

Agenda

Cabinet

Date: **Thursday 23 February 2023**

Time: **5.30 pm**

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

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

For any further information please contact:

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

Agenda for the meeting of Cabinet

Membership

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

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

Agenda

		Pages
1.	<p>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
2.	<p>DECLARATIONS OF INTEREST</p> <p>To receive declarations of interests in respect of Schedule 1, Schedule 2 or Other Interests from members of the committee in respect of items on the agenda.</p>	
3.	<p>MINUTES</p> <p>To approve and sign the minutes of the meeting held on 26 January 2023.</p>	To Follow
<p>HOW TO SUBMIT QUESTIONS</p> <p><i>The deadline for submission of questions for this meeting is:</i></p> <p><i>9:30am on Monday 20 February 2023.</i></p> <p><i>Questions must be submitted to councillorservices@herefordshire.gov.uk. Questions sent to any other address may not be accepted.</i></p> <p><i>Accepted questions and the response to them will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at https://www.herefordshire.gov.uk/getinvolved</i></p>		
4.	<p>QUESTIONS FROM MEMBERS OF THE PUBLIC</p> <p>To receive questions from members of the public.</p>	
5.	<p>QUESTIONS FROM COUNCILLORS</p> <p>To receive questions from councillors.</p>	
6.	<p>REPORTS FROM SCRUTINY COMMITTEES</p> <p>To receive reports from the Council's scrutiny committees on any recommendations to the Cabinet arising from recent scrutiny committee meetings.</p>	
7.	<p>REVIEW OF THE STRATEGIC APPROACH TO HOMELESSNESS</p> <p>To approve progress in implementing the Homelessness prevention and rough sleeping strategy and approve the strategic approach for Project Brave.</p>	11 - 50
8.	<p>AYLESTONE SCHOOL EXPANSION</p> <p>To approve the expansion of Aylestone School to accommodate additional pupils admitted from September 2026 in response to rising numbers in Hereford City.</p>	51 - 62
9.	<p>LOCAL AUTHORITY SCHOOL BUILDINGS MAINTENANCE WORKS 2023 - 2026</p>	63 - 72

To approve the proposed expenditure of capital grants for school buildings maintenance works and accessibility improvement works.

10. QUARTER 3 BUDGET AND PERFORMANCE

73 - 150

To review performance for Quarter 3 2022/23 and the forecast budget outturn for the year; and

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

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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.

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- 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).
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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.



Title of report: Review of the strategic approach to Homelessness

Meeting: Cabinet

Meeting date: Thursday 23 February 2023

Report by: Cabinet Member for Housing, regulatory services and community

Classification

Open

Decision type

Key

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

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

Wards affected

(All Wards);

Purpose

To approve progress in implementing the Homelessness prevention and rough sleeping strategy and approve the strategic approach for Project Brave.

The strategy is a statutory requirement and the review of progress is being undertaken in the third of the five years of its duration. A summary of the progress review is set out at Appendix B. Project Brave is a strategic partnership initiative tackling high risk homelessness and multiple complex vulnerability, which emerged rapidly during the Covid19 pandemic. A strategic approach to the further development of Project Brave is now proposed, as set out in Appendix A.

Recommend that:

- a) Cabinet note and approve the mid-point review and progress of the Homeless Reduction and Rough Sleeping Strategy 2020 – 2025;**
- b) Consider and approve the strategic approach to Project Brave; and**
- c) Authority is delegated to the Corporate Director, Community Wellbeing to take all operational decisions required to implement the Project Brave Strategic approach (as set out in Appendix A), including securing and utilising any relevant external grant funding.**

Alternative options

1. Do nothing, this is not recommended as it is a legal requirement for every Local Authority in England to have a Homelessness Reduction and Rough Sleeping Strategy and linked action plan – the strategy has already been approved and adopted by Cabinet.
2. Not to proceed with the above outlined strategic approach and recommendations. This option is not recommended, as the council has expressed an ambition to protect and improve the lives of vulnerable people and to reduce the number of people in Herefordshire identified as homeless. Project Brave has been proven to be a success not only in accommodating individuals but with the level of support provided, through this work the more multiple complex vulnerabilities have been highlighted. There are at least 150 individuals that have been identified to have multiple complex vulnerabilities, therefore not to continue would negate the work already underway.
3. Continue with the approach to Project Brave in its current format delivering a service for homelessness, this is not recommended as there is a significant cohort of very vulnerable people and there is no other strategically driven solution for them. There is also an ongoing and inevitable co-dependency between homelessness and those other vulnerabilities and so managing both branches of the initiative together makes sense.

