

Agenda

Cabinet

Date: **Thursday 24 November 2022**

Time: **2.30 pm**

Place: **The Committee Room, 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

	Pages
1. APOLOGIES FOR ABSENCE To receive any apologies for absence.	
2. DECLARATIONS OF INTEREST To receive declarations of interests in respect of Schedule 1, Schedule 2 or Other Interests from members of the committee in respect of items on the agenda.	
3. MINUTES To approve and sign the minutes of the meeting held on 27 October 2022.	11 - 16
HOW TO SUBMIT QUESTIONS <i>The deadline for submission of questions for this meeting is:</i> <i>9:30am on Monday 21 November 2022.</i> <i>Questions must be submitted to councillorservices@herefordshire.gov.uk. Questions sent to any other address may not be accepted.</i> <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>	
4. QUESTIONS FROM MEMBERS OF THE PUBLIC To receive questions from members of the public.	
5. QUESTIONS FROM COUNCILLORS To receive questions from councillors.	
6. REPORTS FROM SCRUTINY COMMITTEES To receive reports from the Council's scrutiny committees on any recommendations to the Cabinet arising from recent scrutiny committee meetings.	
7. CHILDREN'S IMPROVEMENT PLAN TRANSFORMATION FUNDING - TRANCHE TWO To approve the drawdown of tranche two funding against progress of the transformation programme of £6.49m which includes the £1m as approved under delegation from the Director of Resources and Assurance in July 2022 for Children's Transformation in immediate response to the Ofsted Inspection in July 2022.	17 - 32
8. THE FUTURE USE AND REFURBISHMENT OF SHIREHALL To agree which of the presented recommendations, if any, present a preferred way forward regarding the investment in council owned heritage sites within Hereford city centre, namely, Shirehall to inform the capital bid process and to invite Cabinet to propose alternative recommendations for further development and consideration.	33 - 60

9. RURAL ENGLAND PROSPERITY FUND

61 - 82

To seek cabinet approval to submit the Rural England Prosperity Fund (RPF) Addendum (Appendix A) to the UK Shared Prosperity Fund (UKSPF) Investment Plan to government on 30 November 2022. Government has allocated Herefordshire £1,705,669 of RPF, subject to the submission, and approval, of an Addendum.

10. QUARTER 2 BUDGET AND PERFORMANCE

83 - 148

To review performance for Quarter 2 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 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:

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

The Cabinet's roles are:

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

Who attends cabinet meetings?

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

The Seven Principles of Public Life (Nolan Principles)

1. Selflessness

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

2. Integrity

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

3. Objectivity

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

4. Accountability

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

5. Openness

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

6. Honesty

Holders of public office should be truthful.

7. Leadership

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

Herefordshire Council

Minutes of the meeting of Cabinet held at The Conference Room, Herefordshire Council Offices, Plough Lane, Hereford, HR4 0LE on Thursday 27 October 2022 at 2.30 pm

Cabinet Members Physically Present and voting:	Councillor Liz Harvey, Deputy Leader of the Council (Chairperson) Councillors Ellie Chowns, Pauline Crockett, Gemma Davies, John Harrington, Diana Toynbee and Ange Tyler
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Cabinet support members in attendance	Councillors John Hardwick and Kath Hey
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Group leaders / representatives in attendance	Councillors Trish Marsh, Peter Jinman and Nigel Shaw
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Scrutiny chairpersons in attendance	Councillors Christy Bolderson
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Officers in attendance:	Chief Executive, Director of Resources and Assurance, Corporate Director - Children & Young People, Corporate Director - Economy and Environment, Senior Lawyer, Education Strategic Projects, Interim Service Director Environment, Highways and Waste and Interim Assistant Director, All Ages Commissioning
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156. APOLOGIES FOR ABSENCE

Apologies were received from Cllr David Hitchiner.

157. DECLARATIONS OF INTEREST

None.

158. MINUTES

Resolved: That the minutes of the meeting held on 29 September 2022 be approved as a correct record and signed by the Chairperson.

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

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

160. QUESTIONS FROM COUNCILLORS

There were no questions from councillors.

161. REPORTS FROM SCRUTINY COMMITTEES

There were no reports from scrutiny committees.

162. HEREFORD TRANSPORT HUB - APPROVAL OF OUTLINE DESIGN, SPECIFICATION AND COST PLAN

The cabinet member infrastructure and transport introduced the report and summarised the background to the project.

Cabinet members discussed the proposal and welcomed the progress on the project. It was noted that consultation had taken place and the results fed into the proposed design. There

was still an opportunity to influence the final design. A bid had been made to the Levelling Up Fund and the outcome was expected soon.

The cabinet member confirmed he would make sure that a full equality impact assessment would take place as part of the next stages.

Group leaders presented the comments and queries of their groups. The progress in the project was generally welcomed but concerns were raised in relation to the safety of the drive in reverse out design. In response to queries raised it was noted that:

- A drive in reverse out design was preferred, many existing stations operated this system, and the safety concerns raised would be considered;
- The scope of the project was focussed on the hub but the design would link into further planned improvements in the surrounding area.

It was unanimously resolved that:

- a) **Cabinet approves the cost plan for the Hereford Transport Hub design;**
- b) **Cabinet approves that the project proceeds from Planning and Design stage (stage 2) to Delivery stage (stage 3);**
- c) **Cabinet recommends to Council the inclusion of the additional amount of £6.33m into the capital programme; and**
- d) **All operational decisions to be delegated to the Corporate Director for Economy and Environment in consultation with the Cabinet Member for Infrastructure and Transport and Section 151 officer.**

163. PETERCHURCH PRIMARY SCHOOL REBUILD

The cabinet member children and families introduced the report and summarised the background to the project. It was noted that funding was challenging and a consequence was the proposal not to refurbish the swimming pool. The new build would leave space on the site and time was allowed for the school and wider community to put together a business case to support the building and running of a replacement pool. It was a priority to make the building highly efficient and the inclusion of a nurture hub would provide emotional support and encouragement to children.

The cabinet member commissioning, procurement and assets thanked officers for their work and councillors who had contributed to the project.

Cabinet members discussed the report and welcomed the development. The reasons for not replacing the pool were understood and the opportunities for a community led replacement were highlighted.

Group leaders gave the comments of their groups. The rebuild of the school was widely supported. In response to queries raised it was noted that:

- Passivhaus was the minimum standard aimed for in the design, BREAM was not being used as the standard as it was not as effective in ensuring thermal efficiency and there was a charge for gaining the official BREAM certification;
- Schools no longer paid business rates to the council as direct payments were made to billing authorities by the Education and Skills Funding Agency on behalf of the Department for Education;
- It would be useful to understand why the project had taken so long to get to this point and what lessons could be learnt.

It was unanimously resolved that:

- a) **Planning permission be sought for the rebuild of Peterchurch Primary School on its current site;**

- b) **Subject to securing planning consent, the rebuild of Peterchurch Primary School, at a capacity of 140 pupils plus 26 nursery places, and to include provision of a nurture hub be approved within a budget of £10.853m including fees and contingency;**
- c) **A period of 12 months is allowed for the school and Parish Council to seek a viable arrangement to fund and maintain a new replacement swimming pool, with delegated authority given to the Section 151 Officer in consultation with Corporate Director, Children and Young People and Cabinet Members for Commissioning, Procurement and Assets and Children's and Family Services, and Young People's Attainment, to consider and decide any business case put forward;**
- d) **In the absence of a viable business case in recommendation (c), the demolition and making good of the swimming pool site be approved within the budget;**
- e) **Delegated responsibility for award of procured contracts for the lifecycle of the project, is given to the Corporate Director, Children and Young People; and**
- f) **The Service Director, Education, Skills and Learning, be authorised to take all operational decisions necessary to implement the above.**

164. SUPPORT FOR UKRAINE

The cabinet member health and adult wellbeing introduced the report and highlighted that Herefordshire had so far welcomed 511 guests, residing with 189 sponsors.

Cabinet members praised the response from the community. In relation to what would happen at the end of the sponsorship period, it was noted that many of the Ukrainians hosted had already sought and obtained jobs. They would transition into private housing in due course or seek housing through the homepoint system like anyone else. There would be no priority access to affordable housing.

Group leaders also paid tribute to the community support for these refugees. It was noted that:

- Integration into the community was important;
- The county had close links to Ukraine and the response to the crisis reflected this;
- A pilot project offering free bus travel to refugees was currently running in the Ross on Wye area and if successful would be rolled out across the county;
- School transport for Ukrainian families had already been provided;
- Additional funding was provided for children of refugees joining Herefordshire schools.

It was unanimously resolved that:

- a) **The planned support for Ukraine and associated spending as set out in the report and Appendix A is approved; and**
- b) **That authority is delegated to the Corporate Director for Community Wellbeing to take all operational and budgetary decisions in relation to their proposals and the implementation, including the use of contingency sums and budget variations within the overall approved budget.**

The meeting ended at 3.50 pm

Chairperson

PUBLIC QUESTIONS TO CABINET – 27 OCTOBER 2022

Question 1

From: Mr P McKay, Leominster
To: Cabinet Member, Infrastructure & Transport

Referencing 21 July question, would you add a paragraph to the Parish Submission part of the Research Guidance, https://www.herefordshire.gov.uk/downloads/file/1861/research_guidance, to incorporate the CRF issue, CRF being a non-statutory term introduced by Government Guidelines (Ministry of Town and Country Planning Circular No. 81, 1950), being greenways that Parish Meetings advised that public were entitled to use with vehicles, but mainly (not only) used as a footpath, without explaining how to record CRF and that are shown on Herefordshire Definitive Map as Footpath, to ensure that this matter of fact is acknowledged and addressed in the review of how the Parish Submissions are held and practicalities of making them more widely available, the Rights of Way Improvement Plan (draft) that acknowledges that shown byways and bridleways are fragmented, the 2021-41 Place Shaping Local Plan, and the Local Transport Plan?

Response

Thank you very much for your question. I believe the council already provides a Public Rights of Way Glossary of Terms which is available on the website, the CRF reference is covered and detailed as:

'CRF - Carriage road footpath - A non-statutory term used during the compilation of the first definitive maps for some routes that were intended to be recorded as RUPPs - to describe a route that was considered to carry vehicles but in actual fact used mainly by the public as a footpath.'

For completeness RUPPS are also described.

'RUPPs – Roads Used as Public Paths. A type of highway recorded on the original definitive map.

The right of the public over RUPPs was unclear and remaining RUPPs were reclassified as restricted byways in 2006.'

There are no plans to add anything further to the Research Guidance at this time. If I have misunderstood the question please come back to me.

Supplementary question

I do not find any Public Rights of Way Glossary of Terms that includes CRF, that you believe is available on your website, and I ask if you could clarify how/where it may be viewed with a link to it, and if not presently on website if you would add it, in same way and time as you intend adding the List of Anomalies?

Response

The cabinet member confirmed that the Public Rights of Way Glossary can be downloaded at <https://www.herefordshire.gov.uk/downloads/file/4279/prow-glossary>, and that a link will be added in due course to the PROW website to increase the documents' visibility and availability.

Question 2

From: Name and address supplied

To: Cabinet Member, Children and Families

It was alleged in July at Full Council that the FII figures in Herefordshire are alarmingly high. In Full Council on Friday, a Member asked whether an audit of the FII figures had been done.

The Deputy Leader replied:

"I believe we have been looking into how many cases are linked to this I believe officers have already given a commitment to look into that. My understanding is that we as an authority are not in a position where the number of cases we have is unusual when considered against other authorities. I believe that is the position."

Can the audit data on which these reassurances are based be published in the written answer to this question, so that Members and the public can see the grounds on which public reassurances on this critical safeguarding issue have been given?

Response

There is no evidence that we have seen that FII figures in Herefordshire are 'alarmingly high'. The Deputy Leader correctly stated at the meeting of the Full Council that the service is engaged in an ongoing and current review of cases to clarify how many are linked to FII, recognising that statements in the public domain about the rates are a matter of public interest and concern.

The early indications are of a low incidence but the work is not concluded. The activity will be concluded by Friday 18 November and we are content to publish the data after that date.

Supplementary question

My question was about the concerning FII figures. Last week at the full [cabinet] the deputy leader reassured members about FII cases with these words 'we as an authority are not in a position where the number of cases we have is unusual when considered against other authorities'. It now turns out that this reassurance was premature as the urgently needed audit of FII cases has not been completed. The written answer to my question from the cabinet member for children had confirmed that the audit is at an early stage only and will not be complete until mid-November, over four months after concerns were first raised by members in July. I am concerned that once again a reassurance has been provided to the public without, it appears, there being evidence to back it up.

At the 'a common bond' meeting last week, we were in a room of traumatised parents, many of whom say that they have been falsely accused of FII and are living with the devastating ramifications of such accusations. The council is now the subject of very serious allegations, in essence that the authority has been weaponising FII against families. It's striking that when undertaking the much delayed audit the authority has not sought independent scrutiny of its actions, laying itself open to accusations that it has opted to mark its own homework.

The cabinet member in her written answer to me commits only to publishing the FII audit evidence sometime after the 18th of November. Will she commit today to publishing the evidence on the 18th of November, so that we can all understand on what basis officers are challenging the lived experience of the numerous families who are claiming to be victims of false FII allegations?

Response

The cabinet member explained that a systems search had been carried out and the result was as set out in the written answer. The audit that had been commissioned was in addition to this. If the data was ready then it would be published on the 18 November.

Title of report: Children's Improvement Plan Transformation Funding - Tranche Two

Meeting: Cabinet

Meeting date: Thursday 24 November 2022

Report by: Cabinet member children and families;

Classification

Open

Decision type

Key

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

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

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

Wards affected

(All Wards);

Purpose

To approve the drawdown of tranche two funding against progress of the transformation programme of £6.49m which includes the £1m as approved under delegation from the Director of Resources and Assurance in July 2022 for Children's Transformation in immediate response to the Ofsted Inspection in July 2022.

Recommendation(s)

That:

- a) **Cabinet authorise the drawdown of tranche two funding as per the cabinet decision in March 2022 up to the value of £6.49m which is being funded from the Financial Resilience Reserve;**

- b) Cabinet receive this report on progress of the children's transformation journey as requested in the March 2022 cabinet upon drawing tranche two funding;**
- c) Cabinet authorise delegation to the Corporate Director for Children and Young People in consultation with the Cabinet Member for Children's and Family Services, and Young People's Attainment; the Cabinet Member for Finance, Corporate Services and Planning; and the council's Director for Resources and Assurance to take all operational decisions relating to the further £6.49m of funding available;**
- d) Cabinet receive a further update on the precise allocation of tranche 2 funding in the new year of 2023 which will reflect up-to-date priorities and focus in light of the Ofsted Improvement Action Plan currently in development and also the recommendations of the Commissioner for Children's Services, expected to be submitted to the Secretary of State in December.**

Alternative options

- 1. Cabinet could decide not approve the drawdown tranche two of identified transformation funding from the Financial Resilience Reserve. This option is not recommended as the increased capacity put in place during 2021/22 and improvement made in this period could not be sustained and the ability to deliver services would be seriously compromised.

Key considerations

- 1. Mr Justice Keehan delivered a Judgement (26 March 2021) with leave for the same to be published that identified serious failings in Herefordshire council's children's services.
- 2. Full council unanimously supported on 27 April 2021 the establishment of an improvement board as part of the assurance and improvement strategy following the High Court judgement.
- 3. On 18 May 2021 the Department for Education issued the Council with a [non-statutory improvement notice](#).
- 4. A Focused Visit by Ofsted in July 2021 identified shortfalls in the capacity of Social Workers; an inconsistency of social work practice, and insufficient management oversight and supervision. The previous inspection by Ofsted in 2018 and each Focused Visit since has raised similar concerns and criticism of the lack of pace of improvement was identified in the July 2021 focus visit.
- 5. An independent audit project, commissioned by the Chief Executive, concluded on 21 December 2021 having audited in excess of 1,000 cases open to Early Help and Children's Social Care. Whilst none of the audits raised serious safeguarding concerns requiring immediate action, the majority of cases audited were deemed as being Inadequate or Requiring Improvement (to be Good).
- 6. At the [28 October 2021 Cabinet](#) there was a decision to endorse the Children and Families Strategic Improvement Plan v1.0. Following this publication cabinet received an update on the improvement plan in May 2022 and version 2 was endorsed.
- 7. There was a cabinet decision in [March 2022](#) to authorise expenditure of up to £11.489m for improvement activity which could be drawn down in two tranches to support the improvement plan. The first tranche for the value of £5m has been effective from April 2022 which has been drawn from the Financial Resilience Reserve and is forecasting to be fully spent by the end of October 2022. As per the decision the Corporate Director for Children and Young People is requesting a further draw down of the £6.489m as agreed in the original decision in March 2022. It was originally thought that tranche two money would be drawn in July 2022. However, it is now required for November 2022 onwards. A detailed anticipated breakdown of expenditure can be seen in Appendix A.

8. Since commencement of tranche one funding allocation of £5m, Herefordshire Children's Services has been inspected by the regulator, Ofsted, and judged to be inadequate. Full details of the Ofsted inspection report, published on 21 September 2022, can be found [here](#). This is deeply concerning and something the Council is fully committed to addressing, together with our multi-agency partners, so that local children, young people, their parents and carers receive a consistently good service that improves outcomes as quickly as possible.
9. As a consequence of this judgement, the Secretary of State issued a [Statutory Direction](#) and appointed a Commissioner for Children's Services (Eleanor Brazil). Key elements of the remit for the Commissioner are to assess the council's capacity and capability to improve itself, in a reasonable timeframe, and recommend whether or not this evidence is sufficiently strong to suggest that long-term sustainable improvement to children's social care can be achieved should operational service control continue to remain with the council.
10. Precise details of the expected allocation and spend of tranche 2 are still in development, pending the development and submission of the Ofsted Improvement Action Plan, and taking into account the recommendations and advice of the Commissioner for Children's Services. The Commissioner is expected to make her recommendations to the Secretary of State before Christmas. Indicative allocation of funding is provided in paragraph 34 of this document. Subject to Cabinet approval, it is proposed that a further update, detailing agreed spend after the submission of the Ofsted Improvement Action Plan is provided in January 2023.
11. Anticipated changes in the allocation of funding include a planned and carefully managed reduction in the number of locum social workers during the period January – March 2023 with funding used instead to support market-testing of increased capacity for family support in the voluntary and community sector, and an expansion of capacity within the ECHO (Edge of Care and Home) team, particularly for Family Group Conference practitioners (which will enhance our capacity to support families to stay together and further reduce the numbers of children in our care).
12. In March 2022 cabinet agreed to receive a report on progress at the same time as the requirement to draw tranche two funding. Significant progress has been made in a number of key areas, including the reduction in average caseloads to less than a half of what they were a year ago; improved timeliness of visits to children and young people who are being assessed; a significant reduction in the rate at which children come into our care and a tighter grip on child protection processes which has recently led to a reduction in the number of children the subject of a child protection plan; a wide scale review and development of our performance and management information framework; and evidence of increased management oversight in areas such as the Public law Outline (pre-proceedings). Further detail is available in Appendix B.
13. At the time of writing this report, we are developing an Ofsted Improvement Action Plan to build on the existing three year improvement plan to further address the specific issues that have been identified. It is likely that upon completion of the action plan changed priorities for funding will be identified and the reallocation of some of the £6.489m may occur. The draft plan is to be presented to Cabinet on 15 December 2022 prior to submission to Ofsted by 20 December and will become the single plan, reflecting changed priorities for the year ahead, and including important and relevant activity brought forward from the Transformation Plan.
14. Herefordshire Council maintains a strong commitment to improving performance in its children's social care services and outcomes for children and young people in Herefordshire more generally.

15. Core transformation of the service is in its second year, of a three year programme with a refresh currently underway, following the most recent inspection by Ofsted. The aims in the County plan remain the same which are:
- a. Improving outcomes for children, young people and their families.
 - b. Making working in Herefordshire an attractive and rewarding career choice.
 - c. Embedding systemic partnership approaches and exploring alternative models of practice.
 - d. Making the service financially viable for the future across a range of services the Council delivers.

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

16. The additional Children's Services resource, resulting from this investment ask, will achieve improvements in Ofsted priority action areas:
- a) manageable caseloads for Social Workers;
 - b) frequent and better quality supervision and management decision making;
 - c) consistently improved social work practice.

