs | 2,000 | 0 | 2,000 | 0 | -2,000 |
| Empty Property Investment & Development | 1,088 | 226 | 1,314 | 1,314 | 0 |
| Unified Tech Fund – Digitising Social Care Prog | | 75 | 75 | 75 | 0 |
| Rough Sleepers Accommodation Programme | | 143 | 143 | 143 | 0 |
| Gypsy & Traveller Pitch development | 575 | 547 | 1,122 | 10 | -1,112 |
| Strategic Housing Development | 10,000 | 1,541 | 11,541 | 652 | -10,889 |
| Private sector housing improvements | 146 | 28 | 174 | 174 | 0 |
| Total Housing Delivery Board | 17,009 | 4,379 | 21,388 | 7,087 | -14,301 |
| Fastershire Broadband | 7,020 | 6,561 | 13,581 | 1,520 | -12,061 |
| PC Replacement | 349 | -251 | 98 | 98 | 0 |
| Electronic Document Management Storage | 0 | 168 | 168 | 118 | -50 |
| Capital Development Fund | 750 | 250 | 1,000 | 500 | -500 |
| Technology Enabled Communities | 1,000 | 462 | 1,462 | 0 | -1,462 |
| Key Network Infrastructure (Core Data Centre Switches & Corporate Wi-Fi) | 490 | 0 | 490 | 490 | 0 |
| Primary Data Storage Area Network (Plough Lane) | 335 | 0 | 335 | 335 | 0 |
| Flexible Futures | 568 | 115 | 683 | 189 | -495 |
| My Account | 313 | 0 | 313 | 313 | 0 |
| Total Corporate & Digital Delivery Board | 10,824 | 7,306 | 18,130 | 3,562 | -14,568 |
| Schools Capital Maintenance Grant | 1,195 | 2,070 | 3,265 | 3,265 | 0 |
| Peterchurch Area School Investment | 3,193 | 82 | 3,275 | 100 | -3,175 |
| Brookfield School Improvements | 3,520 | 204 | 3,724 | 300 | -3,424 |
| High Needs Grant | 0 | 2,178 | 2,178 | 300 | -1,878 |
| C & F's S106 | 0 | 118 | 118 | 828 | 710 |
| Basic Needs Funding | 3,426 | 63 | 3,489 | 400 | -3,089 |
| Preliminary works to inform key investment need throughout the county | 0 | 316 | 316 | 14 | -302 |
| School Accessibility Works | 0 | 141 | 141 | 141 | 0 |
| Estates Capital Programme 2019/22 | 1,628 | 1,681 | 3,309 | 1,356 | -1,953 |
| Residual property works identified in the 2019 condition reports | 1,292 | 0 | 1,292 | 1,292 | 0 |
| Estates Building Improvement Programme 22-25 | 1,454 | 0 | 1,454 | 1,454 | 0 |
| Upgrade of Hereford West Side CCTV Cameras | 0 | 27 | 27 | 27 | 0 |
| Hereford Library | 0 | 200 | 200 | 0 | -200 |
| Total Schools & Corporate Property Delivery Board | 15,708 | 7,080 | 22,788 | 9,476 | -13,313 |
| Local Transport Plan (LTP) | 12,272 | 3,194 | 15,466 | 15,466 | 0 |
| Priority Flood Repair Works | 1,627 | 598 | 2,225 | 1,320 | -905 |
| E & E's S106 | 0 | 425 | 425 | 425 | 0 |
| Extra Ordinary Highways Maintenance & Biodiversity Net Gain | 930 | 1,352 | 2,282 | 2,282 | 0 |

| | | | | | |
|--|---------------|---------------|----------------|---------------|----------------|
| Public Realm Maintenance - Mitigating Risk on the Network | 3,685 | 0 | 3,685 | 2,764 | -921 |
| Winter Resilience | 532 | 0 | 532 | 532 | 0 |
| Highways Equipment | 548 | 0 | 548 | 548 | 0 |
| Natural Flood Management | 0 | 311 | 311 | 311 | 0 |
| Investment in Infrastructure Assets | 0 | 126 | 126 | 50 | -76 |
| Total Highways Maintenance Delivery Board | 19,594 | 6,007 | 25,601 | 23,699 | -1,902 |
| Integrated Wetlands | 1,159 | 150 | 1,309 | 1,309 | 0 |
| Solar Photovoltaic Panels | 1,142 | 293 | 1,435 | 636 | -799 |
| SEPUBU Grant | 255 | 101 | 356 | 117 | -239 |
| Warm Homes Fund | 0 | 381 | 381 | 17 | -364 |
| Air Quality Monitoring Station Resource Imp | 0 | 192 | 192 | 192 | 0 |
| Green Homes Grant - Local Authority Delivery | 0 | 1,835 | 1,835 | 562 | -1,273 |
| Home Upgrade Grant | 0 | 1,725 | 1,725 | 930 | -795 |
| Total Environment & Sustainability Delivery Board | 2,556 | 4,677 | 7,232 | 3,763 | -3,470 |
| Hereford Enterprise Zone | 500 | 1,357 | 1,857 | 1,857 | 0 |
| Marches Business Investment Programme | 1,273 | 67 | 1,340 | 1,340 | 0 |
| Employment Land & Incubation Space in Market Towns | 9,265 | 0 | 9,265 | 2,000 | -7,265 |
| Leominster Heritage Action Zone | 2,217 | 842 | 3,059 | 2,564 | -496 |
| Safer Streets / CCTV | 0 | 233 | 233 | 233 | 0 |
| Herefordshire Hoard | 1,500 | 0 | 1,500 | 776 | -724 |
| Development Partnership activities | 4,422 | 346 | 4,768 | 25 | -4,743 |
| Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment | 750 | 248 | 998 | 1,400 | 402 |
| Stronger Towns Fund - Greening the City | 230 | 0 | 230 | 214 | -16 |
| Stronger Towns Fund - Maylord Orchard Redevelopment and Learning Resource Centre | 620 | 149 | 769 | 520 | -249 |
| Total Economic Development Delivery Board | 20,777 | 3,242 | 24,018 | 10,928 | -13,090 |
| Hereford City Centre Transport Package | 1,880 | 800 | 2,680 | 3,446 | 766 |
| Hereford City Centre Improvements (HCCI) | 2,947 | 131 | 3,078 | 2,000 | -1,078 |
| Hereford ATMs and Super Cycle Highway | 0 | 1,000 | 1,000 | 250 | -750 |
| Emergency Active travel Fund | 0 | 119 | 119 | 119 | 0 |
| Passenger Transport Fleet (Electric) | 7,800 | 0 | 7,800 | 0 | -7,800 |
| Total Transport & Place Making Delivery Board | 12,627 | 2,049 | 14,676 | 5,814 | -8,862 |
| Total | 99,094 | 34,740 | 133,834 | 64,329 | -69,505 |