Key considerations

4. The council has a Homelessness Reduction and Rough Sleeping Strategy as it is a statutory requirement for each local authority to have one. The strategy has an associated action plan and is reflective of the multi-agency approach necessary to ensure that homelessness prevention, intervention and recovery is at the very the centre of all work practice. This strategy sets out Herefordshire Council's priorities for preventing homelessness and rough sleeping across the county. The strategy recognises that homelessness, in its causes and consequences, is a cross-cutting issue, which cannot be tackled by one agency or organisation alone. In order to achieve positive outcomes it is essential that all partner agencies work together in a coherent and integrated way. It makes a direct link to the national Homeless Reduction Strategy 2022-25 and the 4 priority outcomes.

5. Overall there has been positive progress against the strategy. In some respects the response to Covid has enabled more rapid progress in areas such as the development of a housing first model (notably at Whitecross Road), the development of a cross sector systemic approach; delivered under the Breaking the Cycle banner as a multi-agency 'Team Around The Individual' and link-worker approach; and the acquisition of both capital and revenue funding amounting to over £5.5 million. There has however been slower progress in undertaking the review of the operational structure; which is now underway; and in the reduction of our reliance on meeting demand through the provision of temporary accommodation and bed and breakfast accommodation - although this is not an isolated issue for Herefordshire as it reflects a national trend. Developments are now in hand to deliver those areas of the strategy that remain to be fully developed.
 1. Homeless prevention activity for all households at risk is maximised.
 2. Rough Sleeping is minimised and tenancy sustainment opportunities for rough sleepers and those with complex needs are increased.
 3. Homeless people and those at risk are able to access appropriate housing and support services are targeted effectively.
 4. The health and wellbeing of homeless people and those at risk is improved.

6. The Homelessness Reduction Act places a legal duty on all English councils to help all eligible applicants and not just those who are in most need. The Council must help if an individual is legally homeless or threatened with homelessness. The type of assistance depends on the individuals circumstances. If they are already homeless or threatened with homelessness, help under the personalised housing plan is usually limited to 56 days. This will be provided under the Council's duty to **relieve** and **prevent** homelessness. In March 2020 the UK Government introduced a number of restrictions upon society in response to the COVID-19 Pandemic. One of these restrictions was the introduction of the 'Everyone In' initiative by the Department for Levelling Up, Housing and Communities (DLUHC). It became mandatory for all local authorities to provide emergency accommodation for everyone who was rough sleeping. This initiative was to ensure that the COVID pandemic's impact amongst homeless and rough sleeping individuals was mitigated and did not add additional pressure to the National Health Service.

7. Vennture, a local Voluntary Faith Organisation, were commissioned to work closely with the council's Housing Solutions Team. Together they identified individuals who were street homeless, rough sleeping or sofa surfing. Support, accommodation and sustenance was provided to all. Over 280 individuals in Herefordshire were accommodated during the first period of 'lock down'. The individuals had a wide range of backgrounds and differing support needs and were accommodated in a variety of settings across the whole county. Herefordshire called this approach Project Brave (Building Resilience Against Enduring Vulnerabilities).