Whilst this additional resource will allow us to make better decisions for children, it will take time for significant impact to be evidenced in terms of outcomes for children and in improved service assessments. Outcomes for children will continue to be regularly monitored by benchmarking and reporting against a set of measures that matter. Quarterly reporting will continue to be presented to the Improvement Board, Children's Scrutiny Committee and Cabinet.

17. During the financial year 2021/22 five additional social work teams have been added to increase capacity. These comprise four child protection and court teams and further capacity to the corporate parenting service. Additional Management and supervisory capacity has been achieved through the re- introduction of Service Managers and Managing Practitioners to teams with higher volumes of workflow and decision-making (such as in the Multi-Agency Safeguarding Hub (MASH) and the Assessment Teams). The service anticipates being able to reduce the levels of additional capacity in Q4 of this year.
18. The investment in 2021-2022 has already led to reduced caseloads (particularly in the Assessment teams), increased levels of personal and case supervisions and management oversight, and increased frequency of visits to children and young people and their families. It has also enabled a number of Practice Development leads to work alongside managers and social workers to identify weaker practice and to work with the service to mitigate, develop and improve practice.
19. Children's services have experienced and continue to see considerably higher volumes of contacts and referrals. This is in part due to significant amounts of legacy unmet need emerging, as well as improved communication and, in line with the experience of other local authorities, some impact of Covid-19 on children and families. Recent high profile national cases have also had the effect of increasing referrals across the country. This has led to more assessments being opened and completed and an overall increase in the numbers of open cases across the service.
20. It is however anticipated that the service will be able to start a gradual withdrawal of some of the additional social work capacity added in 2021-22 from January 2023 whilst maintaining a focus of keeping overall caseloads at a manageable level. Over time, a sustainable staffing structure will be achieved in order that improved practice and performance can be embedded and

changing demands are able to be responded to. This will require sufficient case holding professionals (social workers, family support workers, and personal advisers) and supervisory/management capacity to create organisational resilience whilst allowing for a normal level of staff turnover.

21. Further and ongoing additional resources are required to support service transformation and the delivery of the improvement plan to achieve:
 - a) The retention and stabilisation of a permanent workforce and a continued level of ongoing recruitment.
 - b) Sufficient capacity of suitably skilled and experienced professionals to work with children and families, whilst maintaining a manageable workload.
 - c) Sufficient capacity for effective continuing management oversight and supervision.
 - d) Appropriate levels of support for Newly Qualified Social Workers (NQSWs) during their Assessed and Supported Year in Employment (ASYE)
 - e) Sufficient capacity to deliver high-quality and ongoing internal Quality Assurance activity, providing assurance of continuous improvement and impact.
 - f) Sufficient resource to deliver necessary changes to the development of our practice standards, and associated IT and systems support.
 - g) Further development of the support for our Foster Carers.
22. It is important to acknowledge at this stage that the funds sought for 2022-23 and forecast for 2023-24 may not be the full investment required to deliver the necessary transformation and improvement programme especially as there are further priorities that have been identified in the 9 improvement areas post the Ofsted inspection in July 2022. Children's Services may need to come back to the council with further propositions, pressures and bids but these will be introduced through the normal budget process.
23. Following the release of tranche 1 funding for the transformation programme the Children and Young People Directorate has a re-established base budget for 2023/2024 and subsequent years alongside further targets for improved outcomes for children and for the performance of the service.
24. In order to establish the operating model and work plan for the future, it is planned to further build on high level diagnostics undertaken in 2020/21, prioritise the 9 areas for improvement that have been identified by Ofsted in the July 2022 inspection and produce a commissioning plan for all ages, sharing the approach, learning, good governance, compliance and commercial approach that is embedded within the Adults' services commissioning function.

Community impact

25. The notice requiring improvement has a direct and indirect effect on the lives of both current and future children and families in Herefordshire.
26. The County Plan 2020–2024 includes the ambition to 'strengthen communities to ensure everyone lives well and safely together'. Specifically, the council aims to:

- a) Ensure all children are healthy, safe, and inspired to achieve;
- b) Ensure that children in care, and moving on from care, are well supported and make good life choices; and

Environmental Impact

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

Equality duty

- 29. 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.
- 30. In particular, the council must have due regard to the public sector equality duty when taking any decisions on service changes.
- 31. As our projects and service delivery progresses, and changes are designed, equality impact assessment will be undertaken where necessary.

Resource implications

- 32. In March 2022 Cabinet took the decision to allocate and authorise expenditure of £11.489m. The decision was to divide the money into two tranches. Tranche 1 was up to the value of £5m which was effective from April 2022 and this report is asking to draw down tranche 2 funding which is up to the value of £6.489m.
- 33. Appendix A provides the full detailed breakdown of the expenditure gone by and the expected expenditure detail associated with the tranche two draw down. The below table also provides a summary of this expenditure and in what financial year it is forecasting to be spent.
- 34. In July 2022 the Director for Resources and Assurance used delegated powers to accelerate expenditure of £1m from the tranche two budget in consultation with the cabinet member for Finance, Planning and Corporate Services. This has been included in this report and the figure of £6.489 is inclusive of the £1m.

Anticipated Tranche 2 spending allocation (subject to change pending the conclusion of activity to develop the Ofsted Improvement Action Plan)

Revenue	2020/21	2021/22	2022/23	Future Years	Total
	£000	£000	£000	£000	£000
CP Court Team			298		
Assessment Team			352		
Corporate Parenting Team			237		
Fostering Team			207		
Early Help Advanced Practitioners			79		
Improvements Leads			74		
IRO/CP Chairs			173		
Signs of Safety			100		
Auditors			523		
Social Worker Academy			84		
Service Managers			361		
Children in Need Team			0		
Newly Qualified Social Workers			122		
Managing Practitioners			199		
Business Support			178		
Social Work posts costed at Senior AP			98		
Advanced Practitioners (Children Looked After)			352		
Permanence Team			214		
Clinical Psychologist			28		
2 Additional Project Teams			719		
Social Worker (SEND)			37		
Data & Systems Analyst			210		
Commissioning Lead			51		
Children in Need Team			793		
Ofsted Corporate Investment			1,000		
TOTAL			6,489		

Funding streams (indicate whether base budget / external / grant / capital borrowing)	2020/21	2021/22	2022/23	Future Years	Total
	£000	£000	£000	£000	£000
Transformation funding 22/23			6,489		
TOTAL			6,489		

Legal implications

35. There are no additional legal issues to bring to the Cabinet's attention which are not already mentioned in the report

Risk management

36. The improvement notice is clear that, should the council be unwilling or unable to comply with this improvement notice, or should ministers not be satisfied with the Council's progress at any stage, ministers may choose to invoke their statutory powers of intervention (s497A Education Act 1996) to direct the council to enter into an appropriate arrangement to secure the improvements required in children's services.
37. Statutory improvement notices could be issued and more critical or enduring under-performance may necessitate the use of Statutory Directions compelling the Council to take certain actions.
38. In extreme cases the DfE can direct partial or complete outsourcing of Children Services to a third party or the establishment of a Children's Trust.
39. The following are the primary and most significant risks in delivering this decision:

Risk	Mitigation
There is a risk that in the current highly competitive recruitment market costs may be higher than currently forecast.	Systems are in place to monitor demand and to manage workloads, work flow and recruitment costs.
There is a significant risk that we would not be able to recruit permanently to posts as anticipated and thus are reliant for a longer period on agency staff (with potential instability and increased cost).	A recruitment campaign commenced in March 2022 and will continue throughout the year. Progress and impact is monitored by the Resources Board, the Improvement Board. Retention and recruitment bonuses have been applied in specific circumstances, and a new recruitment microsite goes live in November 2022.
There is a risk that the significantly adverse report from Ofsted following an inspection in July 2022 might place additional demands on the transformation activity which won't be known until December 2022	There is continuous work on mapping out the Ofsted improvement action plan to identify any additional work and resources that are required.
There is a risk that we do not do enough to bring about the change needed, or that the pace of change is not quick enough.	We are regularly communicating with the DfE, Ofsted and key safeguarding partners. We will invite regular external review of our progress through sector-led improvement activity and peer review.

40. These and other risks associated with the delivery of Children's Services improvement are recorded on the relevant service risk register and escalated in accordance with the council's performance and risk management plan.

Consultees

41. The council corporate leadership team have viewed the paper and provided comments on the 1st of November 2022. Following this meeting the cabinet member for children and young families has been consulted with.

Further consultation has happened with Cabinet members at a meeting on the 15th November 2022 where they have supported the paper

There were two all member briefing sessions on Children's Improvement on the 27th October 2022.

Appendices

Appendix A – Tranche Two Funding

Appendix B – Impact of transformation funding to date.

Background papers

None

Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published		
Governance	John Coleman	Date 14/11/2022
Finance	Rachael Hart	Date 15/11/2022
Legal	Claire Porter	Date 15/11/2022
Communications	Luenne Featherstone	Date 14/11/2022
Equality Duty	Harriet Yellins	Date 15/11/2022
Procurement	Lee Robertson	Date 14/11/2022
Risk	Kevin Lloyd	Date 15/11/2022
HR	Tracey Sampson	Date 14/11/2022
Approved by	Darryl Freeman	Date 15/11/2022

Transformation Paper Item	£5m (Tranche 1) Drawdown Spend Plan	£6.49m (Tranche 2) Drawdown
CP Court Team	338,790	297,788
Assessment Team	435,870	352,468
Corporate Parenting Team	167,086	236,500
Fostering Team	242,324	206,771
Early Help Advanced Practitioners	30,629	79,064
Improvement Leads	102,660	74,340
IRO/CP Chairs	170,629	173,462
Signs of Safety	157,198	99,952
Auditors	634,073	523,083
Social Worker Academy	86,996	83,600
Service Managers	495,964	361,336
CiN Teams	790,811	0
Newly Qualified Social Workers	13,671	121,625
Managing Practitioners	191,494	198,736
Business Support	0	177,656
Social Work posts costed at Senior AP	0	98,333
Advanced Practitioners (Children Looked After)	0	351,607
Permanence Team	0	213,915
Clinical Psychologist	0	27,704
2 Additional Project Teams Equinox	915,169	719,062
Social Worker (SEND)	12,527	36,863
Data & Systems Analyst	80,103	209,897
Commissioning Lead	44,332	50,929
Two Additional Project Teams	89,674	792,821
Ofsted Investment (1m)	0	1,000,000
Total	5,000,000	6,487,511

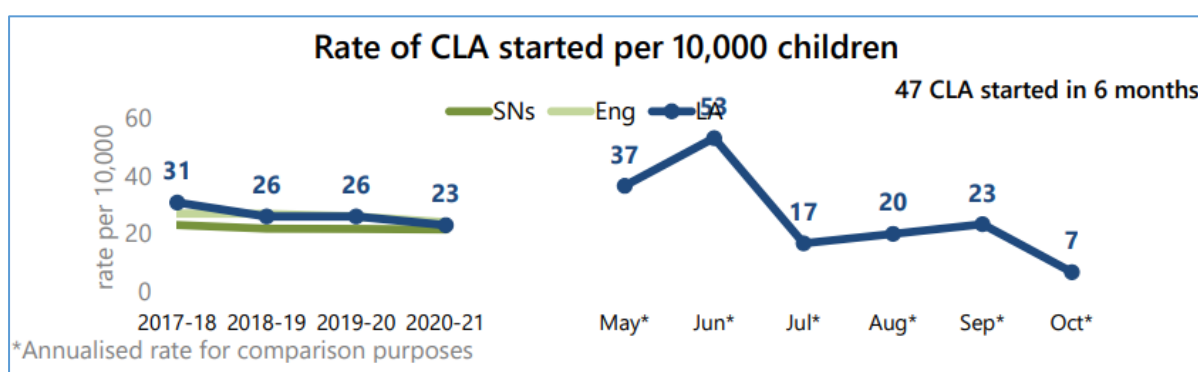
Full 11.49m drawdown	Posts	FTE
636,578	1 X Team Manager 6 X advanced Practitioners	7
788,337	2 X Team Manager 6 X advanced Practitioners	8
403,586	6 X advanced Practitioners	6
449,095	1 X Panel Advisor 4 X Social workers	5
109,693	2 X Advanced Practitioners	2
177,000	1 X Improvements Lead	1
344,091	2 X Child Protection officers 2 X Independent review officers	4
257,150	2 X Sign of Safety Leads	2
1,157,156	9 X Auditors	9
170,596	1X Principle Social Worker 1 X Quality Assurance Manager 1 X Social Worker Academy Manager	3
857,300	6 X Service Managers 1 X Head of Fostering	7
790,811	Project Team finished September 22	0
135,297	15 X Newly Qualified social workers	15
390,230	4 X Managing Practitioners	4
177,656	15 X business support Officers	15
98,333	Uplifts of Social Workers to Senior Advanced Practitioners	0
351,607	8 X Advanced Practitioners	8
213,915	1 X Senior Practitioner 4 X Social workers	5
27,704	1 X Clinical Psychologist	1
1,634,231	2 X Team Managers 12 x Advanced Practitioners	14
49,390	1 X Social Worker	1
290,000	1 X Data Analyst 1 X System Analyst	2
95,261	1 X Commissioning Lead	1
882,495	2 X Team Managers 12 x Advanced Practitioners	14
1,000,000	1 X Corporate Parenting Director 1 X Head of service for care experience young people 1 X Care Leavers Service Manager 1 X Permanency Champion 1 X Policies & Procedures resources 1 X Children Social work Manager 2 X Social Workers 1 X Advertising and Marketing resource 2 X Business Analysts 1 X Performance Analyst	12

11,487,511

Appendix B

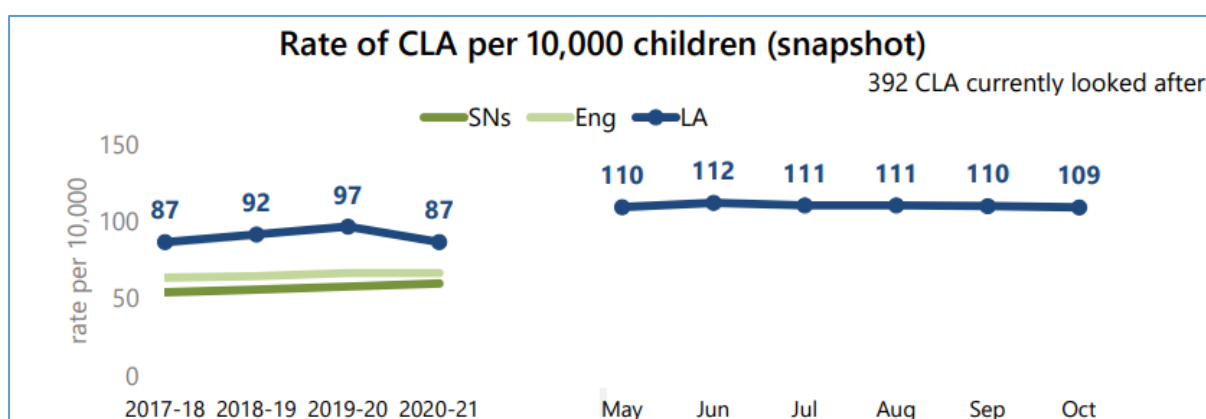
Summary of Transformational Improvement activity and impact (1 April 2022 – 31 October 2022)

1. During this period, transformation funding (tranche 1) has supported the following improvements:
2. The rate at which children have come into our care (as a result of either voluntary agreement with families, or as a result of a Court Order) has significantly reduced from a high point of 53 children per 10,000 in June to the lowest rate in several years (7 children per 10,000) in October 2022. Notwithstanding the rise in the rate in late 2021 and early 2022, the rate has been reduced through increased management oversight, reducing caseloads, and improving practice.



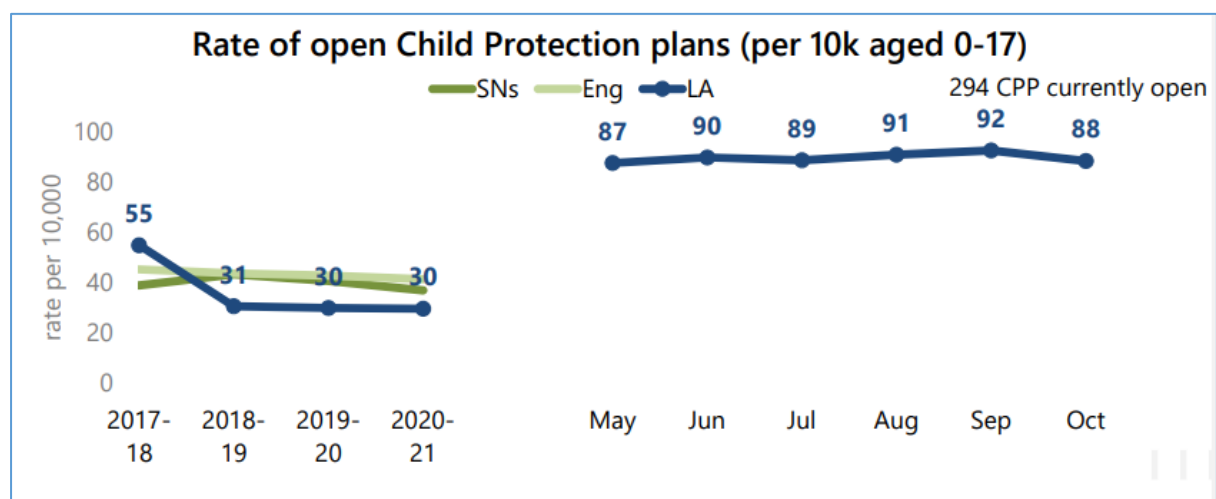
The year to date figure currently sits at a rate of 25 per 10,000.

3. The previous rise in the number of children in our care has now been stabilised, and we are starting to see a small reduction in the overall number (to 392 at the end of October 2022). This equates to a fall in the overall rate per 10,000 from 112 per 10,000 in June, to 109 per 10,000 in October. With additional management oversight and improving practice, as well as reduced caseloads, we are confident that we shall see further reductions in the period November 2022 – March 2023.



The overall rate remains higher than in previous years and having stabilised the rate at which children come into our care, the service is focused on children who might, with support, return home to their families.

4. Tranche 1 of the Transformation funding has supported the continuation of significant levels of additional social workers which has meant that average caseloads (the number of children that each social worker works with at any one point in time) have continued to reduce significantly, most notably so in the assessment teams where at the start of April 2022 the average caseload was 23 but with a small number of colleagues still with caseloads in the higher 20s and mid-30s. The average caseload at the end of October was 18, with fewer than 8 workers having a caseload higher than 25 (primarily due to assessment larger sibling groups).
5. A further example of improved practice and performance which is as a direct consequence both reduced caseloads, and increased management capacity is in the percentage of children seen within five working days of an assessment commencing. At the beginning of April 2022 the rate was 37% and by the end of October the percentage of children seen within 5 working days was 75% (58% had been seen within 3 working days). This means that workers are able to more quickly see the environment within which the child is living day-to-day and to have an opportunity to engage in direct work with the child or young person (subject to age appropriateness of other factors such as additional needs and/or a disability). This also provides an opportunity to engage earlier with the family (and extended family) to explore options for support.
6. The number of children the subject of a child protection plan, having risen sharply in 2021 has now started to fall, again attributed to increased management oversight, improving practice, and reduced caseloads.



The rate (per 10,000) and overall number remain significantly higher than was the case in the periods 2018-19, 2019-20, and 2020-21 and we anticipate further reduction in the numbers and rate during the period up until 31 march 2023 and in the year 2023-24.

7. Additional management capacity, introduced shortly before the commencement of tranche 1 of the transformation funding, and continued through the funding has allowed us to better

scrutinise key decisions and to increase management oversight, so that were there had been drift and delay, this has reduced, and is reducing. This is most evident in the revised arrangements and increased oversight of our Public Law Outline cases and in the oversight applied to Strategy meetings (now monitored continuously with weekly dip-sampling activity to check both timeliness and quality). Both of these areas of practice had been identified as concerns by Ofsted inspectors (although it was noted that changes had been made to the management of cases in proceedings, but at the time the impact was not evident).