Table B – Capital Programme position 2022/23

| Scheme Name | Prior Years £000s | 2022/23 budget £000s | 2023/24 budget £000s | 2024/25 budget £000s | 2025/26 budget £000s | Total scheme budget £000s |
|--|----------------------|----------------------------|----------------------------|----------------------------|----------------------------|------------------------------------|
| Disabled facilities grant | 0 | 3,558 | 2,000 | 2,000 | 0 | 7,558 |
| Hillside | 589 | 411 | 0 | 0 | 0 | 1,000 |
| Carehome & Extra Care Development | 0 | 1,050 | 8,150 | 4,800 | 0 | 14,000 |
| Super Hubs | 0 | 2,000 | 0 | 0 | 0 | 2,000 |
| Empty Property Investment & Development | 0 | 1,314 | 0 | 0 | 0 | 1,314 |
| Unified Tech Fund – Digitising Social Care Prog | 0 | 75 | 0 | 0 | 0 | 75 |
| Rough Sleepers Accommodation Programme | 280 | 143 | 0 | 0 | 0 | 423 |
| Gypsy & Traveller Pitch development | 755 | 1,122 | 0 | 0 | 0 | 1,877 |
| Strategic Housing Development | 140 | 11,541 | 8,319 | 0 | 0 | 20,000 |
| Private sector housing improvements | 25 | 174 | 0 | 0 | 0 | 198 |
| Total Housing Delivery Board | 1,788 | 21,388 | 18,469 | 6,800 | 0 | 48,445 |
| Fastershire Broadband | 22,157 | 13,581 | 0 | 0 | 0 | 35,738 |
| PC Replacement | 1,418 | 98 | 0 | 0 | 0 | 1,516 |
| Electronic Document Management Storage | 212 | 168 | 0 | 0 | 0 | 380 |
| Capital Development Fund | 0 | 1,000 | 0 | 0 | 0 | 1,000 |
| Technology Enabled Communities | 38 | 1,462 | 0 | 0 | 0 | 1,500 |
| Key Network Infrastructure (Core Data Centre Switches & Corporate Wi-Fi) | 0 | 490 | 0 | 0 | 0 | 490 |
| Primary Data Storage Area Network (Plough Lane) | 0 | 335 | 0 | 0 | 0 | 335 |
| Flexible Futures | 167 | 683 | 0 | 0 | 0 | 850 |
| My Account | 0 | 313 | 130 | 0 | 0 | 443 |
| Total Corporate & Digital Delivery Board | 23,992 | 18,130 | 130 | 0 | 0 | 42,252 |
| Schools Capital Maintenance Grant | 0 | 3,265 | 1,195 | 1,195 | 0 | 5,655 |
| Peterchurch Area School Investment | 228 | 3,275 | 7,350 | 0 | 0 | 10,853 |
| Brookfield School Improvements | 214 | 3,724 | 0 | 0 | 0 | 3,939 |
| High Needs Grant | 0 | 2,178 | 1,877 | 0 | 0 | 4,055 |
| C & F's S106 | 0 | 118 | 0 | 0 | 0 | 118 |
| Basic Needs Funding | 0 | 3,489 | 11,496 | 1,380 | 0 | 16,365 |
| Preliminary works to inform key investment need throughout the county | 200 | 316 | 0 | 0 | 0 | 516 |
| School Accessibility Works | 99 | 141 | 0 | 0 | 0 | 240 |
| Estates Capital Programme 2019/22 | 2,773 | 3,309 | 0 | 0 | 0 | 6,082 |
| Residual property works identified in the 2019 condition reports | 0 | 1,292 | 100 | 0 | 0 | 1,392 |
| Estates Building Improvement Programme 22-25 | 0 | 1,454 | 1,289 | 264 | 0 | 3,007 |
| Upgrade of Hereford West Side CCTV Cameras | 0 | 27 | 0 | 0 | 0 | 27 |

| | | | | | | |
|--|---------------|---------------|---------------|---------------|------------|---------------|
| Hereford Library | 145 | 200 | 0 | 0 | 0 | 345 |
| Total Schools & Corporate Property Delivery Board | 3,659 | 22,788 | 23,308 | 2,839 | 0 | 52,593 |
| Local Transport Plan (LTP) | 0 | 15,466 | 15,466 | 15,466 | 0 | 46,398 |
| Priority Flood Repair Works | 1,802 | 2,225 | 0 | 0 | 0 | 4,027 |
| E & E's S106 | 0 | 425 | 0 | 0 | 0 | 425 |
| Extra Ordinary Highways Maintenance & Biodiversity Net Gain | 17 | 2,282 | 0 | 0 | 0 | 2,299 |
| Public Realm Maintenance - Mitigating Risk on the Network | 0 | 3,685 | 1,265 | 0 | 0 | 4,950 |
| Winter Resilience | 0 | 532 | 145 | 725 | 0 | 1,402 |
| Highways Equipment | 0 | 548 | 0 | 0 | | 548 |
| Natural Flood Management | 0 | 311 | 275 | 279 | 409 | 1,274 |
| Investment in Infrastructure Assets | 1,874 | 126 | 0 | 0 | 0 | 2,000 |
| Total Highways Maintenance Delivery Board | 3,693 | 25,601 | 17,151 | 16,470 | 409 | 63,324 |
| Integrated Wetlands | 691 | 1,309 | 0 | 0 | 0 | 2,000 |
| Solar Photovoltaic Panels | 699 | 1,435 | 0 | 0 | 0 | 2,134 |
| SEPUBU Grant | 76 | 356 | 0 | 0 | 0 | 432 |
| Warm Homes Fund | 579 | 381 | 0 | 0 | 0 | 960 |
| Air Quality Monitoring Station Resource Imp | 0 | 192 | 0 | 0 | 0 | 192 |
| Green Homes Grant - Local Authority Delivery | 0 | 1,835 | 0 | 0 | 0 | 1,835 |
| Home Upgrade Grant | 0 | 1,725 | 0 | 0 | 0 | 1,725 |
| Total Environment & Sustainability Delivery Board | 2,045 | 7,232 | 0 | 0 | 0 | 9,278 |
| Hereford Enterprise Zone | 13,090 | 1,857 | 0 | 0 | 0 | 14,947 |
| Marches Business Investment Programme | 1,884 | 1,340 | 205 | 0 | 0 | 3,428 |
| Employment Land & Incubation Space in Market Towns | 341 | 9,265 | 10,350 | 745 | 0 | 20,701 |
| Leominster Heritage Action Zone | 167 | 3,059 | 374 | 0 | 0 | 3,600 |
| Safer Streets / CCTV | 0 | 233 | 0 | 0 | 0 | 233 |
| Herefordshire Hoard | 0 | 1,500 | 0 | 0 | 0 | 1,500 |
| Development Partnership activities | 10,415 | 4,768 | 5,418 | 0 | 0 | 20,600 |
| Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment | 2 | 998 | 6,700 | 7,300 | 0 | 15,000 |
| Stronger Towns Fund - Greening the City | 0 | 230 | 180 | 0 | 0 | 410 |
| Stronger Towns Fund - Maylord Orchard Redevelopment and Learning Resource Centre | 1 | 769 | 2,230 | 0 | 0 | 3,000 |
| Total Economic Development Delivery Board | 25,900 | 24,018 | 25,456 | 8,045 | 0 | 83,419 |
| Hereford City Centre Transport Package | 35,031 | 2,680 | 2,940 | 0 | 0 | 40,651 |
| Hereford City Centre Improvements (HCCI) | 1972 | 3,078 | 950 | 0 | 0 | 6,000 |

| | | | | | | |
|--|---------------|---------------|---------------|---------------|----------|---------------|
| Hereford ATMs and Super Cycle Highway | | 1,000 | 0 | 0 | 0 | 1,000 |
| Emergency Active travel Fund | 19 | 119 | 0 | 0 | 0 | 137 |
| Passenger Transport Fleet (Electric) | | 7,800 | 15,600 | 15,600 | 0 | 39,000 |
| Total Transport & Place Making Delivery Board | 37,022 | 14,676 | 19,490 | 15,600 | 0 | 86,788 |

| | | | | | | |
|--------------|---------------|----------------|----------------|---------------|------------|----------------|
| Total | 98,098 | 133,834 | 104,004 | 49,753 | 409 | 386,099 |
|--------------|---------------|----------------|----------------|---------------|------------|----------------|

| | 2022/23 Budget £000s | 2023/24 Budget £000s | 2024/25 Budget £000s | 2025/26 Budget £000s | Total |
|---------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|----------------|
| February 2022 Council Approved Budget | 99,094 | 90,546 | 44,901 | 0 | 234,541 |
| 21/22 Carry Forwards | 26,697 | - | - | - | 26,697 |
| Additional Grants | 8,043 | 13,458 | 4,852 | 409 | 26,762 |
| Revised Capital Budget | 133,834 | 104,004 | 49,753 | 409 | 288,000 |

Grant Additions since February Council

£000s

| | |
|---|-------|
| Rough Sleepers Accommodation Programme | 423 |
| 22/23 23/24 24/25 LTP additional allocation | 9,582 |
| Unified Tech Fund – Digitising Social Care Prog | 75 |
| Schools Capital Maintenance additional allocation | 66 |
| High Needs Grant 22/23 & 23/24 | 3,407 |
| Home Upgrade Grant | 1,725 |
| Green Home Grant - LAD Phase 3 | 495 |
| Basic Needs Grant 23/24 & 24/25 | 9,491 |
| Reduction In Safer Streets Grant | (45) |
| DFG 22/23 additional allocation | 269 |
| Natural Flood Management - Environment Agency Grant | 1,274 |

26,762

Appendix C Treasury Management Interim Quarter 1 Update Report (30 June 2022)

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

1. The UK Economy

- The Bank of England's Monetary Policy Committee (MPC) increased Bank Rate for a fifth consecutive meeting in June 2022, taking it to 1.25%, their highest since the Great Financial Crisis, and the first run of four consecutive rises since 1997. Markets had been mixed on whether it would move by 0.25% or a larger 0.50% given current levels and outlook for inflation. The statement said "the scale, pace and timing of any further increases in Bank Rate will reflect the Committee's assessment of the economic outlook and inflationary pressures" and that "the Committee will be particularly alert to indications of more persistent inflationary pressures, and will if necessary act forcefully in response".
- Global inflationary pressures have intensified sharply following Russia's invasion of Ukraine, which has accelerated manufacturing costs such as energy and fertiliser. This has led to a material deterioration in the outlook for world and UK growth with the UK's overall inflation rate reaching its highest level for 40 years in May as the costs of energy, fuel and food continued to climb.
- In terms of forecasts, the Bank has revised down its quarter two growth expectations from +0.1% to -0.3%, while it has shifted on the peak of inflation from "slightly over 10%" to "above 11% in October", reflecting the next energy price cap.