8. Project Brave became very successful and evolved to embrace the ambition to make homelessness rare, brief and non-reoccurring by tackling and addressing gaps in provision. A partnership approach was taken across all council services, community voluntary and faith sectors, NHS agencies and the police with a wider focus on substance misuse, mental health, anti-social behaviour and exploitation. The proposed long term

strategic approach to Project Brave has evolved from this initial work and is attached at appendix A. The overall aims of Project Brave are:

- a) Greatly improving outcomes for vulnerable individuals
- b) New homes and sustainable support models for homeless people
- c) Empowering people with multiple complex vulnerability to direct their own lives
- d) Reducing avoidable demands on health, housing, social care and police systems
- e) Making high risk homelessness largely a thing of the past
- f) Promoting safe, healthy, independent living and community participation and preventing the next generation of people with multiple complex disadvantages
- g) Developing and galvanising accommodation assets

9. It is evident that Project Brave has had significant impact on the lives of vulnerable homeless people in particular, both in positive outcomes for individuals and in the overall numbers of those assisted. Since March 2020,

- 252 households have been accommodated altogether, in some form
- 157 households have moved into transitional or long term housing, including some progressing from one to the other.
- 62 units of new accommodation have been created or brought into use to house homeless people, in a combination of transitional housing and long term homes. Some of these schemes are coming into use in the new year 2023.
- People have also been supported into long term homes through tenancies with registered housing providers in existing social housing stock.
- In early 2023, the Rough Sleeper Outreach Team is continuing to support 82 people at risk of rough sleeping and around 16 actual rough sleepers.

The journeys of individual homeless people are varied and complex and don't always proceed in a linear, incremental fashion. Amongst the many examples of real success stories for people through Project Brave are;

- People with histories of multiple evictions and debt and financial concerns sustaining long term tenancies.
- People with long term mental health or substance use needs enabled to self care, manage risks for themselves and live more independently with support.
- People with complex needs being supported through temporary and transitional housing eventually into long term tenancies, with continuing support.
- People enabled to take up training and employment
- Many of those supported are single adult men, but couples and women have also participated and been supported through Brave.

Project Brave has adopted a team around the person approach, incorporating a link worker model. Individuals are provided with a wrap-around support service with the

objective to enable them to progress from transitional accommodation to more settled accommodation with a personalised support plan. Some of that settled housing has been acquired or developed by the council and some people become tenants of registered housing providers.

10. Central to Project Brave is finding long term homes for homeless people and providing the support they need. This requires a pipeline of self-contained homes to be developed, along with additional transitional accommodation. Accommodation has been acquired using council capital and grants, existing council properties have been converted and housing has been secured from local Registered Providers, Private Landlords and voluntary organisations.
11. To date 45 units have been secured for transitional accommodation with the creation of a homeless hub, 29 units as long term accommodation and a further 28 units of accommodation are in the pipeline to supplement the existing transitional accommodation. In addition a number of individuals have been accommodated in to permanent tenancies. Having an address has also enabled a growing number of people to find employment.
12. The operational management arrangement for Project Brave evolved during and beyond the period of Covid emergency with both strategic and operational groups involving multi agency partner organisations.
13. In 2022, officers have worked with partner organisations to consider the scope and best way forward for Project Brave. This concluded with a series of workshops in November and December including:
 - a) Health and Social Care Partners
 - b) Housing Partners;
 - c) Community, voluntary and faith organisations, police and others; and
 - d) Users of Project Brave – Experts by Experience.
14. Reflection on the Brave engagement and review of implementation of the Homelessness Prevention Strategy highlighted opportunities to refine the approaches to intervention and support.
 - a. Prevention – through Herefordshire Council Talk Community network work with communities to minimise the risk factors that lead to complex vulnerability and occurring and homelessness reduction
 - b. Personalised and joined up support through named link workers – through the existing Project Brave model, work with individuals who are rough sleeping or at risk of rough sleeping to help them secure accommodation and meet any support needs they may have – primarily through a single agency lead worker model.
 - c. Team Around the Individual / Breaking the Cycle – utilising a MEAM informed approach to multi-agency working, work collaboratively across the whole public sector and CVFS sector landscape to develop bespoke support and accommodation plans for individuals with the highest levels of multiple disadvantage.
15. Services should also be co-designed and co-produced utilising the knowledge and experience of individuals with lived experience. 'Experts by Experience' is considered both

nationally and internationally to be best practice. It leads to services being more effective and more responsive to the needs of users of the services.