8. Transformation funding has enabled us to significantly development our performance and management information reporting capability which means that in many respects, managers now have access to data that is updated daily, overnight. This has contributed to an increased grip on performance data, and the use of this to drive practice improvement. At the same time, the elevated levels of data scrutiny has brought up a number of legacy data anomalies, some which go back years, which the service is working through as they arise. Whilst an additional issue to address, this will mean that the quality and integrity of data in the future will be much improved.
9. Activity is progressing at pace to reduce the complexity of Mosaic customisation, improving data quality, and reducing the amount of time that managers and practitioners spend inputting information and processing authorisation steps.
10. The corporate parenting board is now operational and plans are well developed to re-establish the children in our care council. A draft Corporate Parenting Strategy has been developed and work is in progress to develop an Edge-of-Care strategy intended to further reduce the numbers of children coming into care and to increase activity ins support of reunification of families with children where this is the safe and appropriate plan.

November 2022



Title of report: The future use and refurbishment of Shirehall

Meeting: Cabinet

Meeting date: Thursday 24 November 2022

Report by: Cabinet member commissioning, procurement and assets;

Classification

Part exempt

This report is open but an appendix is exempt by virtue of the following paragraph(s) of the Access to Information Procedure Rules set out in the constitution pursuant to Schedule 12A of the Local Government Act 1972, as amended.

- 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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

Central; College;

Purpose

To agree which of the presented recommendations, if any, present a preferred way forward regarding the investment in council owned heritage sites within Hereford city centre, namely, Shirehall to inform the capital bid process and to invite Cabinet to propose alternative recommendations for further development and consideration.

Recommendation(s)

That:

- a) Cabinet decide upon one or more of the following listed options, or any other option Cabinet wish to consider:**
- 1. invest in and retain the Shirehall campus; OR**
 - 2. dispose of the Shirehall at an operationally suitable time by either lease or open market freehold; OR**
 - 3. To place the report on hold to allow further investigations on potential future uses of the building linked to the outcome of the Corporate Asset Review and the outcome of the planned asset transfer of the Town Hall.**
- b) Delegated authority is given to the Director Resources and Assurance following consultation with the Cabinet Member for Commissioning, Procurement and Assets to take all operational decisions necessary to implement the preferred recommendation;**
- c) If option 1 is chosen, then not more than £60k from the 'Solar photovoltaic panels' capital budget be drawn for the installation of solar panels on Shirehall and the Sustainability and Climate Change Manager be given delegated authority for all operational decisions relating to the installation of solar PV on Shirehall;**
- d) If option 3 is chosen, then the staff car park (M-F) at the Shirehall be reviewed to consider if it can be made available for public pay and display parking for seven days per week until a formal decision on the future of the site can be made.**
- e) Delegated authority is given to the Director Economy & Environment following consultation with the Cabinet Member Infrastructure and Transport to take operational decisions necessary to alter the parking order at Shirehall temporarily.**

Key considerations

1. It should be noted that Cabinet have made a commitment in the Delivery Plan 2022-23 [herefordshire.gov.uk](https://www.herefordshire.gov.uk) , page 10 to
 - Management of the council's assets to maximise their use (supporting objective CO0)
 - Plan capital works for the Shirehall to bring back into council and community use.

2. The Shirehall campus consists of the Shirehall building along with 33-35 Union Street Offices and 1a St Owens Street. The Shirehall building is Grade II* Listed and in brief, comprises:
 - Courtrooms x 2 and associated Jury/ Court rooms, custody suite and ancillary offices
 - Assembly Hall
 - The Council Chairman's Room
 - Committee Room
 - Undercroft- previous council offices
 - CCTV surveillance room monitoring council owned public open spaces
3. The Shirehall was used as an events venue for a variety of occasions from choirs, clubs, dance, fayres and meetings. It is widely acknowledged that the Assembly Hall is the best musical venue in Hereford and key musical groups and organisations are keen to use it once again. The Assembly Hall also offers a significant meeting or events venue for public consultation, organised events or more informal gatherings.
4. Both 33-35 Union St (Grade II) and 1a St Owens Street (Grade II*) are used by the council's Children's Services to deliver front of house services to clients and the continued use of them by the service is currently under review. All buildings are Listed and the Shirehall campus also includes a Listed telephone box and statue as well as a pay & display car park (staff parking Monday - Friday).
5. In June 2020, the Shirehall suffered a ceiling collapse in Courtroom 1. At this point, the property was taken out of use due to safety concerns and a project set up to carry out surveys and investigations to establish the nature and extent of the issues. Briefings were undertaken with the Cabinet Member for Commissioning, Procurement and Assets and the Cabinet Member for Finance, Corporate Services and Planning at key stages of analysis where a desire to reinstate the building and tenancy of HM Courts & Tribunal Service (HMC&TS) was expressed along with a vision of a civic hub approach.
6. The building continues to be closed to use (with the exception of the CCTV room and imminent relocation of the Chairman's Room) with the project having reached the end of RIBA Stage 3 - meaning that the council has an architectural concept and cost plan based upon surveys and design works. Project work has been undertaken in close liaison with the council's Conservation Officer and Sustainability Team and also the HMC&TS as main stakeholders have been kept fully up to date and invited to engage in the process.
7. The project to date has confirmed that there is little likelihood of significantly altering the Shirehall building due to its fabric, structure and listing, however this does not stop the project from considering how the site might be effectively and efficiently used as a civic hub. If the Shirehall is refurbished, the HMC&TS will be dominant during daytime use and it is unclear yet as to what use the council would make of the undercroft (subject to the outcome of the corporate asset review and future needs that are to be determined). The undercroft offices have been refurbished and are in a good state of repair. They have direct public access so future potential uses are varied and will be reviewed nearer to the time the space will become available. Mitigation works are being assessed as part of the wider project with the aim to improve acoustic performance of the assembly hall and undercroft to optimise availability for use across the building at all times.
8. The main refurbishment works centre on improvement of facilities, health and safety and general 'feel and appeal' – it should be noted however that much of the refurbishment works will be unseen as they are to structure/ integrated systems. The extensive defects throughout, including key elements identified as a result of the surveys and investigations include:

- a) Water ingress in many locations – mainly roof-related
 - b) Crumbling/degraded masonry.
 - c) Degraded lead roofs/gutters and failing rainwater goods
 - d) Rotten windows/doors
 - e) Rising & penetrating damp at basement levels
 - f) Mechanical & Electrical systems substandard or near end-of-life.
 - g) Possible compliance issues – fire safety, accessibility, public health.
 - h) Poor condition and standards generally
9. These works will allow the implementation of available low carbon technology in line with conservation limitations. A report has been commissioned by the consultants to address optimum decarbonisation of the site, working with council colleagues in support of a potential capital bid- see Appendix A. The report estimates that by implementing the following measures, the council will save 46/80 tonnes of carbon per annum dependant on options. Identified technologies include:
- Photovoltaic cells
 - LED lighting and controls
 - Refurbishment of heritage glazing
 - High efficiency gas heating
 - Fabric improvements
10. If Cabinet decide to retain and invest in the Shirehall building and any subsequent successful capital funding bid, the building will be robust, major structural and finishing details established and resolved and the building modernised in line with its heritage listing. Daytime uses can be expanded, subject to acoustic works with evening and weekend use benefiting from improved facilities and experience. It is proposed to optimise the use of the building for both the council, Courts, community and external events generating income and making better use of the asset that will involve a more robust management regime.
11. It is worth noting that there was a capital programme provision already allocated before the ceiling collapse that focused on power (incoming supply and infrastructure), roof, ceilings and boiler replacement. This was suspended subject to the collapse with the budget reallocated towards the necessary surveys and design work.
12. At present the Shirehall building, apart from normal operational costs such as utilities and statutory compliance, is continuing to draw from the general maintenance revenue budget held by the council's Property Services. In addition, the costs of hire of scaffolding (supporting courtroom ceiling and structures), structural repair works and a structural inspection regime to monitor any further deterioration in ceilings and to major structures and are being met by the council's Property Service emergency capital budget..
13. In addition, there is a loss of income from rental from HMC&TS. The service charges are calculated annually based upon percentage of cost and HMC&TS continue to cover this cost. The HMC&TS are currently looking to lease Churchill House to deliver a reduced courts provision in the interim as no other suitable alternative was found in Hereford.
14. There are no governance decisions in place to dispose of either Churchill House or Shirehall buildings. A report on the transfer of Hereford Town Hall to Hereford City Council was

presented to cabinet on 29 September 2022 and approved. [Agenda for Cabinet on Thursday 29 September 2022, 2.30 pm - Herefordshire Council](#)

15. If option 1, to refurbish the building is chosen then any procurements associated will be undertaken in accordance with the council's contract procedure rules.
16. The council could consider a withdrawal from the building altogether which would involve a disposal of some description with HMC&TS in situ.
17. The council has a legal obligation to its tenant, HMC&TS as the existing lease is still effective and has no grounds for termination.

Listed Site Review

18. 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>
19. One of the recommendations of the Committee was:
 - 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.*
20. As a result, a procurement exercise was undertaken and a consultant 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.
21. 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.
22. Churchill House is noted as being the interim venue for the courts but longer term, could be repurposed or disposed as a result of the corporate asset review.

Estimated Investment Costs

23. If the council is to continue to utilise the Shirehall site, the following estimated costs are anticipated that will form part of the capital programme. Revenue implications have not been forecast.
 - For Shirehall building, the current cost plan indicates that any subsequent capital bid will be submitted for £6.3m to increase the existing budget line of £1.2m to a total of £7.5m.
 - This investment delivers a refurbished building where essential works to maintain fitness for purpose and statutory compliance are implemented. In addition, it covers off strongly recommended works and operational adjustments that provide long term benefit and effective use of resource whilst works are on site plus refurbishment works to address deterioration in finishes and fittings.

Future Use or Ownership of Shirehall

24. In summary, the Shirehall building is currently out of operational use and either requires significant investment by the council or an alternative way forward.
25. A confidential discussion paper outlining an analysis of the Shirehall position is attached at Appendix B.

26. Cabinet have made a commitment in the Delivery Plan 2022-23 to invest in the Shirehall.
27. If Cabinet are minded to approve the retention and investment in the Shirehall building, then a capital bid can be submitted for the 2023/24 financial year onwards. If funding can be secured from April 2023, it is anticipated that the building could be made available for use in early to mid-2025. Any delay in submitting a capital bid clearly moves the potential re-occupation date back by a year.
28. If retained and repaired, it is intended to utilise the Shirehall to:
 - a. continue the delivery of a Crown Court service and derive an income,
 - b. Provide a Chairman's room / civil ceremony room / meeting room venue,
 - c. Deliver council meetings in a variety of settings, both closed and public.
 - d. Offer the available facilities for event hire during the day and evening.
 - e. Utilise office accommodation to provide either back office or front of house council provision.
 - f. Look to optimise the daytime, evening and weekend community use by either seeking to work with a partner around social and community use or the council marketing and promoting the rooms for hire.
 - g. The undercroft has varied potential uses which will be clarified as a part of the ongoing service asset management planning exercise
29. If retained and repaired, the benefits would be:
 - a. protects a strategic asset of high public value
 - b. ensures future of municipal building with that strongly defines the council's civic identity
 - c. secures the retention of the judiciary in the city
30. If the site refurbishment and reinstatement does not proceed within existing budget round timeframes, then a review will be held by officers to understand if the car park can be repurposed to extend public parking capacity and income.

Community impact

31. Shirehall is a public or community assets- available to book or to attend planned events. The council is aware that providing community facilities is vitally important to community adhesion, culture and skill building.
32. 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'.
33. All installations will comply with the Construction (Design and Management) Regulations 2015 ("CDM Regulations").

34. The council aims to support local contractors and suppliers where possible.
35. If retained, the Shirehall will be available for paid community use.

Environmental Impact

36. 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
37. 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.
38. With regards to Shirehall refurbishment project, the environmental impact of this proposal has been considered through the design service specification and includes appropriate requirements both for the operational activity and on the contractor/delivery partner to minimise waste, reduce energy and carbon emissions and to consider opportunities to enhance biodiversity. This will be managed and reported through the ongoing contract management.
39. 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.
40. Investing in assets by means of improvements to the building fabric and service installations, for instance replacing less efficient mechanical and electrical equipment for more efficient ones, introducing controls to better manage heating systems and where viable the replacement of installations with low carbon technology, will contribute towards the delivery of the aims within the council's corporate plan to 'support improvement in the quality of the natural and built environment' and 'to make best use of the resources available in order to meet the council's priorities'. In addition it will improve the council's energy efficiency, reduce its carbon footprint, provide cost savings by reducing reactive repair works

Equality duty

41. 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
42. 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.

- 43. 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.
- 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. Our providers will be made aware of their contractual requirements in regards to equality legislation.
- 45. 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

- 46. A comparison of the current revenue implications for the Shirehall Campus is listed at confidential Appendix C. The current operational costs are based on the 2021/22 outturn which includes loss of income for the current closure of Shirehall and reduced running costs from the closure of the building. All costs and income have been affected in recent years by the effects of Covid19.
- 47. At present the Shirehall building has a net revenue cost to the Council £167k pa in operational running costs. The revenue budget is not expected to be significantly impacted although current costs will be reduced due to mothballing.
- 48. Disposing of the buildings could result in revenue savings although this will not necessarily be budget savings due to the results of the Corporate Asset review which are to be determined.
- 49. Appendix C also includes the revenue impacts of the borrowing costs associated with the additional capital investment required if any of the buildings are retained, together with the current planned capital expenditure (where relevant). At this stage, it is assumed that all additional investment would result in additional council borrowing.

50. If retained and capital investment budget increase is approved at full council, the total capital investment for Shirehall is estimated to be £7.5m including £1.2m which is already included within the approved capital programme. The total investment would result in additional annual revenue borrowing costs of £364k met by the corporate budget.
51. The Shirehall project if it proceeds, plans to draw down from the Solar PV Budget- Capital Borrowing to fund the installation of photovoltaic cells.

Legal implications

52. This report sets out options for Cabinet to discuss and recommend and therefore there are no direct legal implications arising from the report.
53. 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 of the Shirehall.
54. Any capital works undertaken to either building or disposal will be subject to a separate decision and the legal implications of such a decision will be detailed in the decision report.

Risk management

Risk / opportunity	Mitigation
Further aspects of building deterioration are discovered when works commence that were previously hidden	Significant survey works have been undertaken to identify areas of concern. Ensure suitable contingency budget.
If buildings are not improved to meet the need to provide accommodation to tenants, council services and community service delivery will be adversely impacted.	Form a clear plan around retained sites to develop an investment plan
Failure to improve property assets prohibit business change and will not optimise use.	Ongoing dialogue with business users enables prioritisation in the use of the accommodation budget to support business change and enable the use of property to meet changing demand.
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 budget allocated to improvement works will help to extend the life of the property asset, ensuring its suitability and protect its value. It will ensure the building is fit for purpose and keep services running. It will also ensure property assets are compliant and safe for users, the public and visitors.
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
Significant expenditure results in poor space utilisation in the future.	Ensure a clear plan of occupation is established in advance.

Risk / opportunity	Mitigation
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
Current crisis on materials, supplies and labour puts cost up	Building contingency and use contract procurement rules. Thorough design stage assessments.
HMC&TS decide to withdraw from any further occupation	Maintain stakeholder communications and secure legal commitment as soon as possible

Consultees

55. 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:

- Option to do nothing passed
- Concerns were raised over the level of investment required to the Shirehall and Hereford 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 (CONFIDENTIAL)

- Appendix A Carbon Reduction Potential Report
Appendix B Confidential Shirehall Analysis paper
Appendix C Confidential management and financial information

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	Louise Devlin	Date 29/09/2022
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 03/10/2022
Approved by Andrew Lovegrove Date 09/11/2022		

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

CCTV- closed circuit television

HMC&TS – His Majesty's Courts and Tribunals Service

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Rural England Prosperity Fund

Meeting: Cabinet

Meeting date: Thursday 24 November 2022

Report by: Cabinet member environment and economy;

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 seek cabinet approval to submit the Rural England Prosperity Fund (RPF) Addendum (Appendix A) to the UK Shared Prosperity Fund (UKSPF) Investment Plan to government on 30 November 2022. Government has allocated Herefordshire £1,705,669 of RPF, subject to the submission, and approval, of an Addendum.

Recommendation(s)

That:

- a) **Cabinet approve the submission of the Herefordshire Rural England Prosperity Fund Addendum to government, in order to secure up to £1,705,669 of funding for the county;**
- b) **Authority to make any final technical amendments to the Addendum submission is delegated to the Corporate Director for Economy and Environment following consultation with the Cabinet Member for Economy and Environment;**
- c) **Should the Addendum be approved, the Council agrees to be the accountable body for the implementation of the RPF 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 30 November 2022 deadline.**

Alternative options

1. Do nothing – The council could choose not to submit the RPF Addendum to Government by 30 November 2022 deadline. However, this would result in the council being unable to access the £1.7m of capital funding allocated to the county, which is critical to supporting the rural economy of Herefordshire. This option is not recommended.
2. Alternative priorities in the Addendum – the council could choose to submit an alternative range of projects to those in the Addendum (as set out in Appendix 2), identifying different priorities for the county. As required by the national guidance, the Addendum has been developed against a clear evidence base, in consultation with rural partners and agreement with the Herefordshire Sustainable Growth Strategy Board (HSGSB). Alternative options may not meet Herefordshire's rural needs and priorities and are unlikely to meet the Government's requirements for approval. This option is not recommended.
3. The council could choose not to be the accountable body for the funding. There is no other suitable organisation in the county to fulfil this role, so it is likely that Herefordshire would not be able to access the funding. This option is not recommended.

Key considerations

4. On 5 September 2022, the Government launched the RPF, seen as a replacement for the previous 'LEADER' and national 'Growth Programme' grant schemes, delivered through the Rural Development Programme for England. Herefordshire has been allocated £1,705,669 capital funding to be spent between April 2023 and end of March 2025. The RPF national prospectus can be found here: [Rural England Prosperity Fund: prospectus - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/rural-england-prosperity-fund-prospectus)
5. To access the funds the council needs to submit an Addendum to the UK Shared Prosperity Fund (UKSPF) Investment Plan by 30 November 2022. The previous cabinet decision to submit the UKSPF Investment Plan can be found here: [Decision - UK Shared Prosperity Plan Submission to Government - Herefordshire Council](#)
6. The RPF objectives sit within two of the UKSPF investment priorities which include 'supporting local business' and 'community and place'. The RPF Fund provides capital funding to:
 - support new and existing rural businesses to develop new products and facilities that will be of wider benefit to the local economy. This includes farm businesses looking to diversify income streams; and

- support new and improved community infrastructure, providing essential community services and assets for local people and businesses to benefit the local economy.
7. Grants must be for business or community purposes. The council cannot use grants to fund domestic property improvements or to buy private vehicles. The council cannot spend grants on revenue costs such as running costs or promotional activities, although it is expected that the RPF capital and the UKSPF revenue funds will be aligned. Projects must be in a rural area. For RPF purposes, rural areas include:
 - towns, villages and hamlets with populations below 10,000 and the wider countryside
 - market or 'hub towns' with populations of up to 30,000 that serve their surrounding rural areas as centres of employment and in providing services (all of Herefordshire's market towns are below 30,000 population)
 8. Any organisation with legal status can get funding to deliver a RPF intervention. This may include local authorities, public sector organisations, higher and further education institutions, private sector companies, voluntary organisations, registered charities and arms-length bodies of government.
 9. The following link to the national intervention framework shows the interventions that can be supported through the RPF:
[Rural England Prosperity Fund interventions objectives outputs and outcomes list.pdf \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/814242/Rural_England_Prosperty_Fund_interventions_objectives_outputs_and_outcomes_list.pdf)
 10. Circa 90% of the county's business base are micro enterprises (less than 10 employees), and a further 8% are small businesses (less than 50 employees)¹. Smaller businesses with lower levels of turnover and access to finance often need access to grant funding to enable growth. There has been a high take up of the previous LEADER and Rural Development Programme for England grants across the county.
 11. Around 10,200 people work directly on farms across the county and around 3,700 of these are casual workers. Herefordshire has the third highest number of people working in agriculture in England, behind Cornwall and Shropshire. Defra statistics for Herefordshire show that there are around 300 cereal farms in the county, covering nearly 30,000 hectares, while general cropping accounts for nearly 430 farms, covering 34,000 hectares. There are around 240 horticulture farms in Herefordshire, the highest number across the West Midlands' counties. These cover an area of nearly 13,000 hectares, which is more than the combined area of all other West Midlands' counties (NFU Home Grown Heartland report June 2019).
 12. Overall the rural areas of the county are predominately a low skilled, low wage economy with a high proportion of employment in low value sectors such as tourism and agriculture. Average earnings are below the national average. There is a significant lack of available skilled workforce. Existing sectors are also more restricted in terms of the potential to innovate/add value, and significantly enhance productivity. The high numbers of micro businesses need access to advice and finance in order to grow.
 13. Agriculture is facing an uncertain future as direct payments are phased out and with the introduction of the Environmental Land Management Scheme (ELMS), which will not be a full substitute for the EU Basic Payment Scheme. The reduction in support for farm businesses, and the end of the wider Rural Development Programme for England, is likely to have an impact across the whole of the rural economy.