2. The Council's Investments

2.1 At 30 June 2022 the council held the following investments:

| Investment | Term | Maturity Date | Interest Rate | Amount £m |
|---|------|---------------|---------------|--------------|
| <u>Instant access bank accounts:</u> | | | | |
| NatWest | N/A | N/A | 0.10% | 0.25 |
| <u>Instant Access Money Market Funds:</u> | | | | |
| Federated | N/A | N/A | 1.12% | 10.00 |
| Aberdeen Standard | N/A | N/A | 1.08% | 10.00 |
| Deutsche | N/A | N/A | 0.99% | 9.41 |
| Insight | N/A | N/A | 1.04% | 10.00 |
| Morgan Stanley | N/A | N/A | 1.05% | 10.00 |
| Invesco | N/A | N/A | 1.12% | 5.00 |
| CCLA | N/A | N/A | 1.04% | 7.50 |

| 95 Day Notice Bank Accounts: | | | | |
|-------------------------------------|----------|----------|--------------|--------------|
| Santander | N/A | N/A | 0.74% | 5.00 |
| Barclays* | N/A | N/A | 1.05% | 5.00 |
| Fixed Term Deposits: | | | | |
| Goldman Sachs | 181 days | 11/08/22 | 1.22% | 5.00 |
| Coventry Building Society | 153 days | 14/09/22 | 0.92% | 5.00 |
| Standard Chartered* | 183 days | 04/10/22 | 1.46% | 5.00 |
| Thurrock Council | 183 days | 14/10/22 | 0.98% | 5.00 |
| West Dunbartonshire Council | 273 days | 28/10/22 | 0.50% | 5.00 |
| Total | | | 1.03% | 97.16 |
| * ESG 'green' deposits | | | | |

2.2 The council continues to select counterparties suitable for investment based on the credit worthiness service provided by their treasury advisors, Link Asset Services. The service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies. The modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system to which Capita Asset Services allocate a series of colour coded bands with suggested maximum durations for investments. These limits are detailed in the Treasury Management Strategy for 2022/23 that was approved at budget setting by Council in February 2022. All treasury management transactions for the quarter to 30th June 2022 have complied with the limits and Prudential and Treasury Indicators as set out in the Treasury Management Strategy.

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

| Month | Average amount invested | | Average rate of interest earned | | Amount of interest earned / Forecast £000 | Budget £000 | (Surplus) /Deficit £'000 |
|--------------|-------------------------|-----------|---------------------------------|----------|---|-------------|--------------------------|
| | Actual / Forecast £m | Budget £m | Actual / Forecast % | Budget % | | | |
| Apr-22 | 86.6 | 40 | 0.63 | 0.01 | 45 | - | (45) |
| May-22 | 89.6 | 40 | 0.81 | 0.01 | 59 | - | (59) |
| Jun-22 | 90.3 | 40 | 0.96 | 0.01 | 63 | - | (63) |
| Jul-22 | 40.0 | 40 | 0.01 | 0.01 | - | - | - |
| Aug-22 | 40.0 | 40 | 0.01 | 0.01 | - | - | - |
| Sep-22 | 40.0 | 40 | 0.01 | 0.01 | - | - | - |
| Oct-22 | 40.0 | 40 | 0.01 | 0.01 | - | - | - |
| Nov-22 | 40.0 | 40 | 0.01 | 0.01 | - | - | - |
| Dec-22 | 40.0 | 40 | 0.01 | 0.01 | - | - | - |
| Jan-23 | 40.0 | 40 | 0.01 | 0.01 | - | - | - |
| Feb-23 | 40.0 | 40 | 0.01 | 0.01 | - | - | - |
| Mar-23 | 40.0 | 40 | 0.01 | 0.01 | - | - | - |
| Total | | | | | 167 | - | (167) |

2.4 Interest income earned has been higher than anticipated due to the increase in interest rates and higher cash balances than forecast.

2.5 In addition to investment income the council earns interest on the provision of loan finance to

the waste disposal PFI provider, this is expected to generate loan interest payable to us of £2.0m in 2022/23 and will be credited to the Waste Reserve.

3. The Council's Borrowing

Short-term borrowing

- 3.1 The council is continuing its policy of using short-term borrowing (if required) from other local authorities for short-term liquidity needs. These short-term interest rates are significantly below levels available from other sources avoiding a large cost of carry when comparing fixed interest debt to current (variable) investment rates.
- 3.2 The council can only borrow up to its Authorised Borrowing Limit which represents the affordable borrowing 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 borrowing for 2022/23 is £350m which was approved in the Treasury Management Strategy.
- 3.3 At the end of June 2022 there were no short-term loans outstanding.

Long-term borrowing

- 3.4 At 30 June 2022 the council held long-term borrowing of £129.1m, no new long-term borrowing has been secured. Rates are monitored and discussed with our treasury advisors to determine the optimum timing of securing any new long-term borrowing. The Council's Capital Financing Requirement at 1st April 2022 is £315.2m, which demonstrates that the Council has significant internal borrowing when compared to the actual long-term borrowing of £129.1m.
- 3.5 The Chief Finance Officer in conjunction with our treasury advisors is currently reviewing our cash flow forecast, use of reserves and internal borrowing capacity. Following this review there may be a recommendation to undertaken new long-term borrowing. Given that the forecast is for interest rates to increase further this may allow the Council to lock into lower interest rates before any further increases.
- 3.6 The current capital financing budget position is summarised below:

| Summary of Borrowing Budget | Budget | Forecast | (Surplus) /Deficit |
|-------------------------------|-------------|-------------|--------------------|
| | £m | £m | £m |
| Minimum revenue provision | 9.7 | 9.7 | - |
| Interest payable on all loans | 5.2 | 5.1 | (0.1) |
| Total | 14.9 | 14.8 | (0.1) |

4. Summary of forecast outturn

- 4.1 The current net treasury forecast outturn is expected to be a surplus (underspend) of £0.3m, this is mainly due to the increase in interest earnings on short-term investments.

Appendix D: Savings proposals approved by Full Council on 11 February 2022
Savings
Status at 30 June 2022 (Quarter 1)

The £1.623 million Savings in the 2022/23 Medium Term Financial Strategy were approved by Full Council on 11 February 2022.

The status of the delivery of approved savings at 30 June 2022 (Quarter 1) is shown below:

| £000 74 | Appendix B Savings £'000 | Savings achieved at Quarter 1 £'000 | Forecast Savings 12m to 31/03/2023 £'000 | 2022/23 Variance/ Shortfall at Quarter 1 £'000 |
|---|---|--|---|---|
| Community Wellbeing (S1 to S3) | 718 | 350 | 718 | 0 |
| Economy and Environment (S4 to S19) | 405 | 148 | 305 | 100 |
| Central (S20) | 500 | 500 | 500 | 0 |
| Total | 1,623 | 998 | 1,523 | 100 |

Overview

At the end of Quarter 1, £0.998 million (62%) of the £1.623 million savings for the year in Appendix B have been achieved.

Community Wellbeing and Corporate are forecasting to achieve their full £0.718 million and £0.500 million savings, respectively, for the year however there is currently a shortfall for the year relating to Economy & Environment of £0.100 million.

Supporting narrative by Directorate is shown below.

Detailed savings by Directorate as shown in Appendix B of the February 2022 Full Council Report are shown in Annex 1.