16. It is proposed to establish a standing/continuing expert experience forum comprising experts by experience to support and advise the onward development of Brave. This will follow good practice identified elsewhere or through research. The group will be developed through the cohorts of people identified and support through Brave. Once this is established, the most effective means by which it and its membership can be heard within the wider management and development of Brave.
17. The partnership approach to Project Brave has emerged naturally and rapidly during Covid19 and has persisted to the present day. Internal governance is proposed for the initiative going forward, as follows.
 - a) A strategic project board, chaired by the council and with senior manager representation from Police, NHS agencies and representatives from housing and voluntary and community sectors, complemented by experts by experience, where available. It will oversee the development and delivery for the project overall, its performance and delivery of the action plan.
 - b) An operational Board focused on homelessness, featuring operational managers and other key professionals and experts by experience. To include the council, police, major stockholding housing providers, Herefordshire Homelessness Forum, commissioned accommodation providers and other voluntary organisations.
 - c) An operational Board focusing on multiple complex vulnerability and prevention, featuring operational managers and key professionals, along with experts by experience. Organisations involved will include the council, health agencies, specialist voluntary organisations, adult social care and others.
 - d) Attendance at these boards by experts by experience is expected to be achieved over time and supported through the development of the proposed experts focus group.
18. In order to implement this strategic approach to Project Brave, an action plan will be prepared with clear achievable actions and accountability, based upon the building block areas, objectives and outcomes set out in the document. The action plan will be in place from April 2023, will be monitored by the Strategic Project Board and progress will be reported using Verto and to Health and Wellbeing Board and Cabinet Members. Clear timelines will be set out for each action in the plan and monitored through the project governance.
19. In August, Herefordshire secured entry to the Making Every Adult Matter (MEAM) network as one of ten new local authority areas to do so. MEAM is a National programme led by Homeless Link, sponsored by DLUHC. The MEAM network provides a framework, advice database and national local authority support network for Local Authorities to develop and implement services that address multiple disadvantage – Homelessness, addiction, offending and mental ill-health. It does not provide funding.

20. MEAM defines multiple disadvantage as including, homelessness, substance misuse, mental ill health and contact with the criminal justice system. Where services in a local area do not work in partnership with each other, the combination of these multiple disadvantages can lead to people not being able to engage with local services. This in turn can lead to additional disadvantages such as poverty, ill-health, homelessness, relationship breakdown, loss of employment, amongst others.
21. Herefordshire is now working with a dedicated MEAM project delivery officer, in order to focus local work to ensure that our collective efforts reduce the opportunities for multiple disadvantages to occur in Herefordshire and when they do people and communities are supported to overcome them.
22. There are 7 Core Objectives to MEAM, these align with the core principles of Project Brave and will be referred to as we move forward.

Objectives	Principles
<ul style="list-style-type: none"> • Partnership & Co-production • Consistent Cohort • Co-ordination for people/services • Flexible responses from services • Sustainability & System change • Service Improvement & staffing • Measurement of success 	<ul style="list-style-type: none"> A whole system collaboration Knowing who everyone is A Team around the Person Strengths based, Promoting Independence Whole system collaboration & solutions Training and data sharing Project & performance management

23. A key cohort of vulnerable people of project Brave is ex-offenders being released from prison. A number of individuals have been supported as part of project Brave, including moving into settled accommodation. However, targeted or dedicated support and accommodation is generally not in place for ex-offenders and this is a significant gap in provision. Attempts to secure external grant funding to support ex-offender provisions have so far not been successful. Beyond the scope of project Brave there is the need for the council to consider the wider, corporate approach to ex-offenders across a range of needs and risks.

Community impact

24. The Joint Strategic Needs Assessment, Understanding Herefordshire (JSNA) identifies the scale and breadth of homelessness need locally, along with the numbers of care leavers and a broad analysis of their needs. The needs of the small cohorts of very vulnerable people who are the focus of this report represent a level of specific detail within the broader data in the JSNA.
 - Homelessness can be associated with severe poverty and is a social determinant of mental health, it can also have an impact on physical health
 - Homeless people are more likely to become victims of crime
 - On average homeless men die 30 years earlier and women 37 years earlier than the general population in England