¹ [Nomis - Official Census and Labour Market Statistics \(nomisweb.co.uk\)](https://nomisweb.co.uk)

14. The Herefordshire Sustainable Growth and Strategy Board (HSGSB) was formed as the local partnership group to oversee the development of the UK Shared Prosperity Fund Investment Plan, and now the RPF Addendum. The HSGSB includes representation from businesses, partners and stakeholder from across the county, including a range of rural businesses such as farms, tourism, food production, and housing construction (Appendix B HSGSB representation). In developing the Addendum the council has also consulted a range of rural partners, including the National Farmers Union (NLA), Country Land and Business Association (CLA), and Herefordshire Rural Hub.
15. In response to consultation with rural partners and the HSGSB, and to overcome some of the challenges presented in the evidence base, the following four activities are proposed (two within 'supporting local business' and two within 'communities and place' priority areas):
 - I. Capital grants for micro and small businesses (equipment, premises and improved facilities) to catalyse growth and support innovation as well as energy efficiency/decarbonisation.
 - II. Capital grants for development and promotion (both trade and consumer) of the visitor economy. This could include trails, event infrastructure, information boards etc.
 - III. Capital grants for provision of net zero infrastructure for rural communities and to support rural tourism activity, for example EV charging points or community energy schemes such as scaled up biomass, heat pumps or solar. This could also include resilience infrastructure.
 - IV. Capital grants for active travel enhancements in the local area. This could include community transport schemes, as well as footpaths and cycle ways.
16. Subject to the government approval of the Addendum, alongside the UK Shared Prosperity Fund, the council will be the accountable body for the RPF. The council has significant experience of successfully delivering similar grant fund activity, such as two previous LEADER schemes offering small grants to rural businesses. The council will utilise this experience and previous tried and tested systems and processes for establishing calls for grant applications, establishing clear selection/ appraisal criteria, and for managing project contracts and claims processes. Whilst the council will remain the ultimate decision-maker related to grant awards, it is anticipated that a panel of relevant independent stakeholders will consider and advise on applications/ appraisals in a similar role that the LEADER Action Group performed for previous rural grant programmes.

Community impact

17. Through the RPF there are wide range of opportunities to address some of the above challenges impacting on our rural communities:
 - Business growth/ added value – capital grants to rural micro and SME businesses providing the finance required to catalyse growth. 98% of county's business base is micro (90%) or small (8%), often requiring access to grant funds to enable growth through for example accessing new equipment, extending premises, improving customer/ visitor facilities. The previous Leader and Rural Development Programme for England 'Growth' schemes had a high take up and impact across the rural economy.
 - Improving productivity and energy efficiency – capital grants to support businesses to improve productivity through automation and innovation, and to address spiralling energy costs through decarbonisation. The Herefordshire UKSPF Investment Plan prioritises revenue support for energy audits, this will be complemented through RPF capital grants

helping rural businesses to implement the measures that will make the biggest impact to them and the environment. Grants could also help farm businesses consider new opportunities such as using lower grade lands for possible energy generation either directly by them or by community owned energy projects.

- Place shaping/ improved connectivity – as a large rural county, transport is a significant barrier for many accessing work, public/ community services, and training. Capital grants will improve mobility through building on best practice community transport initiatives, as well as cycling and walking networks; building on our current network of community hubs will enable people to access employment, training/ education and critical services.

18. The RPF will support the delivery of the following Herefordshire Council Delivery Plan 2022-23 priorities:
- I. Address the climate and ecological emergency in the county (supporting objectives EN3 EN4, EN6 & EN7)
 - II. Further develop the Talk Community approach (supporting objective CO6)
 - III. Support economic opportunity through business support (supporting objectives EC2 & EC6)
 - IV. Support tourism and the cultural sector in the county (supporting objective EC5).
19. Through a focus on community and place-shaping, the council will also ensure that the UKSPF and RPF funds are utilised to create a welcoming and thriving environment for children. Through the provision of targeted business start-up services we will also help support those school and/ or care leavers who would like to develop their own enterprise.

Environmental Impact

20. As part of the RPF Addendum development, we are asked to consider how investments contribute to net zero and nature recovery objectives. These include:
- the UK's commitment to cut greenhouse gas emissions to net zero by 2050
 - wider environmental considerations, such as resilience to natural hazards
 - the [25 Year Environment Plan](#) commitment.
21. The RPF Addendum will build on a key focus of the UKSPF Investment Plan to support the decarbonising of the county, through:
- Capital grants for active travel enhancements in the local area. These could be community transport schemes, as well as improved footpaths and cycle ways which encourage the modal shift to active travel.
 - Capital grants for business growth (equipment, premises and improved facilities) and energy efficiency/decarbonisation. Suggested grants to be no more than £50,000 per business.
 - Capital grants for the provision of net zero infrastructure for rural communities and to support rural tourism activity, for example EV charging points, or community energy schemes such as scaled up biomass, heat pumps or solar. These could also include resilience infrastructure.

Equality duty

22. 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.

21. 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.

22. As the accountable body for the fund, the council will ensure that any available grant funding or commissioning of services is open to any, and all, who wish to be considered for support, that the criteria and selection process are transparent and fair.

Resource implications

23. Government have allocated £1,705,669 of capital funding to the council as the accountable body on behalf of the county. This is 100% funding from government and requires no council match. These will be grants awarded to small businesses and community organisations and therefore there are no ongoing revenue implications to the council.
24. Government has not provided any additional administration funding to deliver the RPF, and have asked that this is met through the 4% administrative contribution to the UKSPF implementation.

Capital cost of project	2022/23	2023/24	2024/25	Future Years	Total
Capital Grants to Businesses	£850,000	£855,669	0	0	£1,705,669
TOTAL					

Funding streams (indicate whether base budget / external / grant / capital borrowing)	2022/23	2023/24	2024/25	Future Years	Total
RPF Grant Allocation	£850,000	£855,669	£000	£000	£1,705,669
TOTAL					

Legal implications

25. The council has the power to act as the Accountable Body for the Rural England Prosperity Fund under s 1 -4 of the Localism Act 2011 and although there is no statutory requirement for the council to act as Accountable Body there are no other bodies that could fulfil this role for Herefordshire.
26. Any funding awarded to the council following the submission and approval of the Rural England Prosperity Fund submission will be provide by way of a Section 31 ring-fenced grant under the Local Government Act 2003. The grant determination letter is expected to be accompanied by a Memorandum of Understanding/variation to the Memorandum of Understanding signed for the UK Shared Prosperity Fund and this will set out the fund requirements and obligations. These requirements and obligations will be included in any onward grant agreements with those delivering the interventions to mitigate any risk to the council.

Risk management

Risk / opportunity	Mitigation
The Herefordshire Rural England Prosperity Fund Addendum is not approved by government.	The Addendum builds on the work of the previously submitted UKSPF, which was written by Metro Dynamics. In addition, the council has consulted with key rural organisations who have insight into the priorities and challenges facing rural sectors. The Addendum has been circulated and endorsed by key stakeholders.
Partners do not agree with the priorities identified in the Addendum, given the reduced availability of public funding compared to previous EU programmes.	The Rural England Prosperity Fund Addendum has been developed in accordance with the national guidance, overseen by the HSGSB and via consultation with a wide range of rural partners. Priorities have been identified to address the challenges raised via the consultation and aligned to other local strategies, such as the County Plan 2020 to 2024.
If the Rural England Prosperity Fund Addendum is approved, no-one applies for the grant schemes/ responds to the commissioning of activity.	The county has significant experience of successfully delivering previous EU funded schemes. Since the RPF announcement was made, the ED Team and Growth Hub have already started to receive enquiries about potential grant support. In the previous Leader and Rural Development Programme for England (RDPE) predecessor schemes, Herefordshire had a higher proportionate take up than the three counties in the Marches LEP area and we anticipate a similar high take up of grants. We can also use multiple communication routes to publicise the schemes.
The council fails to deliver its role of accountable body.	The council has significant experience of being the accountable body for a wide range of similar grant funds. For example the council is currently the accountable body for the £22.4m of Stronger Towns funding allocated to Hereford.
There is no funding to administer the grant elements of the scheme	The council will use some of the revenue funds available to UKSPF for the Management and Admin of any grant schemes. If no funding is made available, the council will lose £1.7m funding.

27. Risks will be managed at a corporate level, via the representative Project Board.

Consultees

- HSGSB – Appendix 2
- Rural Partners including Rural Hub, CLA, NFU
- All members Political Group Consultation was held on 2 November 2022. A range of helpful comments made in relation to the targeting and focus of the rural grant funds once government has signed off the addendum. In particular the need to support community infrastructure, and the need to support small rural businesses with energy efficiency measures to address the unprecedented rise in related costs threatening business viability.

Appendices

Appendix 1 – Rural Prosperity Fund Addendum

Appendix 2 – HSGSB Members

Background papers

UKSPF Investment Plan

<https://councillors.herefordshire.gov.uk/documents/s50102786/Appendix%20%20UKSPF%20Investment%20Plan.pdf>

Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published		
Governance	Sarah Buffrey, Democratic Services Officer	Date 26/10/2022
Finance	Karen Morris	Date 26/10/2022
Legal	Alice McAlpine	Date 31/10/2022
Communications	Luenne Featherstone	Date 26/10/2022
Equality Duty	Harriett Yellin	Date 02/11/2022
Procurement	Carrie Deeley	Date 31/10/2022
Risk	Kevin Lloyd	Date 27/10/2022
Approved by	Ross Cook	Date 04/11/2022

[Note: Please remember to overwrite or delete the guidance highlighted in grey]

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

Rural England Prosperity Fund: Addendum to the UKSPF Investment Plan

Your Area	Herefordshire
Name of Person Submitting the Rural England Prosperity Fund	Roger Allonby, Service Director for Economy, roger.allonby@herefordshire.gov.uk
Alternative Contact Name and E-mail	Nadine Kinsey, Economic Development Manager, Nadine.Kinsey@herefordshire.gov.uk
UKSPF Investment Plan Reference Number	ANON-QPA8-9PHM-R

Local Context
<p>You have already submitted your UKSPF investment plan. Here, we would like you to provide any additional information about specific rural challenges, market failures, and opportunities for rural businesses or rural communities in your area that you would like us to consider.</p> <p>As set out in the Herefordshire UKSPF Investment Plan, Herefordshire is one of the most sparsely populated areas of the UK, with an ageing population and connectivity challenges characteristic of rural areas.</p> <p>The overall population of Herefordshire has increased by 2% over the past 10 years compared to 6.6% in England, and between 5.2% and 6.4% in neighbouring areas. This increase has been primarily amongst the over 65 population; an increase of 24.1% compared with a decline in the working age population by 4.1% (ONS, 2021).</p> <p>Much of the county is deprived in terms of access to services due to rurality, with 46% of the population facing longer journey times to key services than nationally (National Audit Office, 2020). Living costs are typically 10-20% higher for rural households, making these residents more vulnerable to price increases (Herefordshire Council, 2021). The Herefordshire Vital Signs community survey (2018) highlighted that people living in the most disadvantaged communities are more likely to be less satisfied with the area, and levels of wellbeing are lower.</p> <p>The rural nature of the county, with a sparsely dispersed and aging population, means there are very significant challenges for the care sector in delivering critical services to residents. There are also related issues in terms of isolation and wellbeing of local people.</p> <p>A larger proportion of homes in Herefordshire (16.6%) are in fuel poverty than in the West Midlands (13.5%) and England (11%). This is particularly a concern for older people who are more susceptible to ill health (including the risk of death in the winter) as a result of residing in cold homes. An estimated 60% of people aged 65+ live in rural parts of Herefordshire, where access to mains gas may not be possible, and properties with poor thermal efficiency are more common, both of which increase the risk of fuel poverty. Applying the Government's new 'low-income low energy efficiency' measures, around 17% (14,000) of households in Herefordshire were in fuel poverty in 2019 (higher than England's 13%). The detrimental effects of fuel poverty pose a considerable threat to the health and wellbeing of older people living in Herefordshire (JSNA, 2021).</p> <p>The county's natural landscape and quality of life offer attracts retirees, but does not offer the range of high-quality employment opportunities or density of leisure and recreational services that attracts and retains young people and business talent. Young people are more likely to be less satisfied with the local area than the rest of the population, report lower levels of well-being, and feel they have less influence in their local communities (Herefordshire Council Community Wellbeing Survey 2021).</p>

The Herefordshire business base is predominantly small companies and micro-enterprises. Self-employment is high, with micro-businesses accounting for 90% of companies based in Herefordshire. In 2022 there were 10,620 enterprises in Herefordshire. Similarly to nationally, the majority (90%) of these were 'micro' enterprises employing 9 or fewer employees whilst 8% were 'small' (employing 10 to 49 people), and 1.3% were 'medium' size enterprises employing 50 to 249 employees. Enterprises classified as 'large' (employing 250 employees or more) accounted for a very small percentage (0.1%) (ONS, 2021)

The latest Annual Survey of Hours and Earnings (ONS, 2021) reveals that the workplace-based median weekly earnings for people who work in Herefordshire is now £536; a 12% increase from the amount recorded for 2020 (£481). Herefordshire's weekly earnings however remain significantly lower than that in England of £613, and the county has the lowest median earnings of all 14 West Midlands authorities. Resident based weekly earnings are also lower compared to England and the West Midlands region. Analysis of the business base indicates that the county has a lower proportion of businesses providing knowledge intensive services than the UK, and a lower proportion of employment in knowledge-based jobs; the proportion of innovation jobs is 2.4% compared to 5% nationally (ONS, 2020). In addition, the county has a lower proportion of working age people qualified at NVQ4+ - 39% compared to 43% nationally (ONS, 2021).

Productivity is below the national average, with GVA per hour worked at £23.79 in Herefordshire which is much lower than the national average of £35.15. GVA per hour has also grown at a slower rate than nationally which is resulting in the productivity gap widening (ONS, 2019)

Businesses across Herefordshire state their single biggest issue is the lack of a skilled and available workforce, with significant challenges in terms of recruitment and retention. This is a particular challenge in rural areas where many required roles are seasonal. Investment in innovation and automation, for example agri-tech, is likely to be one of the required solutions to this issue, and to improve efficiency and productivity.

Rural businesses across the north of Herefordshire also face significant challenges due to planning restrictions as a result of the level of phosphates in the River Lugg. This has prevented new housing and business developments for circa three years. Housing and construction businesses, and their local supply chains, have been and continue to be severely affected.

Agriculture is facing an uncertain future as direct payments are phased out and with the introduction of the Environmental Land Management scheme (ELMs), which will not be a full substitute for the EU Basic Payment Scheme. The reduction in support for farm businesses, and the end of the wider Rural Development Programme for England, is likely to have an impact across the whole of the rural economy.

Around 10,200 people work directly on farms across the county and around 3,700 of these are casual workers. Herefordshire has the third highest number of people working in agriculture in England, behind Cornwall and Shropshire. Defra statistics for Herefordshire show that there are around 300 cereal farms in the county, covering nearly 30,000 hectares, while general cropping accounts for nearly 430 farms, covering 34,000 hectares. There are around 240 horticulture farms in Herefordshire, the highest number across the West Midlands' counties. These cover an area of nearly 13,000 hectares, which is more than the combined area of all other West Midlands' counties (NFU Home Grown Heartland report June 2019).

Overall the rural areas of the county are predominately a low skilled, low wage economy with a high proportion of employment in low value sectors such as tourism and agriculture, average earnings are below the national average. There is a significant lack of available skilled workforce. Existing sectors are also more restricted in terms of the potential to innovate/ add value, and significantly

enhance productivity. The high numbers of micro businesses need access to advice and finance in order to grow.

Opportunities

However, the county has a wide range of significant opportunities to address some of the issues outlined above. An outstanding natural environment and quality of life offer that makes the county an attractive place to live, work and visit. Opportunities include: the county's location as part of the 'cyber triangle' (with Worcestershire and Gloucestershire) which is home to the largest cluster of cyber businesses outside of London; high quality locally distinctive food and drink production alongside internationally recognised brands; globally renowned local specialisms in terms of defence and security, under-utilised potential in tourism; a new and growing University focused on engineering and technology (New Model Institute in Technology and Engineering); a thriving enterprise zone; and a resilient and enterprising micro and small business base.

UKSPF and REPF will help address local challenges and realise some of these opportunities through;

- Business growth/ added value – capital grants to rural micro and small businesses providing the finance required to catalyse growth. 98% of county's business base is micro (90%) or small (8%), often requiring access to grant funds to enable growth through for example accessing new equipment, introducing innovation (such as agri-tech and automation), extending premises, improving customer/ visitor facilities. The previous LEADER and Rural Development Programme for England 'Growth' schemes had a high take up and impact across the rural economy.
- Improving productivity and energy efficiency – capital grants to support businesses to improve productivity through automation and innovation, and address spiralling energy costs through decarbonisation. The Herefordshire UKSPF Investment Plan prioritises revenue support for energy audits, this will be complemented through REPF capital grants helping rural businesses to implement the measures that will make the most significant impact to them and the environment. Grants can also help farm businesses consider new opportunities such as using lower grade lands for possible energy generation either directly by them or by community owned energy projects.
- Visitor Economy/ Place-Shaping – enhancing the welcome and environment for visitors, including visitor information points, enhancing the visitor experience and infrastructure across the rural areas. Herefordshire has a strong visitor offer, but tourism in the county pre-Covid was underperforming compared to similar destinations across the country. Through targeted investment and support, this important local sector can achieve significant growth.
- Place shaping/ improved connectivity – As a large rural county, transport is a significant barrier for many accessing work, public/ community services, and training. Capital grants will improve mobility through building on best practice community transport initiatives, as well as cycling and walking networks, and building on our current network of community hubs will enable people to access employment, training/ education and critical services.

Interventions – Rural Businesses

Please choose the interventions you wish to use under the rural business investment priority.

Select as many options as you wish from the menu. The list of interventions can be viewed here .	
2023-2024 interventions:	<ul style="list-style-type: none"> • Funding (capital grants) for small scale investment in micro and small enterprises in rural areas. Including capital funding for net zero infrastructure for rural businesses, and diversification of farm businesses outside of agriculture to encourage start up, expansion or scale up of these businesses where this may involve converting farm buildings into other commercial or business uses. • Funding (capital grants) for the development and promotion (both trade and consumer) of the visitor economy (Corresponds to UKSPF Intervention E17)
2024-2025 interventions:	<ul style="list-style-type: none"> • Funding (capital grants) for small scale investment in micro and small enterprises in rural areas. Including capital funding for net zero infrastructure for rural businesses, and diversification of farm businesses outside of agriculture to encourage start up, expansion or scale up of these businesses where this involves converting farm buildings into other commercial or business uses. • Funding (capital grants) for the development and promotion (both trade and consumer) of the visitor economy (Corresponds to UKSPF Intervention E17).
Please explain how the interventions selected will address local rural business challenges, market failures, and opportunities (max 300 words)	
<p>Funding (capital grants) for small scale investment in micro and small enterprises in rural areas.</p> <p>The vast majority (90%) of the county's business base are micro enterprises with more limited turnover and access to finance for innovation, investment and growth.</p> <p>Building on the successful impact of LEADER, the Rural Development Programme for England Growth programme, and the Marches Business Improvement Programme (funded to date through the European Regional Development Fund), the provision of small scale capital grants to rural businesses will enable them to grow. The capital grants will be open to micro and small businesses to apply to, for example to improve productivity, innovation, and energy efficiency, and to enhance the visitor offer. The grants will add value to the UKSPF proposed support, for example in terms of the revenue funded advice for energy audits and business support packages, with REPF providing capital support to implement thereafter.</p> <p>Funding (capital grants) for the development and promotion (both trade and consumer) of the visitor economy (Corresponds to UKSPF Intervention E17).</p>	

<p>The visitor economy is critical to Herefordshire in terms of employment, income generation and raising the profile of the county as a great place to live, work, study and visit. Visitor economy businesses were severely impacted by Covid 19. A STEAM economic impact assessment undertaken in 2020 identified a 66% reduction in visitor numbers and 53% reduction in visitor spend compared to 2019.</p> <p>Compared to similar rural destinations, Herefordshire has in the recent past underperformed in terms of tourism potential. This has largely been due to a lack of co-ordinated marketing/ promotion, and limited investment in place-shaping and wider infrastructure.</p> <p>Complementing the UKSPF intervention E17 to support the promotion of tourism, the REPF funds will provide capital grants to enhance the visitor economy offer of the county, realising the opportunity for growth.</p>
Please rank the interventions selected in order of expected value added
<ol style="list-style-type: none"> 1. Funding (capital grants) for small scale investment in micro and small enterprises in rural areas 2. Funding (capital grants) for the development and promotion (both trade and consumer) of the visitor economy (Corresponds to UKSPF Intervention E17).