Community Wellbeing

| Ref | Savings scheme | 2022/23 Savings Target | 2022/23 Forecast Savings | 2022/23 Shortfall at Quarter 1 | Narrative |
|--------------|---|------------------------|--------------------------|--------------------------------|--|
| S1 | Recommissioning Supported Living Service | 123 | 123 | 0 | Savings forecast to be delivered in 2022/23; £14k achieved at Quarter 1. |
| S2 | CHC/S117 – Continuation of the 'Fair and Consistent Care & Funding Pathway' | 250 | 250 | 0 | Savings achieved in 2022/23. |
| S3 | Demand Management | 345 | 345 | 0 | Savings forecast to be delivered in 2022/23; £86k achieved at Quarter 1. |
| Total | | 718 | 718 | 0 | |

Economy & Environment

| Ref | Savings scheme | 2022/23 Savings Target | 2022/23 Forecast Savings | 2022/23 Shortfall at Quarter 1 | Narrative |
|-----|--|------------------------|--------------------------|--------------------------------|---|
| S4 | Energy charges - stop free electric vehicle charging and increase charges for solar energy | 5 | 5 | 0 | Savings achieved in 2022/23. |
| S6 | Waste collection charges increases | 25 | 25 | 0 | Savings achieved in 2022/23. |
| S7 | Introduce parking charges in Kington | 22 | 0 | 22 | Delivery subject to further consultation. |
| S9 | On street parking charges expansion in Hereford | 29 | 29 | 0 | Savings forecast to be delivered in 2022/23. |
| S10 | Moving traffic enforcement by camera | 34 | 0 | 34 | Unlikely to be achieved as part year only this year and there is a six month warning period as per government instructions. |
| S13 | Increase New Roads and Street Works Act income | 85 | 85 | 0 | Savings forecast to be delivered in 2022/23; £35k achieved at Quarter 1. |
| S14 | Review capital/revenue splits in line with activity | 100 | 100 | 0 | Savings forecast to be delivered in 2022/23; £42k achieved at Quarter 1. |
| S15 | Plant utilisation | 10 | 0 | 10 | Slippage as savings assumed full year and not purchased yet. |
| S16 | Invest to save | 34 | 0 | 34 | Slippage as savings assumed full year and not purchased yet. |
| S17 | Review of charges, increase income for skips, scaffolds & drop kerbs | 5 | 5 | 0 | Savings achieved in 2022/23. |
| S19 | Home to School-College Transport Efficiency | 40 | 40 | 0 | Savings forecast to be delivered in 2022/23; £20k achieved at Quarter 1. |
| | Additional Savings | 16 | 16 | 0 | Savings achieved in 2022/23. |
| | Total | 405 | 305 | 100 | |

Central

| Ref | Saving | 2022/23 Savings Target | 2022/23 Forecast Savings | 2022/23 Shortfall at Quarter 1 | Narrative |
|-----|--|------------------------|--------------------------|--------------------------------|------------------------------|
| S20 | Efficiencies in treasury management and pensions | 500 | 500 | 0 | Savings achieved in 2022/23. |
| | Total | 500 | 500 | 0 | |

Savings

Status at 30 June 2022 (Quarter 1)

-v-

Saving proposals approved by Full Council on 11 February 2022

| Directorate | Ref | Name of proposal | a Appx B Feb 22 Savings £000 | b Updated Appx B Savings 30/6/22 | c Savings delivered to 30/6/22 | d Variance 3 months to 30/6/22 (b-c) | e Full Year Forecast Savings at 30/6/22 | f Full Year Forecast Variance at 30/6/22 (b-e) | g RAG rating* at 30/6/22 |
|-----------------------|-----|--|--|--|--|---|---|---|--------------------------------------|
| Community Wellbeing | S1 | Recommissioning Supported Living Service | 123 | 123 | 14 | 109 | 123 | 0 | Green |
| Community Wellbeing | S2 | CHC/S117 – Continuation of the 'Fair and Consistent Care & Funding Pathway' | 250 | 250 | 250 | 0 | 250 | 0 | Blue |
| Community Wellbeing | S3 | Demand Management | 345 | 345 | 86 | 259 | 345 | 0 | Green |
| Central | S20 | Efficiencies in treasury management and pensions | 500 | 500 | 500 | 0 | 500 | 0 | Blue |
| Economy & Environment | S4 | Energy charges - stop free electric vehicle charging and increase charges for solar energy | 5 | 5 | 5 | 0 | 5 | 0 | Blue |
| Economy & Environment | S6 | Waste collection charges increases | 25 | 25 | 25 | 0 | 25 | 0 | Blue |

| | | | | | | | | | |
|-----------------------|-----|---|--------------|--------------|------------|------------|--------------|------------|-------|
| Economy & Environment | S7 | Introduce parking charges in Kington | 22 | 22 | 0 | 22 | 0 | 22 | Red |
| Economy & Environment | S9 | On street parking charges expansion in Hereford | 29 | 29 | 0 | 29 | 29 | 0 | Green |
| Economy & Environment | S10 | Moving traffic enforcement by camera | 34 | 34 | 0 | 34 | 0 | 34 | Red |
| Economy & Environment | S13 | Increase New Roads and Street Works Act income | 85 | 85 | 35 | 50 | 85 | 0 | Green |
| Economy & Environment | S14 | Review capital/revenue splits in line with activity | 100 | 100 | 42 | 58 | 100 | 0 | Green |
| Economy & Environment | S15 | Plant utilisation | 10 | 10 | 0 | 10 | 0 | 10 | Red |
| Economy & Environment | S16 | Invest to save | 34 | 34 | 0 | 34 | 0 | 34 | Red |
| Economy & Environment | S17 | Review of Charges Increase income for skips, scaffolds & drop kerbs | 5 | 5 | 5 | 0 | 5 | 0 | Blue |
| Economy & Environment | S19 | Home To School-College Transport Efficiency | 40 | 40 | 20 | 20 | 40 | 0 | Green |
| Economy & Environment | | Additional Savings | 16 | 16 | 16 | 0 | 16 | 0 | Blue |
| | | Total | 1,623 | 1,623 | 998 | 625 | 1,523 | 100 | |

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

| | |
|--------------|---|
| Blue | Full savings have already been achieved (complete) |
| Red | Forecast is more than 10% away from target for the year |
| Amber | Forecast is within 10% away from target for the year |
| Green | Forecast variance for the year is zero (or negative) but not yet achieved |

Delivery

| Ambition | Action | Lead Officer | Progress | RAG |
|--|---|----------------------------------|---|-------|
| EC1 - Develop environmentally sound infrastructure that attracts investment | Work with stakeholders to consult, draft and publish a new economic strategy and UK Shared Prosperity Investment Plan to support the continued recovery of the county, leading to longer term accelerated growth and higher value jobs for local people | Director of Economy | Metro Dynamic appointed to support and stakeholder consultation underway. Shared Prosperity Funding Investment bid is going through governance process during July ahead of bid submission 1 August 2022. | GREEN |
| | Deliver the detailed business case for Greening the City | Director of Economy | Stronger Towns FBCs submitted to Board Governance - Special Cabinet 29th June 2022 Kick off meeting with National Heritage Lottery Fund | GREEN |
| EC2 - Use council land to create economic opportunities and bring higher paid jobs to the county | Work with partners to implement the £22.4m Town Investment funded through the Stronger Towns Fund | Head of Chief Executive's Office | Council acting as accountable body has signed off 15 Towns fund business cases on time against Government deadline. These have been submitted to DLUHC for consideration/review | GREEN |
| | Produce and submit detailed proposals for investment in the Hereford Museum and Art Gallery, Maylord Orchard Library and the Learning Resource Centre | Director of Economy | Stronger Towns FBCs submitted to Board | RED |
| | Commence implementation of the Market Town Investment Plans, allocating the £20.6m investment to bring forward employment Land and to create incubation space for businesses | Director of Economy | Next steps are to be agreed once the outcome of the linked Levelling-up funding bid become known. ELIS element in isolation remains compromised due to lack of eligible site proposals. | RED |
| | Pursue potential sites for new commercial employment land uses in market towns. | Director of Economy | Next steps are to be agreed once the outcome of the linked Levelling-up funding bid become known. ELIS element in isolation remains compromised due to lack of eligible site proposals. | RED |

| | | | | |
|--|---|---|--|-------|
| | Increase engagement with the private sector through a Talk Business programme of communications, networking and events including quarterly business briefings and six monthly meetings in the market towns | Director of Economy | Further six monthly round of Market Town Business engagement meetings held & Chief Executives Business Blog | GREEN |
| | Increase the level of engagement and quality of support provided through the Marches Growth Hub, with a specific focus on supporting businesses to respond to climate change and reduce their carbon impact | Head of Environment, Climate Emergency and Waste Services | BEEP ongoing and performing well. EOI submitted to LEP Energy Fund in partnership with Worc CC, Shrops CC and TWC to extend BEEP and include grant support for renewable energy projects. Potential to seek match funding through the Shared Prosperity Fund - tbc | GREEN |
| | Continue sales of council owned land resulting in business growth, private sector investment and creating more and better paid jobs | Director of Economy | Marketing of prepared plots continues against an uncertain economic backdrop. | GREEN |
| | Complete North Magazine Civil Works with first plots sold for development | Director of Economy | Infrastructure works nearing completion, with work to prepare individual plots for onward sale continuing on track. | GREEN |
| | Complete NMITE's Skylon Park campus including the Centre for Advanced Timber Technology and Centre for Automated Manufacturing | Director of Economy | Building is practically complete subject to snagging and switchover from generator to mains power once supply is made available by Western Power | GREEN |
| EC3 - Invest in education and the skills needed by employers | Review the skills and supply chain required to meet the needs of the county, aligned to the Economic Big Plan | Director of Economy | Metro Dynamic have been appointed to support. Stakeholder engagement and consultation is underway. | GREEN |
| | Implement a new recruitment platform for council employees, to attract skilled workers to the county | Director of HR and OD | Hoople project council led - which be rolled out at later date TBC | GREEN |
| | Run a joint marketing campaign with Higher Education providers to attract students to study in the county, including those from the local population | Service Director, Education, Skills and Learning | Regular meetings arranged with Higher Education Principals and Local Authority and plans to retain students being drawn up | GREEN |
| | Provide more apprenticeship, supported internship and work experience opportunities, including through the council's direct contracts | Director of HR and OD | There are currently 66 active apprenticeships in Herefordshire Council, including schools. This compares with 48 active apprenticeships this time last year. | GREEN |

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| | Engage with 300 young people via Youth Employment Hub to support 16 to 24 year olds into education, employment and/or training | Service Director, Improvement | Programme Team and Board established with scoping underway. | AMBER |
| | Agree a new strategic plan and future delivery model for the council's adult and community learning education service | Service Director, Education, Skills and Learning | | GREEN |
| EC4 - Enhance digital connectivity for communities and business | Secure at least 15 businesses taking up the new business grant, provide new household grants to eligible residents, and at least 100 residents improving their digital skills | Head of Operations (Broadband) | Household Grants - supplier chosen, contract finalised - initial grants surveyed Business Grants - portal deployed & suppliers onboarded Residents improving digital skills - over 50% of target completed The team will continue to promote & seek increased uptake for the household & business grants along with the monthly training workshops to support residents improving their digital skills | GREEN |
| | Commission Age Concern to deliver support older people to improve their digital skills. Including 288 places for 6 week computer café course, 60 attending 1-2-1 course and 50 tablet loans | Head of Operations (Broadband) | Weekly Computer Courses commenced in Whitchurch and Kingstone 60 present on course.71 1-2-1 courses – Exceeded target 78 tablets loaned out exceeded annual target Majority of activity in South of Herefordshire Age UK Concern feedback Target audience expressing greater desire for 1-2-1 due to lack of confidence with classroom learning and post-Covid reticence. Additional resource recruited for North of County for delivery of courses. Plans to develop meeting and promoting 228 course places for 6 week Computer Café as other targets exceeded. Assuming 228 and 6 course locations with 39 calendar weeks assume this is 36 weeks for holidays etc. then we can assume 6 x 6 weekly courses r around 6 attendees per 6 week course per location. Further discussions on going | GREEN |

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| | Increase superfast and full fibre broadband coverage in the county, and move to new stage of gigabit capable speeds. | Head of Operations (Broadband) | The Superfast broadband target HCC agreed is 94.5% for 22/23, we are currently recording as 94.1% coverage. The full fibre (gigabit) target is 48.6% for 22/23, we are currently recording as 45.89%, with a target for end July of 50%. | GREEN |
| EC5 - Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism | Progress the Leominster Heritage Action Zone Project; including completion of public realm improvements | Head of Environment, Climate Emergency and Waste Services | Overall progress is still affected by the pandemic and staffing issues from the earlier project phase. Progress now is more positive: <ul style="list-style-type: none"> - Wi-Fi & web-app both live and being refined over time - Public realm public consultation completed. - First full grant (design & delivery) approved. - Pipeline of grant interest is good, though risk that the match-funding requirement on applicants may impact in the current cost/inflation crisis. | GREEN |
| | Support the growth of the tourism industry across Herefordshire, working closely with private sector partners and building on strengths and new opportunities in areas such as accessible and green tourism, creative industries, promotion of the cultural sector, and improving our Public Rights of Way | Director of Economy | Successful conclusion to the Visitor economy Covid support. Herefordshire County BID to commence in July, their board and Ltd by guarantee company has been formed | GREEN |
| EC6 - Spend public money in the local economy wherever possible | Deliver a business case for the Recovery and Investment Fund to support businesses to expand in Herefordshire | Programme Director, Recovery and Investment Fund | | GREEN |

■ complete
■ on target
■ at risk
■ compromised

Performance Measures

| Ambition | Measure | Lead Officer | Q1 | Improve-ment? | Target Met? | Comments |
|----------|--|------------------------------|----|---------------|-------------|----------|
| ECO - | The number of businesses engaged and supported | Economic Development Manager | | | | |

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| | The value of grants paid to businesses to support viability, or enable growth | Director of Economy | £202,922 | | | |
| EC1 - Develop environmentally sound infrastructure that attracts investment | The value of investment made by the Herefordshire Council in environmentally sound infrastructure and directly leveraged by third parties (£106 for example). | Lead Development Manager | | | | |
| EC2 - Use council land to create economic opportunities and bring higher paid jobs to the county | The money invested and leveraged (both public and private) by council to create economic opportunities | Marches Building Investment Grant Programme Manager | £156,076 | | | |
| | The number of jobs created (directly and indirectly) as a result of council investment | Marches Building Investment Grant Programme Manager | 53 | | | |
| EC3 - Invest in education and the skills needed by employers | The number of Higher Education students | Post 16 Senior Advisor | | | | |
| | The percentage qualification achievement rate of provision of Higher Education | Post 16 Senior Advisor | | | | |
| | The number of adult and community learning students | Post 16 Senior Advisor | | | | |
| | The percentage qualification achievement rate of adult and community learning | Post 16 Senior Advisor | | | | |
| | The number of apprenticeships and job placements | Post 16 Senior Advisor | | | | |
| | The percentage qualification achievement rate of apprenticeships | Post 16 Senior Advisor | | | | |
| | The number of 18-24 year olds in receipt of unemployment related benefits (claimant count) | Post 16 Senior Advisor | | | | |
| | The percentage of apprenticeship levy spent | Director of HR & OD | | | | |
| EC4 - Enhance digital connectivity for communities and business | The percentage of premises in Herefordshire able to access a superfast broadband service: a) superfast service; b) full fibre service | Head of Operations (Broadband) | 94.09% | | | |
| | | | 45.89% | | | |
| EC5 - Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism | The number of unique visits to www.visitherefordshire.co.uk | Head of Operations (Broadband) | 100,867 | | | |
| | The number of people reached by tourism marketing | Tourism Business Engagement Officer | | | | |

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| EC6 - Spend public money in the local economy wherever possible | The social value attributable to council procurement | Head of Corporate Services | | | | |
| | The percentage of the council procurement budget spent locally | Head of Corporate Services | 31% | | | |

■ on target/improvement
 ■ within 10% of target/small decline
 ■ missed target by more than 10% /significant decline
 ■ Not Available

Delivery

| Ambition | Action | Lead Officer | Progress | RAG |
|--|---|---|--|-------|
| ENO - Protect and enhance our environment and keep Herefordshire a great place to live | Complete 3 key consultations to progress production of the updated Core Strategy | Corporate Director, Economy and Environment | Progressing on track. Current proposal is based on consultation beginning after the 2023 elections to allow sufficient time between now and then to develop suitably robust assessments/evidence/policies which will stand up to challenge and scrutiny. This sees consultation, review and subsequent governance/adoption during 2023/24 following the election. | GREEN |
| | Deliver full draft of the Core Strategy Update ready for pre-examination public consultation (Regulation 19) | Corporate Director, Economy and Environment | | GREEN |
| | Implement the new Supplementary Planning Documents for Agriculture and Planning and Environmental Building Standards | Corporate Director, Economy and Environment | | GREEN |
| | Progress the Minerals and Waste policy through to examination and adoption. | Corporate Director, Economy and Environment | | GREEN |
| EN1 - Minimise waste and increase reuse, repair and recycling | Implement a new waste strategy in preparation for collection changes in 2024. | Head of Environment, Climate Emergency and Waste Services | Currently finalising procurement spec with technical & legal advisors. Cabinet report on track for July seeking delegations to award contract. Service spec includes innovation such as Cargo bike food collection within the City Centre & ultra low emission vehicles. | GREEN |
| | Promote changes to the new collection system for refuse and recycling throughout the year | Head of Environment, Climate Emergency and Waste Services | Getting it Right Campaign launched, new website live, and first tranche of pilot schemes underway | GREEN |
| | Run pilot schemes for reusable nappies with 75 families and trial for recycling storage options with people living in flats | Head of Environment, Climate Emergency and Waste Services | Nappy scheme success with first 75 vouchers over subscribed within 24hrs. Pilot extended to provided 350- vouchers also over subscribed. Currently reviewing scheme and developing business case for project. Nappy stock provided to Herefordshire Nappy library who are providing free loans to residents. Flats pilot scheme underway, with needs assessment complete & new trial receptacles ordered & ongoing engagement with housing & resident associations | GREEN |