Interventions – Rural Communities	
Please choose the interventions you wish to use under the rural communities investment priority. Select as many options as you wish from the menu.	
2023-2024 interventions:	<ul style="list-style-type: none"> • Funding (capital grants) for investment in capacity building and infrastructure support for local civil society and community groups. • Funding (capital grants) for active travel enhancements in the local area. (This intervention corresponds to the UKSPF intervention E70).
2024-2025 interventions:	<ul style="list-style-type: none"> • Funding (capital grants) for investment in capacity building and infrastructure support for local civil society and community groups (this intervention corresponds to the UKSPF intervention E11). • Funding (capital grants) for active travel enhancements in the local area. (This intervention corresponds to the UKSPF intervention E70).
Please explain how the interventions selected will address local rural community challenges, market failures, and opportunities (max 300 words)	
<p>Funding (capital grants) for investment in capacity building and infrastructure support for local civil society and community groups (this intervention corresponds to the UKSPF intervention E11).</p> <p>Herefordshire Council has established over 70 Talk Community hubs across the county, focal points for local communities to access advice and support (health, finance etc) and address issues of isolation. In future community hubs can also provide support in terms of to those seeking education</p>	

training and employment support. Building on this network the capital grants will be utilised to support community energy schemes, particularly where benefitting community hubs. The funding will also be utilised to establish EV charging points at key locations to support the ability for local residents and visitors to travel around the rural areas of the county in electric vehicles.

Funding (capital grants) for active travel enhancements in the local area. (This intervention corresponds to the UKSPF intervention E70)

Walking and cycling is a key element of the county's rural tourism offer and attraction, as well as providing alternative means for local people to utilise active travel to move around the county. As highlighted above, the county faces significant challenges in terms of access to public services with 46% of the population facing longer journey times to key services than nationally (National Audit Office, 2020). The lack of available transport options is also a significant barrier to people accessing training, further and higher education, and employment.

Capital grants will be utilised to enhance trails and cycleway, enhancing the tourism offer and active travel options for local people. Grants may also be used to build on best practice community transport schemes, assisting local communities to access public services, training/ education and employment.

Please rank the interventions selected in order of expected value added

1. Funding (capital grants) for active travel enhancements in the local area. (This intervention corresponds to the UKSPF intervention E70)
2. Funding (capital grants) for investment in capacity building and infrastructure support for local civil society and community groups (This intervention corresponds to the UKSPF intervention E11)

Intervention Outcomes

Please select what outcomes the interventions selected in the rural business investment priority are expected to achieve

- Jobs created
- Jobs safeguarded
- Number of new businesses created
- Number of businesses adopting new to the firm technologies or processes
- Number of businesses with improved productivity
- Number of businesses experiencing growth
- Number of businesses reducing carbon emissions
- Number of businesses increasing their turnover
- Increased visitor numbers

Please select what outcomes the interventions selected in the rural communities investment priority are expected to achieve

- Improved perception of facilities or amenities
- Increased users of facilities or amenities
- Improved perceived or experienced accessibility
- Number of new businesses created
- Increased use of cycleways or paths

Delivery		
Please set out the indicative spend profile of your REPF allocation, additional to that of your UKSPF investment plan. Please detail the indicative budgets at investment priority level and at Intervention level, for the 2 years of the fund, including if REPF money will be used to complement UKSPF funded projects. (300 words max)		
Funding (capital grants) for small scale investment in micro and small enterprises in rural areas indicative profile. Will complement UKSPF outcomes E17, E19, E24.		
2023/24	2024/25	Total
£500,000	£500,000	£1,000,000
Funding (capital grants) for the development and promotion (both trade and consumer) of the visitor economy indicative profile. Will complement UKSPF outcomes E17.		
2023/24	2024/25	Total
£125,000	£125,000	£250,000
Funding (capital grants) for active travel enhancements in the local area indicative profile. Will complement UKSPF outcomes E70.		
2023/24	2024/25	Total
£125,000	£125,000	£250,000
Funding (capital grants) for investment in capacity building and infrastructure support for local civil society and community groups. Will complement UKSPF outcomes E11.		
2023/24	2024/25	Total
£100,000	£100,000	£200,000
Please set out how you intend to select projects to support, detailing including how you will ensure they deliver value for money, including additionality. Please also set out how you will determine that projects cannot be funded by private finance. (500 words max)		
<p>Whilst the £1.7m of additional capital funding is very welcome, it is disappointing that government has not provided any additional funds to administer what will be a resource intensive scheme. The council will deliver the REPF alongside the UK Shared Prosperity Fund.</p> <p>Herefordshire Council has significant experience of delivering a wide range of publically funded grant schemes, including two previous LEADER programmes, a wide range of European Regional Development Fund grant schemes such as the Marches Business Improvement Programme, and is currently the accountable body for the government funded £22.4m Hereford Towns Fund programme.</p> <p>In line with the national REPF guidance, and building on the experience of delivering the above schemes which have been subject to previous audits, the council will deliver the REPF through the following process;</p> <ul style="list-style-type: none"> • Open Grant Calls – the council will publish open grant calls for projects in accordance with the Addendum which will clearly specify (in accordance with the national guidance/ contract) who is eligible to apply, what they can apply for, the maximum intervention level/ match funding requirements, output/ outcome requirements, timescales for delivery, criteria for selection and transparent decision making process. 		

- Project Application – applicants will initially be asked to complete an Expression of Interest form to provide an early indication as to the viability of their project. Those successful at this stage will then be asked to complete a detailed application/ business case form setting out the need for public intervention, how the project meets the requirements of the call/ strategic fit, the outputs/ outcomes that will be delivered, how the project will deliver value for money/ additionality, and how the project meets subsidy control requirements.
- Project appraisal – each application will be independently assessed, reviewing how it meets the project call/ strategic fit, scored against all of the grant scheme criteria. The appraisal will consider the case made for public funding/ why the activity is not commercially viable, and include an assessment of the financial position of the applying business, as well as risks, compliance with subsidy control, and the value for money/ additionality that will be delivered. The appraisal will fully consider the possible risk of displacement of trade through supporting the project. Should more applications be received than budget those that achieve the highest score against the grant fund criteria (including value for money) will be selected.
- Approving applications – All application appraisals will be considered by a senior council officer in accordance with our constitution/ scheme of delegation. An assessment panel of stakeholders will also help provide advice on project appraisals, utilising the experience of previous grant schemes such as the former LEADER Action Group.
- Contracting – each project will be subject to a specific grant funding contract detailing the use of the grant funds, any specific conditions, timeframe for delivery, output/ outcomes, monitoring/ reporting requirements and the basis for clawback should the project fail.
- Grant claims/ Monitoring – as per the previous LEADER and other grant funding schemes we have successfully implemented, projects will claim funding in arrears against defrayed expenditure through a grant claim form and supported by evidence that expenditure has been incurred in line with the contract, and that outputs/ outcomes have been achieved. The claim form will be assessed by the council prior to the payment of grant claims.

Subject to approval of the Addendum, grant calls will be developed and launched in early 2022/23, to complement the revenue support services due to be launched through UKSPF, and providing the maximum time possible for people to apply and then deliver their respective projects.

Have you identified opportunities to work with other places on specific interventions and/or projects for the rural business interventions?

Intervention(s) you intend to collaborate on:

The council will work with the Marches Local Enterprise Partnership, and surrounding counties of Shropshire, Worcestershire, Powys and Telford and Wrekin, and the Herefordshire Business Board in implementing all elements of the funds.

We have a long history of working collaboratively together in implementing grant schemes.

Place(s) you intend to collaborate with:

Marches Local Enterprise Partnership, Shropshire, Worcestershire, Telford and Wrekin and Powys.

	As grant schemes are further developed we will engage our surrounding partners to explore opportunities for joint working.
Have you identified opportunities to work with other places on specific interventions and/or projects for the rural communities interventions?	
Intervention(s) you intend to collaborate on:	<p>As above, the council will work with the Marches Local Enterprise Partnership, the Herefordshire Business Board and surrounding counties of Shropshire, Worcestershire, Powys and Telford and Wrekin in implementing all elements of the funds.</p> <p>We have a long history of working collaboratively together in implementing the grant schemes.</p>
Place(s) you intend to collaborate with:	<p>Marches Local Enterprise Partnership, Herefordshire Business Board, Shropshire, Worcestershire, Telford and Wrekin and Powys.</p> <p>As grant schemes are further developed we will engage our surrounding partners to explore opportunities for joint working.</p>

Engagement
Further to your UKSPF Investment Plan engagement, have you engaged or consulted with rural stakeholders, or expanded your UKSPF local partnership group, to inform the information you have submitted above? If yes, please give details. You should also use this section to tell us about planned future engagement with rural stakeholders.
<p>As per the development of the UKSPF Investment Plan, the development of the Addendum has been overseen by the Herefordshire Sustainable Growth Strategy Board (HSGSB) who are our UKSPF local partnership group. Due to the predominately rural nature of the county the Board has strong rural representation already including a wide range of rural based businesses (tourism, agriculture, housing etc), colleges and the Herefordshire Business Board.</p> <p>A separate consultation workshop session was held with key rural partners such as the CLA, NFU and Herefordshire Rural Hub. Further one to one meetings were held with a wider range of rural tourism, agriculture and food and drink businesses.</p> <p>The draft Addendum has also been circulated to partners and stakeholders for review and comment.</p> <p>It has been subject to a Herefordshire Council cabinet decision in accordance with our constitution in order to submit to government.</p>

Are there aspects of your plans to use your REPF allocation that are not supported by rural stakeholders and the rural community? If yes, please provide more detail.
N/ A
Are there MPs who are not supportive of your investment plan? If yes, please list which MPs are not supportive and outline their reasons why.

N/A

Confirmation of Approval	
Please provide the names of who has approved the submission of the additional information provided	
Chief Executive	
Elected Leader	
Section 151 Officer	

Annex 1 – List of Stakeholder Group

Name	Organisation
CLlr Chowns	Herefordshire Council - Cabinet Member for Environment and Economy
Kesri Smolas	Drovers Rest
Merry Albright	Border Oak
John Reed	Avara
Rachel Laver	Marches LEP
Frank Myers	Herefordshire Business Board
David Williams	Skills Board/ Hereford and Ludlow College
Claire Wozencroft	V8 Media
Jesse Norman MP	MP (South)
Bill Wiggin MP	MP (North)
Sophie Leake	Speller Metcalfe
Hannah Jones	Student HCA
Maria Marchancoses	Midlands Connect - Transport Rep (Rail and bus for Herefordshire)
Will Lindesay	HVOSS
Gordon Coppock	Climate and Nature Board
Matthew Richards	Steatite Limited
Duncan Sutherland	Homes England
Joanna Cobb	Chair Courtyard
Ali Capper	Stocks Farm
Paul Walker	Herefordshire Council – Chief Executive
Ross Cook	Herefordshire Council – Corporate Director, Economy and Environment
Roger Allonby	Herefordshire Council – Acting Service Director for Economy



Title of report: Quarter 2 Budget and Performance

Meeting: Cabinet

Meeting date: Thursday 24 November 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 2 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 £8.7 million after the use of reserves and recovery plan.

The proportion of performance measures showing an improvement, or remaining the same compared to the same period last year is 64%. At the end of the quarter, 82% of actions from the delivery plan are identified as complete or are progressing within planned timescales.

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

2. The latest outturn forecast for 2022/23 at the end of September 2022 is a potential cost pressure of £8.7 million after the use of reserves and recovery plan (£9.4 million at Quarter 1).
3. The table below sets out the cabinet portfolio position at the end of September 2022. Further service detail is available in appendix A.

Revenue Summary

		Gross Budget	Working Budget	Outturn	Variance	Planned Use of Reserves	Recovery Plan	Revised Variance	Q1 Outturn
		£000	£000	£000	£000	£000	£000	£000	£000
Portfolio	Councillor								
Health & Adult Wellbeing	Cllr Crockett	106,690	63,069	64,247	1,178		(713)	465	64,662
Children's and Family Services, and Young People's Attainment	Cllr Toynbee	54,859	48,016	55,178	7,161			7,161	54,673
Commissioning, Procurement and assets	Cllr Davies	24,600	17,706	18,615	909	(302)	(486)	121	17,818
Environment and Economy	Cllr Chowns	3,740	2,646	2,994	348	(298)	(50)	0	3,007
Housing, Regulatory Services and Community Safety	Cllr Tyler	4,818	1,469	1,702	233		(50)	183	1,652
Infrastructure and Transport	Cllr Harrington	20,142	9,444	9,199	(245)			(245)	9,349
Finance, Corporate Services and Planning	Cllr Harvey	22,879	13,344	15,366	2,022		(600)	1,422	14,244
Corporate strategy and budget	Cllr Hitchiner	1,586	791	644	(147)			(147)	752
Portfolios		239,314	156,485	167,945	11,459	(600)	(1,899)	8,960	166,157
Central, treasury management, capital financing & reserves		20,946	19,422	19,155	(267)			(267)	19,155
Total Revenue		260,260	175,907	187,100	11,192	(600)	(1,899)	8,693	185,312

4. The overall forecast indicates a potential cost pressure of £11.2 million (6.4% 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.
5. The table above indicates where there are in year plans to recover the forecast overspend and which will be funded from earmarked reserves. Whilst the impact of these one-off actions will reduce the outturn forecast for 2022/23 by £2.5 million to £8.7 million, it will be necessary to identify recurrent savings to address these cost pressures in future years.
6. The forecast overspend of £1.2 million in the Health and Adult Wellbeing Portfolio comprises net pressures within care provision budgets of £0.7 million and includes the impact of the 2022/23 pay award which has resulted in an additional pressure of £0.5m.
7. Children's and Family Services and Young People's Attainment is forecasting an overspend of £7.2 million at 30 September 2022. This overspend is largely explained by variances in Looked After Children of £5.2 million and Additional Needs of £1.1 million.
8. The forecast overspend in 2022/23 for Children's Placements is £4.3 million. The provision of children's social care continue to face increased demand and unit cost pressures and the level of overspend in the financial years from 2017/18 to 2022/23 is noted in the table below.

Focused activity in 2022/23 is underway to reduce the number of high cost placements and implement tighter controls to influence reductions in average placement cost.

						Forecast
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m	£m	£m
Total Overspend in Year	2.4	2.1	1.4	5.1	3.5	4.3

9. The net £0.9 million overspend in Commissioning, Procurement and Assets comprises higher than anticipated waste collection costs of £0.3 million linked to contract inflation, revisions to the forecast rental income based on current activity levels and the impact of the 2022/23 pay award.
10. The forecast overspend of £0.3 million in Environment and Economy is explained by £0.2 million pressures arising from energy costs alongside costs associated with a £0.1 million Beryl bikes subsidy due to the cessation of grant funding.
11. The forecast £0.2 million overspend in Housing, Regulatory Services and Community Safety comprises cost pressures of £0.1 million in the Communications and Web presence budget and £0.1 million represented by reductions in income from Markets and Fairs and Gypsy and Traveller sites.
12. Infrastructure and Transport is forecasting an underspend of £0.2 million. This underspend comprises £0.1 million as a result of fixed costs for street lighting and grant reimbursement of £0.2 million offset by £0.1 million reduced car parking income.
13. Finance, Corporate Services and Planning is forecasting an overspend of £2.0 million at 30 September 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 portfolio. The impact of the 2022/23 pay award is an additional pressure of £0.2m.
14. 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.

Children's Improvement Plan Funding

15. At 30 September 2022, £3.5m of the £5.0m first tranche of the Children's Improvement plan funding, as approved by Cabinet in October 2021, has been spent. It is forecast that the first tranche will be fully spent by 31 October 2022 with a full year forecast of £11.4m against the total £11.5m budget.
16. An analysis of the expenditure to date is noted in the table below:

Revenue Item	Expenditure at 30 September 2022 £'000
CP Court Team	293
Assessment Team	371
Corporate Parenting Team	136
Fostering Team	198
Early Help Advanced Practitioners	1
Improvements Leads	50

IRO/CP Chairs	144
Signs of Safety	122
Auditors	487
Social Worker Academy	67
Service Managers	349
CiN Teams	642
Newly Qualified Social Workers	2
Managing Practitioners	153
2 Additional Project Teams Equinox	377
Social Worker (SEND)	7
Data & Systems Analyst	66
Commissioning Lead	31
Ofsted Investment	5
Total Expenditure	3,501

Capital Budget

17. The original £99.1 million capital budget for 2022/23 has been revised to £65.4 million. This consists of £26.7 million 2021/22 carry forwards of unspent budget, other approved movements of £1.6 million and additional grants of £31.9 million. A summary breakdown is shown in the Table below.
18. An analysis of the reprofiling of project budgets in line with anticipated delivery is shown in Appendix B, Table C and this presents a reduction of £64.3 million.

	2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000	2025/26 Budget £'000	2026/27 Budget £'000	Total
February 2022 Council Approved Budget	99,094	90,546	44,901	-	-	234,541
Re-profile	(64,299)	(17,225)	37,139	42,984	1,400	0
Other approved movements	(5,951)	5,023	(705)	-	-	(1,633)
21/22 Carry Forwards	26,697	-	-	-	-	26,697
Additional Grants	9,902	16,691	4,852	239	170	31,854
Revised Capital Budget	65,443	95,035	86,187	43,223	1,570	291,458

19. The forecast spend position is £61.0 million which represents an underspend of £4.4 million against a budget of £65.4 million. Full details for each project are in Appendix B, Table A. This underspend consists of £3.3 million projects that are likely to deliver below the project budget and a further £1.1 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 by Appendix B.

Savings

20. The graph below shows the confidence in the delivery of savings planned for 2022/23. As can be seen below, at the end of September 2022, 92% of the savings agreed at Council in February 2022 are forecast to be achieved. This is based on £1.1m (69%) of the £1.6m savings for the year having already been achieved by the end of September 2022, and a further £0.4m 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
1,193	Blue Full savings have already been achieved (complete)
296	Green Forecast variance for the year is zero (or negative) but not yet fully achieved
134	Red Forecast is more than 10% away from target for the year
1,623	Total Savings 2022/23

21. The status of individual savings plans can be found in Appendix D, 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 68% of their £0.4m savings
 - Corporate have delivered 100% of their £0.5m savings
22. 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 the Quarter 3 Budget and Performance Report.

Hoople Ltd Position and Performance at 30 September 2022

23. The financial position and performance of Hoople Ltd is reported at the company's quarterly Board Meeting. Membership on the company's Board by the council's s151 Officer and Leader ensures that management receive regular reports of the company's trading performance against budget, its financial position and key risks. The audited financial statements for the year ended 31 March 2022 were formally approved at the Hoople Ltd board meeting held on 13 October 2022.
24. The company's position at 30 September 2022 (Q2 of 2022/23) is a forecast loss of £31k, outstanding debtor balances of £252k (of which £221k is represented by debtor accounts raised within 30 days) and cash balances of £3.6 million. It is anticipated that savings will be identified to bring the outturn position back to the budgeted forecast of £75k profit for the 2022/23 financial year.

Performance: Economy

25. All projects are now being captured in detail on delivery dashboard and progress monitored. Of the 23 activities of the delivery plan, 18 are on track (green), 2 are at risk (amber) and 3 are compromised (red).

26. 43% 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.
27. Cabinet approved the Herefordshire UK Shared Prosperity Plan Investment Plan at the end of July 2022 and submitted to government in early August 2022 seeking £6.6m of funds to support business, community and skills projects. We are awaiting the outcome of the submission.
28. The council submitted £43million of Levelling Up Fund bids to government at the start of August 2022 for a range of activity (following Cabinet approval in June 2022), including the development of Ross Enterprise Park, public realm enhancements in Ledbury and Leominster, a new transport hub and Active Travel Measures in Hereford.
29. Government approved the final stage Stronger Towns business case submissions for the Maylord Orchard Library and Leaning Resource Centre (£3m of £3.5m project grant), and Hereford and Art Gallery (£5m grant towards an £18m project).
30. The council have also committed significant funds to both of these projects which will play a key role in regenerating and re-shaping the city, including £0.5m to the Maylord Orchard Library and Learning Resource Centre and £8m to the Museum and Art Gallery project.

Performance: Environment

31. Of the 26 activities (Projects) of the delivery plan, 21 are on track (green), 3 are at risk (amber), and 2 are compromised (red).
32. Over 80% of measures have shown an improvement on the same point last year where comparison can be made. Where targets have been set, 80% 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.
33. Following development of the Citizens Climate Assembly Action Plan and subsequent approval and prioritisation of projects by Cabinet on 28 April 2022, the first 13 business cases have been approved and procurement for these projects is commencing; delivery to commence in the next few weeks with the majority starting in the new year and being delivered over the coming three years. 6 business case lights are still in development to be bought forward for approval.
34. The business case for a new retrofit programme to support 150 homes was approved as part of the Citizens Climate Assembly Action Plan; delivery of the pilot element will commence in Q3 – Q4 with the main programme to roll out during 2023.
35. Construction of the first wetland scheme in Luston is well advanced, with the bulk excavation and profiling work complete and the clay lining 90% complete. The remaining works will continue as weather allows. Planting of the required mix of phosphate-reducing plant species is ongoing, with two out of the three wetland cells now planted and growing; the final drainage installations are in progress, and the wetland is expected to start taking effluent from the waste-water treatment works during the latter half of November 2022; agreements with the Environment Agency and Dwr Cymru Welsh Water are largely complete and being finalised. The process of trading phosphate off-setting credits from this first wetland has begun, with assessment of offsetting need ongoing in connection with the first phase of eligible planning applications. Two further sites are at design stage, with one of these currently going through the planning process. Acquisition of the one site is complete, and is imminent for the next.

36. All four buildings that were earmarked for funding as part of the Sustainable Energy in Public Building projects have been cancelled due to numerous challenges – timescales, resident bats and lack of match funding. However, there is a further potential building in the pipeline (Ryefields) which is likely to progress; this is awaiting outcome of an asset review. Discussions with Halo have reopened, with a meeting planned for 7 November 2022.
37. Preparation, including communications, for replacement of the existing electric vehicle charge point network by new concessionaire Wenea was carried out in Q2; replacement commenced and due for completion in Q3. Plans for expansion of charge point network with Wenea ongoing during Q2. Additional funding for on street charge points secured through a consortium bid with Midlands Connect to the Government's 'Local Electric Vehicle Infrastructure scheme' with delivery to commence in 2023.

Performance: Community

38. Of the 48 activities of the delivery plan, 3 has been completed (blue), 37 are on track (green), and 5 are at risk (amber), 3 are compromised (red).
39. 74% of measures have shown an improvement on the same point last year where comparison can be made (68% at Q1). 94% 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.
40. All performance measures in Community Wellbeing are on track this year with the exception of admissions to care homes. Admissions have increased as a result of workforce challenges in the homecare market leading to more short term stays in residential homes. Recruitment across the care sector remains a major challenge. The Herefordshire Cares website is being proactively developed to showcase the range of job opportunities within the sector.
41. In the light of the pressures in the homecare market, the process to secure providers for a secondary framework was launched. The plan is for the framework to be operative before the end of November 2022 and is designed to bring additional capacity to meet the needs of vulnerable people for support at home. The framework will be part of a suite of approaches focussed on strengthening care supply and capacity.
42. Work on Hillside to make the dementia friendly adaptations is now fully underway and scheduled for completion by the end of February 2023. Bed closures are being managed through zones in order to minimise the impact on patient flow.
43. A new inspection framework for local authority adult social care services is due to launch in April 2023. The service is putting together a self-assessment as part of preparing for inspection which will enable strengths and areas for improvement to be readily identified.
44. The commissioning of additional domestic abuse services with annual funding from Department of Levelling Up, Housing and Communities (DLUHC) has progressed including joint commissioning of co-ordination of lived experience representation, with Worcestershire. Work with children's services has redesigned the way specialist domestic abuse advice is integrated in early help and MASH, responding in part to challenges identified by Ofsted.
45. Through the Household Support Fund 2, free school meals were provided to over 4,600 children during the summer, 3,200 people were supported through third party organisations and 3,200 pensioners through Post Office vouchers. The Household Support Fund 3 totalling £1.3 million for the final two quarters of the financial year has been launched.

46. Talk Community ran another very successful Holiday Activity Fund programme during the summer with more children attending than in 2021, together with eight community engagement events held. 68 Talk Community hubs are now live across the county. The county also welcomed the Queens Baton relay as part of the Commonwealth Games programme on 5 July 2022.
47. The Food Charter has been developed by our local Food Alliance as a step to Herefordshire becoming a Sustainable Food Place. The charter aims to get individuals and businesses to commit to support the local vision of 'A thriving and sustainable local food economy which contributes to a healthy lifestyle, healthy communities and a healthy environment.'
48. Work has started on the refresh of the Health and Wellbeing Strategy with public consultation on the proposed themes and priority areas commencing in November 2022.
49. Within the Children and Young People Directorate, the inspection of services during the summer and the subsequent Ofsted inspection report have required a review of service priorities in order that the pace of overall improvement is increased and capacity directed to where it is most needed. The likely impact of this in Q3 and Q4 on some Delivery Plan activity is currently being evaluated. Retention and recruitment, of social workers and of foster carers remains a significant challenge.

Performance: Corporate

50. A set of corporate performance measures, which have been selected as an indication of the overall health of the organisation, are included in Appendix E. For measures which have baselines in 2021/22, 50% are showing an improvement (46% at Q1). 47% of measures which have targets set are meeting or exceeding target (38% at Q1).

Community impact

51. 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.
52. 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

53. 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

54. 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.

55. 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.
56. 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

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

Risk management

58. 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

59. 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

60. None in relation to this report.

Appendices

Appendix A - Revenue forecast

Appendix B – Capital forecast

Appendix C - Treasury Management forecast

Appendix D - Savings delivery

Appendix E - Delivery Plan dashboards

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	Sarah Buffrey, Democratic Services Officer	Date 10/11/2022
Finance	Louise Devlin	Date 07/11/2022
Legal	Alice McAlpine	Date 07/11/2022
Communications	Luenne Featherstone	Date 07/11/2022
Equality Duty	Harriet Yellin	Date 08/11/2022
Procurement	Lee Robertson	Date 07/11/2022
Risk	Kevin Lloyd	Date 16/11/2022
Approved by	Andrew Lovegrove	Date 16/11/2022

Revenue Summary

		Gross Budget	Working Budget	Outturn	Variance	Q1 Outturn
		£000	£000	£000	£000	£000
Portfolio	Councillor					
Health & Adult Wellbeing	Cllr Crockett	106,690	63,069	64,247	1,178	64,662
Children's and Family Services, and Young People's Attainment	Cllr Toynbee	54,859	48,016	55,178	7,161	54,673
Commissioning, Procurement and assets	Cllr Davies	24,600	17,706	18,615	909	17,818
Environment and Economy	Cllr Chowns	3,740	2,646	2,994	348	3,007
Housing, Regulatory Services and Community Safety	Cllr Tyler	4,818	1,469	1,702	233	1,652
Infrastructure and Transport	Cllr Harrington	20,142	9,444	9,199	(245)	9,349
Finance, Corporate Services and Planning	Cllr Harvey	22,879	13,344	15,366	2,022	14,244
Corporate strategy and budget	Cllr Hitchiner	1,586	791	644	(147)	752
Portfolios		239,314	156,485	167,945	11,459	166,157
Central, treasury management, capital financing & reserves		20,946	19,422	19,155	(267)	19,155
Total Revenue		260,260	175,907	187,100	11,192	185,312

Health & Adult Wellbeing Outturn Position 2022-23
Portfolio - Councillor Crockett

	Gross Budget	Working Net Budget	Full Year Outturn	Variance
	£000	£000	£000	£000
Services for Vulnerable Adults (care provision)	71,680	56,899	57,671	772
Commissioning and Operational Service Delivery	25,298	6,077	6,483	406
Public Health	9,712	93	93	0
	106,690	63,069	64,247	1,178

The key variances are:

The forecast overspend in Services for Vulnerable Adults (care provision) reflects a combination of pressures relating to nursing and residential care home placements partially offset by a forecast underspend in homecare.

The forecast overspend in Commissioning and Operational Service Delivery reflects a combination of pressures in DoLS (Deprivation Liberty and Safeguards), the estimated additional cost of the pay award over and above the original 2% included in the MTFS (ie. £425k for Health and Adult Wellbeing), partially offset by staffing vacancies.

Children's and Family Services, and Young People's Attainment

	Gross Budget £000	Working Net Budget £000	Outturn £000	Forecast Variance £000
Children and young people's education and attainment	7,527	5,146	5,744	598
Post 16 education, training and skills development	684	0	0	0
Services for vulnerable young people, children and families	46,648	42,871	49,434	6,563
	54,859	48,017	55,178	7,161

The key variances are:

Children and young people's education and attainment - £16k due to agency staff covering vacant positions. £504K SEN Transport CPI Inflation and New service users for National Star Placements. 78K Pay award.

Services for vulnerable young people, children and families - £692K savings target taken out. £516k short breaks increase due to rise in children in care. £4.163m rise in costs/number of placements - Assumptions all placements are forecast for the full financial year unless they turn 18 before the 31st of March, risk Placement costs/numbers could rise. Staffing costs increase of £748k due to agency staff covering vacant positions - Assumptions that all agency staff in permanent positions will remain in these posts until the end of the financial year, risks that we could see further reliance on agency staff increase this cost.

NOTE: The bottom line budget has reduced by 386K as the budget for commissioning and placements teams have moved over to All Aged Commissioning from the 1st of September, actuals and forecast from September have also moved across.

Commissioning, Procurement and Assets

	Gross Budget	Working Net Budget	Outturn	Forecast Variance
	£000	£000	£000	£000
Waste Collection & Disposal	14,938	13,204	13,473	269
Corporate Support Services	1,485	1,362	1,378	16
Community services: Leisure Services	30	30	30	0
Council Property Services	6,191	1,355	1,841	486
Cultural services	1,956	1,755	1,893	138
	24,600	17,706	18,615	909

The key variances are:

Waste Collection & 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, but this has been offset due to the pay award (£60k) and flexible futures spend now creating an overspend

Forecast rental income for property services has been revised downwards based on current activity levels but will be subject to further investigation and Flexible Future pressure on the Maintenance budget. Further pressure has been added by forecasting credit notes relating to previous years service charge invoices

Cultural Services - forecast overspend due to income received to-date at lower level than budgeted and the estimated additional cost of the pay award over and above the original 2% included in the MTFS.

Environment and Economy

	Gross Budget £000	Working Net Budget £000	Outturn £000	Forecast Variance £000
Economic Development and Regeneration	1,647	1,265	1,298	33
Tourism	0	0	0	0
Broadband	358	131	148	17
Environmental promotion, protection and sustainability including response to climate emergency	1,735	1,250	1,548	298
	3,740	2,646	2,994	348

The key variances are:

Environmental promotion, protection and sustainability – Energy Cost slight decrease estimated by WME, Beryl Bikes contract pressure of £125k as this was previously grant funded by Access Fund, this has now ceased. The pay award for the area has also increased the pressure by £24,000

Economic Development- £37K pressure due to One Public Estate repayment of funds for Merton Meadow Housing proposal mitigated by staff vacancies

Housing, regulatory services and community safety

	Gross Budget £000	Working Net Budget £000	Outturn £000	Forecast Variance £000
Community Safety including the Community Safety Partnership	1	1	2	1
Animal health and welfare	152	40	57	17
Bereavement services including coroner services	700	(847)	(969)	(122)
CCTV	194	108	112	4
Environmental health and trading standards	1,963	1,796	1,889	93
Gypsy and Traveller Services	439	261	320	59
Licensing	25	(430)	(419)	11
Markets and Fairs	135	(124)	(64)	60
Registration Services	264	(220)	(217)	3
Strategic housing, homelessness, housing allocation and condition	359	298	306	8
Communications and Web Presence	586	586	685	99
	4,818	1,469	1,702	233

The key variances are:

Communications and Web Presence - Pressure of funding

Herefordshire Now four times a year

Bereavement services - Increase in activity & adjustment to reflect fee increase in 2022.

Fairs and Markets - Expected extension of licence reduction & low Trader confidence

Gypsy and Traveller services - reduced pitch availability due to development and repairs

Infrastructure and Transport

	Gross Budget £000	Working Net Budget £000	Outturn £000	Forecast Variance £000
Building Control	514	(239)	(319)	(80)
Car parking policy and services	281	(4,525)	(4,474)	51
Highways & community services	646	420	356	(64)
Land drainage, flood alleviation, rivers and waterways	201	1	(197)	(198)
Land use strategies including Core Strategy	1,054	762	801	39
Traffic Management	360	358	247	(111)
Transport and highways policy strategy and operations	17,086	12,667	12,785	118
	20,142	9,444	9,199	(245)

The key variances are:

Car parking and policy services – delay in savings achievement, income is increasing although PCN income is lower due to staff leaving. Pay award has also increased staff out turn by £50,000

Highways & community services - forecasts have been reduced based on the previous year's winter spend.

Land drainage, flood alleviation, rivers and waterways - full value of February 2020 flood claim received

Transport and highways policy strategy and operations – Pay award of £108,000 the main reason for the variance

Traffic Management - benefiting from the fixed cost for street lighting although this has reduced slightly from last month, this will be used to offset the increased cost of other energy bills

Building control- Manager vacancy savings, Increase in Trading in Q1 before new regulations. Q2 Trading Income reduction £10k in income, Pay Award cost £20.5k

Finance, Corporate Services and Planning

	Gross Budget	Working Net Budget	Outturn	Forecast Variance
	£000	£000	£000	£000
Planning and conservation	3,087	120	663	543
Council ICT services	3,900	3,025	3,351	326
Human Resources	1,287	1,287	1,194	(93)
Equality and Human Rights	245	95	100	5
Land Charges	237	(13)	(27)	(14)
Information Governance and Modern Records	474	436	413	(23)
Health and safety, Emergency Planning and Business Continuity	92	92	86	(6)
Performance and Intelligence	2,624	2,624	3,396	772
Legal and Democratic Services including Member Development and Training	5,018	4,892	4,798	(94)
Financial Policy, Fees and Charging Policy, Financial Control and Reporting	5,915	786	1,392	606
	22,879	13,344	15,366	2,022

The key variances are:

Budget movement to fund Head of Chief Executive's Office post

£344k planned to be drawdown to help cover off overspend which has increased due to Consultancy Costs

Underspends in Human Resources and Information Governance are due to staff vacancies.

The overspend in Performance and Intelligence team is due to staff cost pressure and internal recharges. Movement this month is due to the increase in salary forecasts due to Pay Award (£171k). The capital recharge forecast has been increased due to more staff submitting their time which has offset some of the pressure caused by the pay award

Underspend in Legal due to staffing Vacancies and has decreased this month due the pay award (£104k) being added to the forecast

Overspend has increased in Finance due to extending of consultant and Pay award (£27k). Overspend for the year forecasted due to consultant spend and staffing restructure.

Planning and conservation income is causing the overspend due to a reduction in applications received. Additional Pay Award costs (£141k).

Corporate Strategy

	Gross Budget £000	Working Net Budget £000	Outturn £000	Forecast Variance £000	Movement £000
Corporate budget	1,586	791	644	(147)	(147)
	1,586	791	644	(147)	(147)

The key variances are:

The underspend has increased due to the lack of plan to spend around the digital transformation money and the pay award (£38k) has offset this

Budget movement to fund Head of Chief Executive's Office post

Table A - 2022/23 Capital Programme Forecast Position September 2022			2022/23		
Adjustments include 21/22 carry forwards, amendments approved at council and additional grants allocations	2022/23 Budgets £000s	Adjustments in Year £000s	Budget £000s	Forecast £000s	Variance £000s
Disabled facilities grant	2,000	1,018	3,018	3,018	0
Super Hubs	2,000	-2,000	0	0	0
Unified Tech Fund – Digitising Social Care Prog		75	75	75	0
Rough Sleepers Accommodation Programme		143	143	143	0
Total Community Wellbeing Delivery Board	4,000	-763	3,237	3,237	0
Hillside	150	261	411	411	0
Care home & Extra Care Development	1,050	-950	100	100	0
Empty Property Investment & Development	1,088	-674	414	414	0
Gypsy & Traveller Pitch development	575	-545	30	30	0
Strategic Housing Development	10,000	-8,748	1,252	1,252	0
Private sector housing improvements	146	28	174	174	0
Total Housing & Accommodation Delivery Board	13,009	-10,629	2,380	2,380	0
PC Replacement	349	-251	98	98	0
Electronic Document Management Storage	0	168	168	118	-50
Capital Development Fund	750	-250	500	0	-500
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
Total IT Services Partnership Board	1,924	-333	1,591	1,041	-550
Flexible Futures	568	115	683	439	-245
My Account	313	0	313	313	0
Total Corporate Transformation Delivery Board	881	115	996	752	-245
Schools Capital Maintenance Grant	1,195	2,070	3,265	3,265	0
Peterchurch Area School Investment	3,193	-3,093	100	100	0
Brookfield School Improvements	3,520	-3,183	337	337	0
High Needs Grant	0	300	300	300	0
Basic Needs Funding	3,426	-3,167	259	259	0
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	-129	1,499	1,431	-68
Residual property works identified in the 2019 condition reports	1,292	-93	1,199	1,199	0
Estates Building Improvement Programme 22-25	1,454	-125	1,329	1,329	0
Upgrade of Hereford West Side CCTV Cameras	0	27	27	27	0
Hereford Library	0	0	0	0	0
Total Asset Management Delivery Board	15,708	-6,935	8,773	8,402	-370
E & E's S106	0	425	425	425	0
C & F's S106	0	1,200	1,200	1,200	0
Total Planning Delivery Board	0	1,625	1,625	1,625	0
Local Transport Plan (LTP)	12,272	3,194	15,466	15,466	0
Priority Flood Repair Works	1,627	598	2,225	2,225	0
Extra Ordinary Highways Maintenance & Biodiversity Net G	930	961	1,891	1,891	0
Public Realm Maintenance - Mitigating Risk on the Network	3,685	-1,210	2,475	2,475	0
Winter Resilience	532	0	532	532	0
Highways Equipment	548	0	548	548	0
Natural Flood Management	0	352	352	352	0
Investment in Infrastructure Assets	0	126	126	50	-76

Total Highways Maintenance Delivery Board	19,594	4,021	23,615	23,539	-76
Integrated Wetlands	1,159	150	1,309	1,309	0
Solar Photovoltaic Panels	1,142	-882	260	260	0
SEPUBU Grant	255	-189	66	66	0
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	588	-1,247
Home Upgrade Grant	0	1,725	1,725	687	-1,038
Total Environment & Sustainability Delivery Board	2,556	3,212	5,768	3,119	-2,649
Hereford Enterprise Zone	500	1,157	1,657	1,657	0
Marches Business Investment Programme	1,273	67	1,340	1,340	0
Employment Land & Incubation Space in Market Towns	9,265	-8,765	500	500	0
Leominster Heritage Action Zone	2,217	-617	1,600	1,104	-496
Safer Streets / CCTV	0	233	233	233	0
Herefordshire Hoard	1,500	-724	776	776	0
Fastershire Broadband	7,020	-3,738	3,282	3,282	0
Development Partnership activities	4,422	-4,397	25	25	0
Total Economic Development Delivery Board	26,196	-16,784	9,412	8,917	-496
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	750	648	1,398	1,398	0
Stronger Towns Fund - Greening the City	230	-152	78	78	0
Stronger Towns Fund - Maylord Orchard Redevelopment and Learning Resource Centre	620	147	767	767	0
Total Major External Funded Delivery Board	1,600	642	2,242	2,242	0
Hereford City Centre Transport Package	1,880	1,669	3,549	3,549	0
Hereford City Centre Improvements (HCCI)	2,947	-812	2,135	2,135	0
Hereford ATMs and Super Cycle Highway	0	0	0	0	0
Emergency Active travel Fund	0	119	119	119	0
Passenger Transport Fleet (Electric)	7,800	-7,800	0	0	0
Total Sustainable Transport & Place Making Delivery Board	12,627	-6,824	5,803	5,803	0
Total	98,094	-32,651	65,443	61,057	-4,386