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| EN2 - Improve and extend active travel options throughout the county | Produce the Hereford City Masterplan to support long term planning for transport | Service Director, Highways and Transport | There have been some delays in governance sign off which are now very close to being resolved. In the meantime, procurement exercises have been carried out so that activities can progress promptly following revised governance arrangements. | GREEN |
| | Deliver active travel programmes to encourage more walking and cycling along with measures to improve air quality and travel plans with businesses | Service Director, Highways and Transport | Supercycle highway funds to be used to deliver identified ATM schemes. Decision to be progressed so that spend can commence before end of financial year. | GREEN |
| | Install new cycle routes for St Owen's Street and on Aylestone Hill in Hereford | Service Director, Highways and Transport | St Owens Street ATM tender exercise complete with evaluation now taking place. Aylestone Hill concept design work now underway. | GREEN |
| | Complete feasibility study of route options for Eastern river crossing. | Service Director, Highways and Transport | AECOM commissioned to undertake pre-feasibility study. Work now underway. | GREEN |
| | Introduce an additional 70 eBikes as part of the Beryl Bike scheme | Head of Environment, Climate Emergency and Waste Services | The e-bikes have been ordered and awaiting import from China. Anticipate delivery during July, followed by necessary adaptations/configuration before the bikes are added to the existing fleet | GREEN |
| | Consult on design options for the city Transport Hub | Service Director, Highways and Transport | Transport Hub design work underway. Stakeholder consultation currently taking place. | GREEN |
| | Complete design for Holme Lacy Road improvements | Service Director, Highways and Transport | HLR ATM's initial designs and stakeholder consultation complete. Public consultation to be launched before end of quarter. | GREEN |
| | Commence construction of Hereford Enterprise Zone Quiet Route | Service Director, Highways and Transport | HEZ Quiet Route ATM's initial designs and stakeholder consultation complete. Public consultation to be launched before end of quarter. Decision to be progressed on forward plan to allocate Supercycle highway funds to Quiet Route ATM's which will also act as Levelling Up match funding. | GREEN |

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| EN3 - Build understanding and support for sustainable living | Run a Greener Footprints campaign to raise awareness of the actions households can take to address climate change | Head of Environment, Climate Emergency and Waste Services | Campaign launched and ongoing with continual development and publication of new communication materials and media/social media content. New dedicated business campaign "30 for 2030" successfully launched with first 14 businesses signed up. | GREEN |
| | Provide free and impartial home energy advice to 1,000 residents through the Keep Herefordshire Warm service. | Head of Environment, Climate Emergency and Waste Services | 12 month contract extension with existing provider, Severn Wye Energy Agency, complete in May 2022. | GREEN |
| EN4 - Invest in low carbon projects | Seek resources for a countywide domestic energy retrofit programme, and deliver a domestic energy efficiency and renewable heating retrofit programme to support 150 homes | Head of Environment, Climate Emergency and Waste Services | Phase LAD2 extended to end of August 22. Despite this an estimated underspend of £260k is expected mainly to lack of take-up from the public and residual effects from pandemic reluctance. LAD3 contract currently out to tender in conjunction with an increased focus on publicity to overcome trust/confidence issues with target audience. | RED |
| EN5 - Identify climate change action in all aspects of council operation | Install new energy efficiency measures at 4 council buildings supported by the Sustainable Energy in Public Building projects. | Head of Environment, Climate Emergency and Waste Services | Whole project pipeline is generally good, with 17 buildings currently at varying stages in the process. However only 6 of these are in Herefordshire, and work is ongoing with Property to identify suitable buildings to bring forward. | AMBER |
| | Develop a new 3 year schools decarbonisation programme, including delivery of energy audits at 20 schools and installation of solar PV systems at 2 schools. | Head of Environment, Climate Emergency and Waste Services | Work ongoing to finalise the list of schools going forward, and to identify any new eligible/suitable buildings. Procurement exercise for PV supplier ready to commence once final roof survey received. | GREEN |
| | Improve the environmental and energy efficiency standards of council buildings through the introduction of new minimum standards for energy efficiency, a plan for investing in energy efficiency and renewable energy measures for existing buildings, and a plan for achieving net zero carbon for all new-build council buildings | Delivery Director, Strategic Assets | Established Asset Database & compliance & asset reviews being undertaken | GREEN |

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| EN6 - Seek strong stewardship of the county's natural resources | Respond to the citizens' climate assembly recommendations and agree a funded programme working with partner organisations | Head of Environment, Climate Emergency and Waste Services | Work just getting underway following cabinet approval to proceed. | GREEN |
| EN7 - Protect and enhance the county's biodiversity, value nature and uphold environmental standards | Construct our first integrated wetland to reduce levels of phosphate pollution entering the Special Area of Conservation. | Head of Environment, Climate Emergency and Waste Services | Two cabinet decisions passed to ratify nutrient reduction strategy and allocation procedures/charges. QC review of the approach carried out, which will lead to a further addendum decision ratifying nutrient certainty. Contractor re-mobilising at site 1 for main construction phase from 11 July. EA & Welsh Water permitting process ongoing as a priority. | AMBER |
| | Adopt a new nature strategy for the county | Head of Environment, Climate Emergency and Waste Services | Work has just commenced following cabinet approval to proceed. | GREEN |
| | Deliver the highway biodiversity net gain project | Service Director, Highways and Transport | C & U road investment programme complete. Bio-Diversity group developing programme of works. Market Town Maintenance Investment plan - feedback now received and progressing Ross plan this year. | AMBER |

■ complete
 ■ on target
 ■ at risk
 ■ compromised

Performance Measures

| Ambition | Measure | Lead Officer | Q1 | Improve-ment? | Target Met? | Comments |
|---|---|------------------------|---------|---------------|-------------|----------|
| EN1 - Minimise waste and increase reuse, repair and recycling | (Reduce) the average kilograms of waste per household (12m rolling average) | Waste Services Manager | 94.27kg | | | |
| | (Increase) the percentage of waste sent for recycling (12m rolling average) | Waste Services Manager | 34.40% | | | |

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| | (Reduce) the percentage of waste sent to landfill (12m rolling average) | Waste Services Manager | 1.41% | | | |
| EN2 - Improve and extend active travel options throughout the county | The total kilometres cycled using Beryl's Bikes | Principal Sustainability & Climate Change Officer | 62,760km | | | |
| | The number of children trained through Bikeability | Principal Sustainability & Climate Change Officer | 429 | | | |
| | Kilometres of new quiet route cycle route within the county (Annual) | | | | | |
| | Kilometres of new segregated cycle route within the county (Annual) | | | | | |
| | The total number new EV charging points | Principal Sustainability & Climate Change Officer | | | | |
| | The value of investment in sustainable active travel measures | | | | | |
| | EN3 - Build understanding and support for sustainable living | (Reduce the) KWh in business emissions through the provision of grant assistance from Business Efficiency Programme | Sustainability & Climate Change Manager | 266,102 KWh | | |
| Provide free and impartial home energy advice to 1,000 residents through the Keep Herefordshire Warm service. | | Sustainability & Climate Change Manager | | | | |
| (Increase the) total number of signatories to the Herefordshire Climate and Nature Partnership | | Principal Sustainability & Climate Change Officer | 167 | | | |
| EN4 - Invest in low carbon projects | (Increase) the number of households that have had a significant impact on their carbon footprint as a result of council intervention | Principal Sustainability & Climate Change Officer | 36 | | | |
| | (Increase) the £ and percentage of investment that contributes significantly to climate and nature goals | Sustainability & Climate Change Manager | | | | |

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|--|--|---|----|--|--|--|
| EN5 - Identify climate change action in all aspects of council operation | (Reduce) the energy consumption across all council operations | Principal Sustainability & Climate Change Officer | | | | |
| | (Increase) the KWh saved as a result of capital investment and grants | Principal Sustainability & Climate Change Officer | | | | |
| EN6 - Seek strong stewardship of the county's natural resources | Phosphate reduction as a result of the introduction of new wetlands | Service Manager Built and Natural Environment | | | | |
| | The number of properties with a reduced risk of flooding as a result of the council's support and intervention | Directorate Services Team Manager | 81 | | | |
| EN7 - Protect and enhance the county's biodiversity, value nature and uphold environmental standards | (Increase the) percentage of road verges managed for wildlife | Commercial and Contract Manager | | | | |
| | (Increase the) number of trees planted as a result of direct council intervention | Service Manager Built and Natural Environment | | | | |
| | (Increase the) percentage of planning applications submitting a full ecology checklist | Lead Development Manager | | | | |

■ on target/improvement
 ■ within 10% of target/small decline
 ■ missed target by more than 10% /significant decline
 ■ Not Available