Projects likely to be delayed into 23/24 as no decisions yet made on spend

Project to deliver under budget or not spend full grant allocation

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	2025/26 budget £000s	Total scheme budget £000s
Disabled facilities grant	0	3,018	2,540	2,000	0	0	7,558
Super Hubs	0	0	2,000	0	0	0	2,000
Unified Tech Fund – Digitising Social Care Prog	0	75	0	0	0	0	75
Rough Sleepers Accommodation Programme	280	143	0	0	0	0	423
Total Community Wellbeing Delivery Board	280	3,237	4,540	2,000	0	0	10,056
Hillside	589	411	0	0	0	0	1,000
Care home & Extra Care Development	0	100	500	3,000	9,000	1,400	14,000
Empty Property Investment & Development	0	414	900	0	0	0	1,314
Gypsy & Traveller Pitch development	755	30	1,092	0	0	0	1,877
Strategic Housing Development	140	1,252	6,200	6,504	5,904	0	20,000
Private sector housing improvements	25	174	0	0	0	0	198
Total Housing & Accommodation Delivery Board	1,508	2,380	8,692	9,504	14,904	1,400	38,389
PC Replacement	1,418	98	0	0	0	0	1,516
Electronic Document Management Storage	212	168	0	0	0	0	380
Capital Development Fund	0	500	500	0	0	0	1,000
Key Network Infrastructure (Core Data Centre Switches & Corporate Wi-Fi)	0	490	0	0	0	0	490
Primary Data Storage Area Network (Plough Lane)	0	335	0	0	0	0	335
Total IT Services Partnership Board	1,630	1,591	500	0	0	0	3,721
Flexible Futures	167	683	0	0	0	0	850
My Account	0	313	130	0	0	0	443
Total Corporate Transformation Delivery Board	167	996	130	0	0	0	1,293
Schools Capital Maintenance Grant	0	3,265	1,195	1,195	0	0	5,655
Peterchurch Area School Investment	228	100	7,350	3,175	0	0	10,853
Brookfield School Improvements	214	337	3,654	795	0	0	5,000
High Needs Grant	0	300	1,077	2,678	0	0	4,055
Basic Needs Funding	0	259	7,496	8,610	0	0	16,365
Preliminary works to inform key investment need through	200	316	0	0	0	0	516
School Accessibility Works	99	141	0	0	0	0	240
Estates Capital Programme 2019/22	2,773	1,499	1,810	0	0	0	6,082
Residual property works identified in the 2019 condition reports	0	1,199	193	0	0	0	1,392
Estates Building Improvement Programme 22-25	0	1,329	1,414	264	0	0	3,007
Upgrade of Hereford West Side CCTV Cameras	0	27	0	0	0	0	27
Hereford Library	145	0	200	0	0	0	345
Total Asset Management Delivery Board	3,659	8,773	24,389	16,716	0	0	53,537
E & E's S106	0	425	0	0	0	0	425
C & F's S106	0	1,200	0	0	0	0	1,200
Total Planning Delivery Board	0	1,625	0	0	0	0	1,625
Local Transport Plan (LTP)	0	15,466	15,466	15,466	0	0	46,398
Priority Flood Repair Works	1,802	2,225	0	0	0	0	4,027
Extra Ordinary Highways Maintenance & Biodiversity Net	17	1,891	392	0	0	0	2,299
Public Realm Maintenance - Mitigating Risk on the Network	0	2,475	2,475	0	0	0	4,950
Winter Resilience	0	532	145	290	435	0	1,402
Highways Equipment	0	548	0	0	0	0	548
Natural Flood Management	0	352	234	279	239	170	1,274
Investment in Infrastructure Assets	1,874	126	0	0	0	0	2,000
Total Highways Maintenance Delivery Board	3,693	23,615	18,712	16,035	674	170	62,898
Integrated Wetlands	691	1,309	0	0	0	0	2,000
Solar Photovoltaic Panels	699	260	1,175	0	0	0	2,134
SEPubU Grant	76	66	290	0	0	0	432
Warm Homes Fund	579	381	0	0	0	0	960
Air Quality Monitoring Station Resource Imp	0	192	0	0	0	0	192
Green Homes Grant - Local Authority Delivery	0	1,835	0	0	0	0	1,835
Home Upgrade Grant	0	1,725	0	0	0	0	1,725
Total Environment & Sustainability Delivery Board	2,045	5,768	1,465	0	0	0	9,278

Hereford Enterprise Zone	13,090	1,657	200	0	0	0	14,947
Marches Business Investment Programme	1,884	1,340	205	0	0	0	3,428
Employment Land & Incubation Space in Market Towns	341	500	3,000	10,000	6,860	0	20,701
Leominster Heritage Action Zone	167	1,600	1,833	0	0	0	3,600
Safer Streets / CCTV	0	233	0	0	0	0	233
Herefordshire Hoard	0	776	0	0	0	0	776
Fastershire Broadband	22,157	3,282	2,767	7,532	0	0	35,738
Development Partnership activities	10,415	25	1,975	3,000	5,185	0	20,600
Total Economic Development Delivery Board	48,054	9,412	9,980	20,532	12,045	0	100,023
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	2	1,398	10,800	5,800	0	0	18,000
Stronger Towns Fund - Greening the City	0	78	332	0	0	0	410
Stronger Towns Fund - Maylord Orchard Redevelopment and Learning Resource Centre	1	767	2,732	0	0	0	3,500
Total Major External Funded Delivery Board	3	2,242	13,864	5,800	0	0	21,910
Hereford City Centre Transport Package	35,031	3,549	2,071	0	0	0	40,651
Hereford City Centre Improvements (HCCI)	1972	2,135	1,892	0	0	0	6,000
Hereford ATMs and Super Cycle Highway		0	1,000	0	0	0	1,000
Emergency Active travel Fund	19	119	0	0	0	0	137
Passenger Transport Fleet (Electric)		0	7,800	15,600	15,600	0	39,000
Total Sustainable Transport & Place Making Delivery Board	37,022	5,803	12,764	15,600	15,600	0	86,788

Total	98,060	65,443	95,035	86,187	43,223	1,570	389,518
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	2022/23 Budget £000s	2023/24 Budget £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s	Total
February 2022 Council Approved Budget	99,094	90,546	44,901	0	0	234,541
Reprofile Budget	-64,299	-17,225	37,139	42,984	1,400	0
Other approved Movements	-5,951	5,023	-705	0	0	-1,633
21/22 Carry Forwards	26,697	-	-	-	-	26,697
Additional Grants	9,902	16,691	4,852	239	170	31,854
Revised Capital Budget	65,443	95,035	86,187	43,223	1,570	291,458

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
C&F S106 Income	1,082
Brookfield DfE Grant	3,233
Herefordshire Hoard	776

31,854

Other Movements

£000s

Brookfield Reduction in Council Funding due to Grant	(2,172)
Hereford Museum and Art Gallery Increased Funding	3,000
Maylord Orchard Redevelopment and LRC Increased Funding	500
Herefordshire Hoard fully income funded (remove reserve use)	(1,500)
Remove Technology Enabled Communities Reserve	(1,462)

(1,634)

Table C – Reprofiled budget details

[illegible]

Solar Photovoltaic Panels	-1,175	1,175	-	-		There have been delays while finding suitable roofs that don't have other planned work required before installation. Potential sites are still being investigated.
SEPUBU Grant	-290	290				A number of envisaged grant projects have not being realised in the Herefordshire area as a result of both the flooding of early 2020 and then the pandemic. The project team is working with other Council officers and partners to identify other buildings for grant, however this will mean spend being pushed into 2023-24 as allowed under out grant offer. The project is due to complete in May 2023.
Total Environment & Sustainability Delivery Board	-1,465	1,465	0	0	0	
Economic Development Delivery Board						
Hereford Enterprise Zone	-200	200	-	-		Due to delays of commencing works in 22/23, delivery is expected to go into the start of the following year.
Employment Land & Incubation Space in Market Towns	-8,765	-7,350	9,255	6,860		Awaiting the outcome of the LUF bid before work can commence in some areas. Feasibility work is still required to take projects forward and ensure cost viability.
Leominster Heritage Action Zone	-1,459	1,459		-		Changed to match expected delivery once the public realm procurement has taken place.
Fastershire Broadband	-10,299	2,767	7,532			Spend profile reflects the current delivery aspirations, with issues on roll out to certain areas and providers.
Development Partnership Activities	-4,743	-3,443	3,000	5,185		Budgets re-profiled to reflect the delay in taking forward DRP projects primarily due to Covid 19. For example a decision regarding the development of student accommodation at the Hereford Football Club site, and progressing development option assessments of sites along the City Link Road and on College Road Campus have been paused until the city masterplan has been agreed.
Total Economic Development Delivery Board	-25,466	-6,366	19,787	12,045	0	
Highways Maintenance Delivery Board						
Extra Ordinary Highways Maintenance & Biodiversity Net Gain	-392	392				Spend profile reflects the current delivery aspirations.
Public Realm Maintenance - Mitigating Risk on the Network	-1,210	1,210				Decisions were taken later than planned and therefore delayed delivery in this financial year, with some work being carried out next financial year.
Winter Resilience			-435	435		Spend profile reflects the current delivery aspirations.
Priority Flood Repair Works	41	-41				Spend profile adjusted to reflect expected delivery.
Total Highways Maintenance Delivery Board	-1,561	1,561	-435	435	0	
Major External Funded Delivery Board						
Stronger Towns Fund - Greening the City	-152	152				Spend profile reflects the current delivery aspirations.
Major External Funded Delivery Board	-152	152	0	0	0	
Total	-64,299	-17,225	37,139	42,984	1,400	



Treasury Management Interim Quarter 2 Update Report (30 September 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 seventh consecutive meeting at its meeting of 22 September 2022, taking it to 2.25%, their highest since the Great Financial Crisis, and the first run of over four consecutive rises since 1997. This was voted by 5-4 of the MPC members, with three wanting a 0.75% increase and one a 0.25% increase. It had decided to commence actively selling gilts from the beginning of October. However the reaction to the mini-budget of 23 September forced the Bank of England to step in to avoid the early stages of a financial crisis and it has now postponed that plan until the end of October and pledged to buy as many long-term gilts as needed.
- Global inflationary pressures continue to intensify as Russia's invasion of Ukraine continues, which has accelerated manufacturing costs such as energy and fertiliser. This has led to a material deterioration in the outlook for world economies and heightened concern of a recession risk particularly in America. The value of the pound fell to a record low against the dollar and the UK's overall inflation rate increased further reaching its highest level for 40 years in August as the costs of energy, fuel and food continued to climb.
- In terms of forecasts, the Bank has revised down its quarter three growth expectations from +0.4% to +0.1%, while continuing to see the peak of inflation from "above 11% in October" to "just under 11% in October", and a technical recession in quarter two to quarter three.

2. The Council's Investments

2.1 At 30 September 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	0.30%	0.25
<u>Instant Access Money Market Funds:</u>				
Federated	N/A	N/A	2.08%	10.00
Aberdeen Standard	N/A	N/A	2.13%	10.00
Insight	N/A	N/A	1.98%	6.06
Morgan Stanley	N/A	N/A	2.12%	9.68
Invesco	N/A	N/A	2.12%	9.00

CCLA	N/A	N/A	1.96%	2.12
<u>95 Day Notice Bank Accounts:</u>				
Santander	N/A	N/A	1.48%	5.00
Barclays*	N/A	N/A	2.30%	5.00
<u>Fixed Term Deposits:</u>				
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
Goldman Sachs	92 days	11/11/22	1.91%	5.00
Lloyds	183 days	10/02/23	2.61%	5.00
Coventry Building Society	181 days	14/03/23	2.84%	5.00
Total			1.88%	87.11
* 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 September 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	62	-	(62)
Jun-22	90.3	40	0.96	0.01	72	-	(72)
Jul-22	101.6	40	1.11	0.01	97	-	(97)
Aug-22	99.3	40	1.46	0.01	123	-	(123)
Sep-22	92.7	40	1.68	0.01	129	-	(129)
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					528	-	(528)

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 September 2022 there were no short-term loans outstanding.

Long-term borrowing

- 3.4 At 30 September 2022 the council held long-term borrowing of £128.1m, 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 £128.1m.
- 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 undertake 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.

Savings proposals approved by Full Council on 11 February 2022

Savings

Status at 30 September 2022 (Quarter 2)

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 September 2022 (Quarter 2) is shown below:

£000	Appendix B Savings £'000	Savings achieved at Quarter 2 £'000	Forecast Savings 12m to 31/03/2023 £'000	2022/23 Variance/ Shortfall at Quarter 2 £'000
545 Community Wellbeing (S1 to S3)	718	447	718	0
Economy and Environment (S4 to S19)	405	246	277	128
Central (S20)	500	500	500	0
Total	1,623	1,193	1,495	128

Overview

At the end of Quarter 2, £1.193 million (74%) 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 £0.128 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; £24k achieved at Quarter 2.
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; £173k achieved at Quarter 2.
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	0	29	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	6	4	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	0	5	Review not progressed – will be completed in 2023/24.
S19	Home to School-College Transport Efficiency	40	40	0	Savings forecast to be delivered in 2022/23; £20k achieved YTD.
	Additional Savings	16	16	0	Savings achieved in 2022/23.
	Total	405	277	128	

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 September 2022 (Quarter 1)

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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	24	99	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	173	172	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	0	5	5	0	Green
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	0	29	Red
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	85	0	85	0	Green
Economy & Environment	S14	Review capital/revenue splits in line with activity	100	100	100	0	100	0	Green
Economy & Environment	S15	Plant utilisation	10	10	0	10	6	4	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	0	5	0	5	Red
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	1,193	430	1,495	128	

*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		GREEN
	Deliver the detailed business case for Greening the City	Director of Economy		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		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		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	Levelling-up bid announcement still awaited. Work is underway to define a new business model to take forward the LUF site and to identify and bring forward other opportunities meeting the eligibility criteria.	RED
	Pursue potential sites for new commercial employment land uses in market towns.	Director of Economy	Levelling-up bid announcement still awaited. Work is underway to define a new business model to take forward the LUF site and to identify and bring forward other opportunities meeting the eligibility criteria.	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		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	Additional funding has been allocated to Herefordshire for additional surveys to be carried out in Herefordshire as the original allocation had been completely used up. We are due to hear about the outcome of the LEP bid any day now (end of Sept).	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 and sales continue, with healthy interest from businesses despite the economic uncertainties.	GREEN
	Complete North Magazine Civil Works with first plots sold for development	Director of Economy	The main infrastructure work for the North Magazine zone has now completed, with just defects period and sundry works remaining.	GREEN
	Complete NMITE's Skylon Park campus including the Centre for Advanced Timber Technology and Centre for Automated Manufacturing	Director of Economy	All outstanding works now complete.	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		GREEN
	Implement a new recruitment platform for council employees, to attract skilled workers to the county	Director of HR and OD		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		GREEN
	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	The Youth Employment Hub is due to open end of October to work with young people aged 16 to 24 years old. There have been delays in the opening of the hub due to the need of a ventilation system in line with the council's health & safety policy and Covid guidelines. The works required on this have commenced. DWP application is to be approved by the DWP	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	A new strategic plan is being drafted informed by the Learn Harrow Review and a review of teaching and learning. A new preferred provider framework was tendered August/September 2022. 8 delivery partners have been accepted onto the framework.	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)		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)	The project has run 14 computer cafés across the county with 114 attending these courses. They have worked with 138 residents either prior to attending the cafes or as part of the support alongside the café sessions. They have loaned tablets out to 91 individuals. Age UK found that the level of knowledge and understanding of potential participants was much less than anticipated. This combined with continued reluctance to attend a group meant that the demand for 121 support was as much as for a computer course. This has meant greater staffing input required, but better outcomes for the participants. There have also been 13 volunteers supporting the project, supporting courses, home visits and 121 sessions. Targets for 121 support and tablet loans have been exceeded. Total number of beneficiaries to 30.08.22 were 198. Case studies provided demonstrate the value and benefit which individual participants have gained.	GREEN
	Increase superfast and full fibre broadband coverage in the county, and move to new stage of gigabit capable speeds.	Head of Operations (Broadband)		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	Grant offers have been approved for the first 4 historic properties, with delivery expected by March 23 to meet/exceed grant spend targets for this year. Work ongoing through the stakeholder steering group to select eligible properties from the active list for the 23/24 period. Public realm proposals have reached the end of RIBA stage 2 and been approved, now proceeding through stage 3. Conservation Area Appraisal in progress, with the public consultation phase complete. Community outreach projects continue, led by Leominster Town Council.	AMBER
	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		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	<u>THIS APPEARS TO HAVE BEEN DELETED FROM THE DELIVERY PLAN</u>	GREEN

■ complete
 ■ on target
 ■ at risk
 ■ compromised

Performance Measures

Ambition	Measure	Lead Officer	Q2	Improve-ment?	Target Met?	Comments
ECO -	The number of businesses engaged and supported	Economic Development Manager	1,194			
	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	74%			
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				
EC6 - Spend public money in the local economy	The social value attributable to council procurement	Head of Corporate Services				

wherever possible	The percentage of the council procurement budget spent locally	Head of Corporate Services	31%			
<div> ■ on target/improvement ■ within 10% of target/small decline ■ missed target by more than 10% /significant decline ■ Not Available </div>						

Corporate Risks

Risk		Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
CRR.63 Hereford City Centre Transport Package CRR.69 Hereford City Centre Improvement Programme CRR.70 HCCI - delivery within LEP timescale CRR.71 HCCI - decision making and VfM	5 Certain					
	4 Likely				CRR.63; CRR.69; CRR.70; CRR.71	
	3 Possible					
	2 Unlikely					
	1 Rare					

Delivery

Ambition	Action	Lead Officer	Progress	RAG
EN0 - 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	Policy Options, Strategic & Spatial Options and Place Based Options consultations have concluded. Work is underway to collect all the findings and publish report(s) of the results.	GREEN
	Deliver full draft of the Core Strategy Update ready for pre-examination public consultation (Regulation 19)	Corporate Director, Economy and Environment	Work is underway to take the full Plan through a Regulation 19 process in Q1 of 2024. This follows from the approval of the new timeline.	GREEN
	Implement the new Supplementary Planning Documents for Agriculture and Planning and Environmental Building Standards	Corporate Director, Economy and Environment	Progress on track.	GREEN
	Progress the Minerals and Waste policy through to examination and adoption.	Corporate Director, Economy and Environment	The Plan was submitted to the Planning Inspectorate in March 2022.	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	Governance stages completed and tender documentation collated ready to commence procurement for the waste contract in October. Procurement for the E-bike food collection service due to commence in December.	GREEN
	Promote changes to the new collection system for refuse and recycling throughout the year	Head of Environment, Climate Emergency and Waste Services	The 'Getting-it-Right' campaign continues; having completed phase 1 (soft plastics) phase 2 is just beginning, with a focus on food waste.	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	The reusable nappy pilot scheme has now closed, with 350 vouchers issued to applicants. A review now ongoing to identify and contact any recipients who have not used the vouchers, with a view to either encouraging take-up or re-allocating to those on the reserve list. Bins have now been received for the flats trial scheme and face-to-face engagement with residents of the properties is underway to prepare for roll-out of the scheme. Phase 1 of the repair cafe initiative has seen one full grant application, currently being reviewed. A second phase is being planned based on feedback received during the first with, among other things, a longer period being given for applicants to prepare their grant applications.	GREEN
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	The masterplan is on track to be developed and adopted in by end of February 2022. The project does however face significant risks and uncertainties which need to be carefully managed. The governance timetable for review and adoption is extremely tight whilst the budget also requires further review and final agreement.	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	It is anticipated that the Supercycle Highway funds will be used to deliver the HEZ Quiet Routes ATM's. Also be used as match funding if LUF funding bid is successful. Forward plan decision to be progressed following decision on LUF funds.	GREEN
	Install new cycle routes for St Owen's Street and on Aylestone Hill in Hereford	Service Director, Highways and Transport	St Owens Street contraflow is currently in the construction phase. Aylestone Hill concept design work complete, which is due to be presneted to DfT imminently in anticipation of remaining design work progressing rapidly.	GREEN

	Complete feasibility study of route options for Eastern river crossing.	Service Director, Highways and Transport	GAP analysis report and funding source report finalised and issued. Proposal received for preparation of SOC.	GREEN
	Introduce an additional 70 eBikes as part of the Beryl Bike scheme	Head of Environment, Climate Emergency and Waste Services	Supply chain issues mean that we are now expecting delivery of the bikes in October with configuration and roll out to take place through November and December.	AMBER
	Consult on design options for the city Transport Hub	Service Director, Highways and Transport	Outline design work and stakeholder engagement complete. Detailed design stage now progressing.	GREEN
	Complete design for Holme Lacy Road improvements	Service Director, Highways and Transport	HLR ATM's stakeholder engagement and public consultation complete. Now progressing detailed design stage.	GREEN
	Commence construction of Hereford Enterprise Zone Quiet Route	Service Director, Highways and Transport	HEZ Quiet Routes ATM's stakeholder engagement and public consultation complete. Now progressing detailed design stage.	GREEN
	Expand the county's electric vehicle charging point network (100 new points planned by 2025).	Head of Environment, Climate Emergency and Waste Services	Gamma have been engaging with the power network distributor to gain full understanding of the options, and a delivery plan is expected during October setting out a strategy for delivery. Existing EV charge points are due to be switched to the Gamma system through October.	GREEN
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	Greener Footprints campaign ongoing until Nov 2023 with new website, media and social media campaign 30 for 2030 business engagement programme Business case being developed to extend the communications campaign for a further 2 years	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	Sustainable Warmth pipeline is healthy with 161 households to form an initial project pipeline of which 71 deemed eligible. Communications has seen 3200 eligible Households for the Housing Support Fund be leafleted with a KHW leaflet which in turn resulted in an uptick of enquiries.	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	LAD 3 (incorporating Home Upgrade Grant & Sustainable Warmth) has moved to delivery phase. 2 contractors now procured on a North/South split to help mitigate any supplier capacity issues. Revised communications strategy has seen an improved response rate. Of the 150 home target, so far 194 expressions of interest, 127 formal applications 74 of which processed and passed on to contractors. LAD2 underspend reduced to £212K in the closing stages.	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	Herefordshire projects increasingly challenging in terms of identifying suitable buildings meeting the need and eligibility criteria and in releasing the necessary capital funds for the match-funding required. Close working with Property team to try and unblock.	RED
	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	Procurement closing for the current phase of 3 schools with delivery anticipated during Dec 22/Jan 23 following structural surveys. Partnership working with Schools Maintenance project to directly link proposed re-roof works with solar PV installation where suitable. 1 further school so far in the pipeline with others under consideration for suitability.	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	Project is progressing to programme. Assets review is complete with compliance requirements being established.	GREEN
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	Business cases complete, reviewed at service and CLT level and circulated to cabinet members for approval. Procurement exercises to commence from Oct 22 onwards with help of technical and procurement advisors Climate conference planned for 28 Nov 22. Key Achievements- Projects identified and business cases complete.	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	Governance in place to commence trading of phosphate credits resulting from the first wetland at Luston, and subsequent sites as they come on line. Development Management team liaising with first tranche of eligible developers. Construction well progressed for the Luston wetland, with planting scheduled for October. Positive progress on permits/legal agreement with EA & Welsh Water. Site 2 (Titley) in for planning consent. Acquisition of site 3 (Tarrington) progressing towards October target date. Procurement in progress for design and build of sites 2 & 3 (Titley & Tarrington).	AMBER

	Adopt a new nature strategy for the county	Head of Environment, Climate Emergency and Waste Services	Business cases complete, reviewed at service and CLT level and circulated to cabinet members for approval. Procurement exercises to commence from Oct 22 onwards with help of technical and procurement advisors Climate conference planned for 28 Nov 22 Key Achievements- Projects identified and business cases complete.	GREEN
	Deliver the highway biodiversity net gain project	Service Director, Highways and Transport	C & U Roads completed. Progressing Tree planting. Hedgehog homes completed. Plans underway for insect homes. Market Towns Maintenance plan progressing.	AMBER

■ complete
 ■ on target
 ■ at risk
 ■ compromised

Performance Measures

Ambition	Measure	Lead Officer	Q2	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%			
	(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				
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				

resources	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

Corporate Risks

Risk							
CRR.67 Ash Dieback (Chalera) CRR.68 Waste Collection Vehicles - lead time for supply of new vehicles	Likelihood		Impact				
			1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
		5 Certain					CRR.67
		4 Likely					CRR.68
		3 Possible					
		2 Unlikely					
		1 Rare					

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	Project now underway after PROW services were brought back in house. Project progressing as planned. PFO (Parish Footpath Officers) engagement has commenced and IT systems are being reviewed with view to developing bespoke services with key partners in most cost effective manner.	GREEN
	Develop 20mph speed limit policies and programme for the county to cover significant villages and market towns.	Service Director, Highways and Transport	Budget has been set aside to develop policy, after which the 20mph areas can be developed.	AMBER
	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	£1.2m package recently approved by cabinet for 20mph areas. Limited amounts of funds can now be used to get the ball rolling, which would then need to be reclaimed from Welsh Government.	RED
	Enhance the Cathedral and River Wye quarters of the city	Service Director, Highways and Transport	Outline design work is progressing following cabinet decision to re-align budgets. LEP Board have also now signed off on variation. HCCI is on track to spend LEP funds by end of financial year, although RAG rated orange owing to significant risks requiring careful management.	AMBER

	Make Improvements to the city street scene in Widemarsh Street and High Town in Hereford	Service Director, Highways and Transport	Design work is progressing on Widemarsh street following decision to lift road to avoid future potential issues with trips and falls. Construction phase to commence in final quarter of 2022/23. RAG rated orange owing to timescales risks which require careful management to ensure activities and spend progress as planned (ensuring LEP funds are spent by end of f/y).	AMBER
	Roll out and embed hybrid operational working model for employees, creating effective flexible working arrangements.	PMO Delivery Director		GREEN
	Develop and implement updated Digital Strategy for improved customer experience, communication and connectivity.	Head of Chief Executive's Office		GREEN
	Establish a "spirit of Herefordshire" approach to attracting and retaining workforce through celebrating the positives of the county	Director of HR & OD		GREEN
	Produce asset management plans for each council owned property based on up to date knowledge of conditions	Strategic Assets Delivery Director	Ongoing Compliance Checks	GREEN
	Plan capital works for the Shirehall to bring back into council and community use	Strategic Assets Delivery Director	Full Business Case completed and capital funding bid submitted.	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	Children and Young People Partnership is to be relaunched in November 2022 and will be the forum within which this activity is focussed in the future.	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		GREEN
	Training programmes for 200 staff on oral health.	Senior Commissioning Officer	Complete.	BLUE
	Deliver a training programme of road safety including pedestrian training for school pupils	Service Director, Education, Skills and Learning		GREEN

Tender construction of new school building at Peterchurch Primary School	Service Director, Education, Skills and Learning	RIBA Stage 3 Design & Costs Report completed. Pre-planning advice ongoing. Decision Report to proceed with delivery of new school due at October 22 Cabinet meeting as programmed.	GREEN
Tender refurbishment and expansion of The Brookfield School	Service Director, Education, Skills and Learning	Negotiations with DFE regarding Funding Agreement ongoing. Lease surrender and re-granting underway.	AMBER
Plan and agree first phase of school expansions to deliver additional school places across the county	Service Director, Education, Skills and Learning	Kingstone High School identified for priority investment. Cabinet Decision report being drafted.	GREEN
Seek approval for the rebuild of Westfield School and move to design stage	Service Director, Education, Skills and	Full Business Case completed and bid for capital funds submitted.	BLUE
Conduct feasibility work to inform increase capacity across Hereford Pupil Referral Service and Blackmarston School	Service Director, Education, Skills and Learning	Design Consultants appointed. Feasibility work underway. Further school identified for feasibility works with procurement process underway.	GREEN
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	Expression of Interest to DFE submitted. Further meeting held with school interested in being part of the Trust. Request for expressions of interest issued to school interested in being included in new Trust.	GREEN
Improve the educational outcomes for those pupils with Education and Health Care plans	Service Director, Improvement		GREEN
Put in place effective 'Voice of the Child' engagement so children are involved in designing services in a meaningful way	Service Director, Improvement	Engagement Strategy is being developed and incorporated within the Ofsted Improvement Action Plan.	GREEN
Integrate a "Right Help – Right time" approach within the Talk Community programme, so families are supported within communities	Service Director, Improvement		GREEN

	Provide more support for the Children's Rights and Advocacy Service.	Service Director, Improvement	Consultation with service users and partner agencies is underway to scope this, and the activity is incorporated within the Ofsted Improvement Action Plan.	GREEN
	Increase the number of social workers with new retention and recruitment approach.	Service Director, Improvement	Proposals for the introduction of retention and welcome bonuses have been developed and approved. A new recruitment microsite is in development and a dedicated recruitment team is now in place within the directorate.	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	Activity to develop the support for foster carers and to expand the service is underway. A net increase of 25 carers in this year is however not expected.	RED
	Improve the range of level of support for care leavers.	Service Director, Improvement	This activity is underway, working with care experienced young people, and is an element of the Ofsted Improvement Action Plan.	GREEN
	Progress plans to build a children's residential home.	Corporate Director, Children and Young People	Project scoping in progress.	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 being investigated for suitability.	GREEN
	Submit planning applications for 2 housing sites on council land	Housing Delivery Manager	Awaiting pre-application advice.	GREEN
	Support at least 230 additional affordable properties in the county		Ongoing desktop evaluation of 5 potential sites.	GREEN
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	Decision Report to approve funding for feasibility work drafted and awaiting approval. Cost for feasibility work received. Consultants to be appointed upon approval to draw down funding.	GREEN

Develop and agree a Food Charter for the county.	Health Improvement Practitioner	The Food Charter has been launched, an update was provided to Health and Wellbeing Board on 26.9.22. A new website has been created and launched - Herefordshire Food Charter - https://herefordshirefoodcharter.org.uk/	GREEN
Submit application for the Sustainable Food Place Bronze award	Health Improvement Practitioner	Sustainable Food Places have pushed the application window back to early 2023. Currently on target to apply and evidence gathering to support the application is ongoing.	GREEN
Produce a Physical Activity Strategy that outlines plans and programmes to aid health through fitness.	Health Improvement Practitioner	The Physical Activity Strategy has been published and can be found at https://www.herefordshire.gov.uk/directory-record/6525/physical-activity-strategy The Strategy sets out the priorities for physical activity in Herefordshire over the next five years, underpinned by the vision: In Herefordshire every person has the opportunity to: get moving, be active, feel better, keep well and enjoy healthier lives as part of everyday life in their local community. The Strategy Group are leading the implementation.	GREEN
Offer maximum council tax reduction scheme for eligible pensioners and people of working age	Director of Economy		GREEN
Work with partner organisations to produce a plan to tackle health inequalities and lead health equity audit process for commissioned services		This work is underway working with partners, significantly the NHS, where the ICS also has to produce health inequality plans at Place and two county level. HEAT (Health Equity Assessment Tool) work is in development for commissioned services.	GREEN

COS - Use technology to support home care and extend independent living	Work with NHS and Public Health partners to implement the Integrated Care system approach agreed for Herefordshire & Worcestershire		The Integrated Care Board became a statutory body on 1 July 2022, taking over a range of commissioning functions on behalf of the NHS for Herefordshire and Worcestershire. The Chief Executive is a member of the Integrated Care Board. Terms of reference for the overarching Integrated Care Partnership, jointly chaired by the Cabinet Member for Health and Adult Wellbeing and her equivalent in Worcestershire, have been agreed and the first meeting has been held. There is a requirement to produce an Integrated Care Strategy for Herefordshire and Worcestershire by 31 December 2022 which will build on, and align with, the respective Health and Wellbeing Strategies.	GREEN
	Establish Hoople Care to delivery care services for the council	Service Director, All Age Commissioning		BLUE
	Complete site works complete on the Hillside Independent living and demonstration centre.	Service Director, Social Care Delivery	Works have commenced on site and progressing to programme.	GREEN
	Create 50 bespoke wellness packages using a technology enabled 'proactive and preventative' care model	Service Director, All Age Commissioning	Key Cabinet Decision on 30.09.22 agreeing the projects and funding for the Technology Enabled Communities programme of projects. Scoping of projects to commence October.	GREEN
	Move the existing Telecare Service to a digital delivery model	Service Director, All Age Commissioning	Key Cabinet Decision on 30.09.22 agreeing the projects and funding for the Technology Enabled Communities programme of projects. Scoping of projects to commence October.	GREEN
	Create a digital tool and website that shows how technology can support people's independence and aid assessments	Service Director, All Age Commissioning	Key Cabinet Decision on 30.09.22 agreeing the projects and funding for the Technology Enabled Communities programme of projects. Scoping of projects to commence October.	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	Key Cabinet Decision on 30.09.22 agreeing the projects and funding for the Technology Enabled Communities programme of projects. Scoping of projects to commence October.	GREEN
CO6 - Support communities to help each other through a network of community hubs	Increase the number of Talk Community hubs to 75	Service Director, Communities	A total of 67 Talk Community Hubs have now launched in Herefordshire.	GREEN
	Deliver 2 integrated service hubs using existing community facilities that includes working with the whole family	Service Director, Communities	An interim delivery director started on 08.08.2022 to review the original business case agreed by full council in February 2020. As part of this a feasibility and options appraisal is currently being undertaken to explore possible options to take this project forward. The feasibility and options appraisal will be drafted by the end of October 2022 in preparation for consultation and approval in early 2023.	GREEN
	Make investment and improvements to libraries and museums	Director of Economy		RED

■ complete
 ■ on target
 ■ at risk
 ■ compromised

Performance Measures

Ambition	Measure	Lead Officer	Q2	Improve-ment?	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, Children's and Young People				
	The percentage of school buildings identified as safe, appropriate and up-to-date	Corporate Director, Children's and Young People				
	The percentage of school leavers that are (a) not in education, employment of training, or (b) not known	Corporate Director, Children's and Young People	a) 3.8%			
			b) 2.1%			
	The percentage of (a) primary and (b) secondary schools rated good or outstanding by OFSTED	Corporate Director, Children's and Young People	a) 97.4%			
			b) 73.3%			
	The percentage of pupil attendance in (a) primary and (b) secondary schools	Corporate Director, Children's and Young People				
	The proportion of schools able to provide online learning	Corporate Director, Children's and Young People				
	The number of children seen as part of a 4-6 month health check	Corporate Director, Children's and Young People	87%			
	Increase the number of social workers with new retention and recruitment approach.	Corporate Director, Children's and Young People				
	The percentage uptake of children's 2.5yr ages and stages review	Corporate Director, Children's and Young People	87%			
	The number of early years settings signed up to and implemented a supervised brushing programme	Corporate Director, Children's and Young People	30			

	The percentage of children receiving social care services after an assessment	Corporate Director, Children's and Young People	29%			
	The percentage of child and family assessments completed within statutory timescales	Corporate Director, Children's and Young People	70%			
	The percentage of (a) Children in Care (b) Child Protection and (c) Child in Need visits in timescale	Corporate Director, Children's and Young People	a) 85%			
			b) 92%			
			c) 78%			
	The percentage of referrals which are re-referrals (within 12 months of a previous referral)	Corporate Director, Children's and Young People	29%			
	The percentage of Section 47s that progress to Initial Child Protection Conference	Corporate Director, Children's and Young People	28%			
CO2 - Ensure that children in care, and moving on from care, are well supported and make good life choices	The percentage of all current child protection cases which have previously been on a CP Plan (within 2 years)	Corporate Director, Children's and Young People	0.00%			
	The proportion of audits of children's cases rated as good or outstanding	Corporate Director, Children's and Young People	13%			
	The percentage of children looked after offered a health assessment offered and annual dental check	Corporate Director, Children's and Young People	29%			
	Increase the number of foster carers by 25	Corporate Director, Children's and Young People	19			
	Improve the timeliness of the children who are adopted	Corporate Director, Children's and Young People	92% (Q1)			
	The rate of Children coming in to care	Corporate Director, Children's and Young People	37 / 10,000 (Q1)			

	The rate of children exiting care	Corporate Director, Children's and Young People	23 / 10,000 (Q1)			
	The percentage of children that have a permanency plan by the second looked after review	Corporate Director, Children's and Young People	75%			
	The percentage of children that have timely (a) initial and (b) review health assessments	Corporate Director, Children's and Young People	79%			
	Increase the percentage of children that completed SDQ's	Corporate Director, Children's and Young People	46%			
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	173			
	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	27			
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	500 (YTD)			
	(Increase the) number of new tenancies developed for independent living	Corporate Director, Community Wellbeing	33 (YTD)			
	(Reduce the) local count of Herefordshire homelessness	Corporate Director, Community Wellbeing	21			
	(Increase the) number of cases where homelessness has been (a) prevented and (b) relieved	Corporate Director, Community Wellbeing	43 78			
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	8.25			
	(Reduce the) rate of admissions to care homes for clients aged 65+	Corporate Director, Community Wellbeing	266.21			
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	68			

(Increase) the number of hits on the Talk Community Directory		Corporate Director, Community Wellbeing	33,658			
<div> <div></div> on target/improvement <div></div> within 10% of target/small decline <div></div> missed target by more than 10% /significant decline <div></div> Not Available </div>						
Corporate Risks						
Risk						
CRR.60 Development of Sufficiency Strategy to support best value model CRR.61 Market workforce economy CRR.64 Inability to recruit and retain social care staff and other key roles within the service CRR.72 Adult Social Care Reform CRR.73 Removal of ring-fence around Public Health budget CRR.74 School Assets CRR.75 SEND inspection - risk of adverse inspection CRR.76 Educational Placements CRR.77 Increase in out of county educational placements CRR.78 Impact of Statutory Direction	Likelihood	Impact				
			1 Insignificant	2 Minor	3 Moderate	4 Major
		5 Certain				CRR.74
		4 Likely				CRR.61; CRR.72; CRR.73; CRR.75; CRR.76; CRR.77
		3 Possible				CRR.60; CRR.64; CRR.78
		2 Unlikely				
		1 Rare				

Performance Measures

Measure	Lead Officer	Q2	Improve- ment?	Target Met?	Comments
Average days sickness per FTE	Director of HR & OD	8.59 days (Q1)			
Percentage of mandatory training completed	Director of HR & OD	69%			This represents completion rate of all 6 modules combined prior to the end of August deadline
Employee engagement index	Director of HR & OD				
Number of RIDDOR reportable incidents	Director of HR & OD	0 (Q1)			
Revenue outturn	Director of Resources and Insurance	£8,693k overspend			
Percentage of capital budget spent	Director of Resources and Insurance	93%			Forecast spend of £61m against a budget of £65.4m
Percentage of savings delivered, or on track to be delivered	Director of Resources and Insurance	92%			
Percentage of invoices paid on time	Director of Resources and Insurance	89.20%			
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	90.79% (to end of August)			
Percentage of FOIs & EIRs responded to within timescales	Head of Information, Compliance and Equality	95.21%			

Percentage of (a) major and (b) minor planning applications managed within statutory timescales	Lead Development Manager	76.19% (to end of August)			
	Lead Development Manager	77.18% (to end of August)			
Number of fly tipping incidents reported	Trading Standards Service Manager	518			
Percentage of programmed high risk (A-C) food hygiene inspections undertaken	Environmental Health Service Manager	99.20%			
Percentage of food premises with a Food Hygiene Rating Score at 3 (satisfactory) or above.	Environmental Health Service Manager	97.80%			
Percentage of parking income budget achieved	Parking Enforcement Manager	102%			
<div> <div></div> on target/improvement <div></div> within 10% of target/small decline <div></div> missed target by more than 10% /significant decline <div></div> Not Available </div>					

Corporate Risks

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