Delivery

| Ambition | Action | Lead Officer | Progress | RAG |
|--|---|--|---|-------|
| COO - Strengthen communities to ensure everyone lives well and safely together | Publish and implement plan to improve the Public Rights of Way Service by working in partnership with volunteers, communities and parishes. | Service Director, Highways and Transport | Need to establish scope of Project | RED |
| | Develop 20mph speed limit policies and programme for the county to cover significant villages and market towns. | Service Director, Highways and Transport | Resource issues around delivery | RED |
| | Install 20mph limits in Presteigne and Cusop, as part of the 1st year of 5 year 20mph speed limit programme. | Service Director, Highways and Transport | Powys delayed implementation | RED |
| | Enhance the Cathedral and River Wye quarters of the city | Service Director, Highways and Transport | Decisions need to be urgently taken by cabinet taken in relation to Widemarsh Street so that budgets can be realigned and spend can take place before end of financial year. RAG rated red owing to risk of losing LEP funds if spend cannot be achieved. | RED |
| | Make Improvements to the city street scene in Widemarsh Street and High Town in Hereford | Service Director, Highways and Transport | Decision needs to be urgently taken by Cabinet in relation to scope of works to be undertaken in Widemarsh street, once cabinet decision has been made, a programme can be developed to spend the funds which will now be very challenging. | RED |
| | Roll out and embed hybrid operational working model for employees, creating effective flexible working arrangements. | PMO Delivery Director | Project remains on track to deliver the Flexible Futures targets including the introduction of the new worker styles for staff | GREEN |
| | Develop and implement updated Digital Strategy for improved customer experience, communication and connectivity. | Head of Chief Executive's Office | Initial work on defining the scope of the programme has commenced | GREEN |
| Establish a "spirit of Herefordshire" approach to attracting and retaining workforce through celebrating the positives of the county | Director of HR & OD | | GREEN | |

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| | Produce asset management plans for each council owned property based on up to date knowledge of conditions. | Strategic Assets Delivery Director | | GREEN |
| | Plan capital works for the Shirehall to bring back into council and community use | Strategic Assets Delivery Director | Currently drafting Full Business Case, to be submitted for next round of capital funding bids | GREEN |
| CO1 - Ensure all children are healthy, safe and inspired to achieve | Use the Improvement Plan to work more closely with partners, and agree a common understanding of a Child Friendly County | Service Director, Improvement | Programme Team and Board established with scoping underway. | GREEN |
| | Strengthen the role of children's centres and early years in prevention, with more families are aware of the services and benefits they are entitled to and be connected to their opportunities within their community | Service Director, Improvement | Programme Team and Board established with scoping underway. | GREEN |
| | Training programmes for 200 staff on oral health. | Senior Commissioning Officer | Over 200 early years professionals and parents have been trained in the online oral health training | BLUE |
| | Deliver a training programme of road safety including pedestrian training for school pupils | Service Director, Education, Skills and | | GREEN |
| | Tender construction of new school building at Peterchurch Primary School | Service Director, Education, Skills and Learning | Work is progressing on the RIBA Stage 3 design and costings. Minor delays associated with pre-application and Sport England comments which are being addressed. | GREEN |
| | Tender refurbishment and expansion of The Brookfield School | Service Director, Education, Skills and Learning | Discussions have been ongoing with the DFE regarding project funding. Construction cost plan revised to reflect current market positions. Surrender and re-granting of leases ongoing. | AMBER |
| | Plan and agree first phase of school expansions to deliver additional school places across the county | Service Director, Education, Skills and Learning | 17 School feasibilities completed. Evaluation and review of feasibilities to inform next key investment areas underway. | GREEN |
| | Seek approval for the rebuild of Westfield School and move to design stage | Service Director, Education, Skills and | Feasibility completed. Full Business Case being prepared for Capital Funding bid. | GREEN |
| | Conduct feasibility work to inform increase capacity across Hereford Pupil Referral Service and Blackmarston School | Service Director, Education, Skills and Learning | Received grant funding for future years. Approval to undertake feasibilities. Procured consultant | GREEN |

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| | Ensure all schools have better informed pupil's mental health and wellbeing support via a training and development package | Service Director, Education, Skills and Learning | | GREEN |
| | Develop a range of traded services to support increase in number of schools who operate as a academies | Service Director, Education, Skills and Learning | School Effectivness Team established. Development of traded services underway. | GREEN |
| | Improve the educational outcomes for those pupils with Education and Health Care plans | Service Director, Improvement | Programme Team and Board established with scoping underway. | GREEN |
| | Put in place effective 'Voice of the Child' engagement so children are involved in designing services in a meaningful way | Service Director, Improvement | Programme Team and Board established with scoping underway. | GREEN |
| | Integrate a "Right Help – Right time" approach within the Talk Community programme, so families are supported within communities | Service Director, Improvement | Programme Team and Board established with scoping underway. | GREEN |
| | Provide more support for the Children's Rights and Advocacy Service. | Service Director, Improvement | Programme Team and Board established with scoping underway. | GREEN |
| | Increase the number of social workers with new retention and recruitment approach. | Service Director, Improvement | Programme Team and Board established with scoping underway. | AMBER |
| CO2 - Ensure that children in care, and moving on from care, are well supported and make good life choices | Increase the number of foster carers by 25 | Service Director, Improvement | Business Case is drafted, final approval on scope to be agreed. | RED |
| | Improve the range of level of support for care leavers. | Service Director, Improvement | Programme Team and Board established with scoping underway. | GREEN |
| | Progress plans to build a children's residential home. | | Project team established. Project scoping underway | GREEN |
| CO3 - Build publicly owned sustainable and affordable houses and bring empty properties back in to use | Progress the delivery of new affordable, net zero housing on council owned land | Strategic Housing Manager | Work being progressed on two sites with pre-application submitted and further sites bing investigated for suitability. | GREEN |
| | Submit planning applications for 2 housing sites on council land | Housing Delivery Manager | Pre-app submitted. Awaiting comments. Resolved query over listing of old school building at Holme Lacey | GREEN |
| | Support at least 230 additional affordable properties in the county | | Desktop evaluations of 5 sites. Working through site issues at Whitecross. | GREEN |

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| CO4 - Protect and improve the lives of vulnerable people | Progress the building of the council's own care home with site identified, design outlined and planning application developed | Corporate Director, Community Wellbeing | Initial sites appraisals of potential development sites undertake. Sites to be reviewed by Cabinet Members. | GREEN |
| | Develop and agree a Food Charter for the county. | Health Improvement Practitioner | The Food Alliance have developed and agreed the Food Charter. It will be launched alongside the new website in the next few weeks. | GREEN |
| | Submit application for the Sustainable Food Place Bronze award | Health Improvement Practitioner | Not yet open for applications. Aiming to apply for the Bronze Award Autumn 2022 - date tbc. | GREEN |
| | Produce a Physical Activity Strategy that outlines plans and programmes to aid health through fitness. | Health Improvement Practitioner | The strategy is complete and was approved by Health & Wellbeing Board. Strategy Group are now developing the actions for implementation. | GREEN |
| | Offer maximum council tax reduction scheme for eligible pensioners and people of working age | Director of Economy | On track | GREEN |
| | Work with partner organisations to produce a plan to tackle health inequalities and lead health equity audit process for commissioned services | | | GREEN |
| | Work with NHS and Public Health partners to implement the Integrated Care system approach agreed for Herefordshire & Worcestershire | | | GREEN |
| | Establish Hoople Care to delivery care services for the council | Service Director, All Age Commissioning | Hoople Care, as part of Hoople Limited, has been established and the formal transfer of registered social care provider services to Hoople Care was agreed by Cabinet in February to include the Home First reablement service, Hillside and residential services for learning disabled people at Southbank Close and Ridgemoor Road. CQC registration has been received with Hoople Care now an established care provider. TUPE consultation has been completed with the successful transfer of staff on 01.06.2022. | GREEN |

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| CO5 - Use technology to support home care and extend independent living | Complete site works complete on the Hillside Independent living and demonstration centre. | Service Director, Social Care Delivery | Project tendered and awarded, work is commencing in July with contractor mobilisation - project on track | GREEN |
| | Create 50 bespoke wellness packages using a technology enabled 'proactive and preventative' care model | Service Director, All Age Commissioning | Currently being reviewed as part of the Technology Enabled Communities programme and rescoped. Will require council governance decision to take the proposed rescoped programme forward. Decision process and timescales tbc. | GREEN |
| | Move the existing Telecare Service to a digital delivery model | Service Director, All Age Commissioning | Currently being reviewed as part of the Technology Enabled Communities programme and rescoped. Will require council governance decision to take the proposed rescoped programme forward. Decision process and timescales tbc. | GREEN |
| | Create a digital tool and website that shows how technology can support people's independence and aid assessments | Service Director, All Age Commissioning | Currently being reviewed as part of the Technology Enabled Communities programme and rescoped. Will require council governance decision to take the proposed rescoped programme forward. Decision process and timescales tbc. | GREEN |
| | Develop and deliver a training programme to support at least 50 staff on the use of technology to support residents. | Service Director, All Age Commissioning | Currently being reviewed as part of the Technology Enabled Communities programme and rescoped. Will require council governance decision to take the proposed rescoped programme forward. Decision process and timescales tbc. | GREEN |
| CO6 - Support communities to help each | Increase the number of Talk Community hubs to 75 | Service Director, Communities | 61 Talk Community Hubs now launched | GREEN |

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| other through a network of community hubs | Deliver 2 integrated service hubs using existing community facilities that includes working with the whole family | Service Director, Communities | Project to be rescoped - proposing to undertake a feasibility and options appraisal to review current scope and present options for taking this project forward as the original outline business case was developed in 2019/20. Dedicated resource will be sourced to support delivery of the project. | GREEN |
| | Make investment and improvements to libraries and museums | Director of Economy | Stronger Towns FBCs submitted to Board Governance - Special Cabinet 29th June 2022 Kick off meeting with National Heritage Lottery Fund | RED |

■ complete
■ on target
■ at risk
■ compromised

Performance Measures

| Ambition | Measure | Lead Officer | Q1 | Improvement? | Target Met? | Comments |
|--|--|--|--------|--------------|-------------|----------|
| CO0 - Strengthen communities to ensure everyone lives well and safely together | Percentage of Category 1 defects managed within timescale | Commercial and Contract Manager | 100% | | | |
| | The percentage of overall condition of footways rated as good | Commercial and Contract Manager | | | | |
| | Percentage of Category 2a defects managed within timescale | Commercial and Contract Manager | 92.32% | | | |
| | Percentage of construction materials reused and recycled | Commercial and Contract Manager | | | | |
| CO1 - Ensure all children are healthy, safe and inspired to achieve | Develop a range of traded services to support increase in number of schools who operate as a academies | Corporate Director, Childrens and Young People | | | | |
| | The percentage of school buildings identified as safe, appropriate and up-to-date | Corporate Director, Childrens and Young People | | | | |

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| The percentage of school leavers that are (a) not in education, employment of training, or (b) not known | Corporate Director, Childrens and Young People | | | | |
| The percentage of (a) primary and (b) secondary schools rated good or outstanding by OFSTED | Corporate Director, Childrens and Young People | | | | |
| The percentage of pupil attendance in (a) primary and (b) secondary schools | Corporate Director, Childrens and Young People | | | | |
| The proportion of schools able to provide online learning | Corporate Director, Childrens and Young People | | | | |
| The number of children seen as part of a 4-6 month health check | Corporate Director, Childrens and Young People | 100% | | | |
| Increase the number of social workers with new retention and recruitment approach. | Corporate Director, Childrens and Young People | | | | |
| The percentage uptake of childrens 2.5yr ages and stages review | Corporate Director, Childrens and Young People | 100% | | | |
| The number of early years settings signed up to and implemented a supervised brushing programme | Corporate Director, Childrens and Young People | 30 | | | |
| The percentage of children receiving social care services after an assessment | Corporate Director, Childrens and Young People | 39% | | | |
| The percentage of child and family assessments completed within statutory timescales | Corporate Director, Childrens and Young People | 57% | | | |
| The percentage of (a) Children in Care (b) Child Protection and (c) Child in Need visits in timescale | Corporate Director, Childrens and Young People | 76% 76% 78% | | | |

| | | | | | | |
|--|---|--|----------------|--|--|--|
| | The percentage of referrals which are re-referrals (within 12 months of a previous referral) | Corporate Director, Childrens and Young People | 25% | | | |
| | The percentage of Section 47s that progress to Initial Child Protection Conference | Corporate Director, Childrens and Young People | 32% | | | |
| | The percentage of all current child protection cases which have previously been on a CP Plan (within 2 years) | Corporate Director, Childrens and Young People | 8.50% | | | |
| | The proportion of audits of children's cases rated as good or outstanding | Corporate Director, Childrens and Young People | | | | |
| CO2 - Ensure that children in care, and moving on from care, are well supported and make good life choices | The percentage of children looked after offered a health assessment offered and annual dental check | Corporate Director, Childrens and Young People | | | | |
| | Increase the number of foster carers by 25 | Corporate Director, Childrens and Young People | | | | |
| | Improve the timeliness of the children who are adopted | Corporate Director, Childrens and Young People | 92% | | | |
| | The rate of Children coming in to care | Corporate Director, Childrens and Young People | 37 / 10,000 | | | |
| | The rate of children exiting care | Corporate Director, Childrens and Young People | 23 / 10,000 | | | |
| | The percentage of children that have a permanency plan by the second looked after review | Corporate Director, Childrens and Young People | | | | |
| | The percentage of children that have timely (a) initial and (b) review health assessments | Corporate Director, Childrens and Young People | | | | |

| | | | | | | |
|--|---|--|----------|--|--|--|
| | Increase the percentage of children that completed SDQ's | Corporate Director, Childrens and Young People | | | | |
| CO3 - Build publicly owned sustainable and affordable houses and bring empty properties back in to use | The number of affordable houses delivered | Strategic Housing Manger | 100 | | | |
| | The number of affordable net zero carbon houses (from April 22 onwards) | Strategic Housing Manger | | | | |
| | The number of empty properties brought back in to use | Strategic Housing Manger | 0 | | | |
| CO4 - Protect and improve the lives of vulnerable people | (Increase the) number of people engaging with the Healthy Lifestyle Trainer Service | Corporate Director, Community Wellbeing | 273 | | | |
| | (Increase the) number of new tenancies developed for independent living | Corporate Director, Community Wellbeing | 18 | | | |
| | (Reduce the) local count of Herefordshire homelessness | Corporate Director, Community Wellbeing | 17 | | | |
| | (Increase the) number of cases where homelessness has been (a) prevented and (b) relieved | Corporate Director, Community Wellbeing | 32 71 | | | |
| CO5 - Use technology to support home care and extend independent living | (Reduce the) rate of admissions to care homes for clients aged under 65 | Corporate Director, Community Wellbeing | 6.41 | | | |
| | (Reduce the) rate of admissions to care homes for clients aged 65+ | Corporate Director, Community Wellbeing | 111.44 | | | |
| CO6 - Support communities to help each other through a network of community hubs | (Increase) the volunteer capacity in Herefordshire | Corporate Director, Community Wellbeing | 23% | | | |
| | (Increase) the number of Talk Community hubs | Corporate Director, Community Wellbeing | 61 | | | |
| | (Increase) the number of hits on the Talk Community Directory | Corporate Director, Community Wellbeing | 25,818 | | | |

■ on target/improvement
 ■ within 10% of target/small decline
 ■ missed target by more than 10% /significant decline
 ■ Not Available

Performance Measures

| Measure | Lead Officer | Q1 | Improve-ment? | Target Met? | Comments |
|---|--|-------------------|---------------|-------------|----------|
| Average days sickness per FTE | Director of HR & OD | 8.59 days | | | |
| Percentage of mandatory training completed | Director of HR & OD | | | | |
| Employee engagement index | Director of HR & OD | | | | |
| Number of RIDDOR reportable incidents | Director of HR & OD | 0 | | | |
| Revenue outturn | Director of Resources and Insurance | £9,409k overspend | | | |
| Percentage of capital budget spent | Director of Resources and Insurance | 48% | | | |
| Percentage of savings delivered, or on track to be delivered | Director of Resources and Insurance | 94% | | | |
| Percentage of invoices paid on time | Director of Resources and Insurance | | | | |
| Percentage of projects delivered on time | PMO Delivery Director | | | | |
| Percentage of projects delivered on budget | PMO Delivery Director | | | | |
| Overall resident satisfaction with the council | Director of Resources and Insurance | | | | |
| Percentage of complaints responded to within timescales | Head of Information, Compliance and Equality | 91.18% | | | |
| Percentage of FOIs & EIRs responded to within timescales | Head of Information, Compliance and Equality | 94.04% | | | |
| Percentage of (a) major and (b) minor planning applications managed within statutory timescales | Lead Development Manager | 58.33% | | | |

| | | | | | |
|--|--------------------------------------|--------|--|--|--|
| | Lead Development Manager | 76.92% | | | |
| Number of fly tipping incidents reported | Trading Standards Service Manager | 195 | | | |
| Percentage of programmed high risk (A-C) food hygiene inspections undertaken | Environmental Health Service Manager | 88.70% | | | |
| Percentage of food premises with a Food Hygiene Rating Score at 3 (satisfactory) or above. | Environmental Health Service Manager | 97.40% | | | |
| Percentage of parking income budget achieved | Parking Enforcement Manager | 109% | | | |

■ on target/improvement
 ■ within 10% of target/small decline
 ■ missed target by more than 10% /significant decline
 ■ Not Available