- The causes of homelessness are often complex so that preventing homelessness is a difficult issue to address. However, it is known that some factors and experience can make people more vulnerable to homelessness, including poor physical health, mental health problems, alcohol and drug issues, bereavement, experience of care, and experience of the criminal justice system.
25. The procurement of temporary accommodation will significantly contribute to the priorities in the council's County Plan through; enabling vulnerable adults to live in good quality housing, helping to ensure they are safe and live independent lives and allowing them to enjoy their home and neighbourhoods.
 26. Housing has been identified amongst the priorities in Herefordshire's Health and Wellbeing Strategy, including housing those with hidden issues and reducing health inequalities. Enabling people to live independent lives through provision of good quality affordable housing, and developing homes for life is also reflected in the strategy. The health and Wellbeing Strategy is currently in the process of being revised.
 27. The council is committed to providing a healthy and safe environment for all individuals affected by the council's activities. Therefore the council seeks to ensure that the work it and its partners undertake, does not adversely affect the health, safety or welfare of any homeless individuals. In acquiring or leasing property, the council operates to high standards of health and safety in all aspects of maintenance and management of premises. These standards will be applied to any properties acquired under this proposal and any associated arrangements for housing management.
 28. The County Plan 2020 - 2024 aims to shape the future of Herefordshire and encourage and strengthen communities whilst creating a thriving local economy and protecting and enhancing the environment to ensure Herefordshire remains a great place to live, visit, work, learn and do business.
 29. Delivering housing to help address the shortage of affordable housing in the County is intrinsically linked to the ambitions of the new County Plan 2020 – 2024.
 30. A key focus of the proposed strategic approach to Project Brave involves long term preventative work in the community, reducing the risk of multiple complex vulnerability, including homelessness. It will therefore be essential to work through and with Talk Community, the council's main communities initiative. It is envisaged that work through Talk Community Hubs and other community initiatives will take potentially take the following approach, subject to Hub development and resources required.
 - Focus on Adverse Childhood Experiences (ACES) and long term prevention of complex vulnerability
 - Trauma informed approaches
 - Opportunities for vulnerable people to participate in activities and benefit from signposting through Talk Community Hubs
 - Mental Health First Aid and wider training for volunteers
 - Identify individuals journeys and links to communities of interest/identity
 - Promote active participation in Communities more widely for vulnerable people
 - Encourage improved digital access and participation through any relevant schemes or projects
 - Help promote better take-up of primary care and encouraging self care

Environmental Impact

31. Overall this strategy has minimal impact upon Herefordshire Council's Environmental Strategy. It impacts in the area of Improving Access to Green Spaces as it is intended to reduce the number of people rough sleeping and therefore leaving rubbish in the natural environment.
32. The development of this Strategy has sought to minimise any adverse environmental impact and will actively seek opportunities to improve and enhance environmental performance.
33. Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.

Equality duty

34. 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.
35. 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.
 36. The recommendations in this report will assist in adding to the County's affordable housing stock and allowing future households who share protected characteristics to have access to appropriate accommodation. The decision will support the council in discharging its equality duty.

Resource implications

37. It is envisaged that all the staffing and activity required to implement the proposed Strategic Approach to Project Brave will be continue to be delivered through existing resources within Community Wellbeing directorate and external grants.
38. A notable feature of Project Brave is the great success Herefordshire Council has achieved in securing grants from DLUHC to support the initiative. The new services and activity involved has been largely funded by significant revenue grant aid, attracted from DLUHC. This have been under a number of grant schemes, including RSI programmes 2 to 5 and Rough Sleeper Accommodation Progamme (RSAP). The total grant awarded to the council so far for Project Brave for the period 2020 to 2025 is approximately £5m.

£4,183,912 in revenue funding
£ 824,000 in capital funding

39. This level of grant aid reflects both the scale of the work within Brave and DLUHC's recognition of, and confidence in, what Herefordshire is delivering and achieving. There is close working relationship between the council and DLUHC's homelessness and regional teams, who have made a number of visits to the county to view Project Brave in practice. The capital grant funding is overseen and assured by Homes England, with whom Herefordshire Council is now an Investment Partner.
40. The capital grant has supported acquisitions and conversions or improvement of properties to bring them into use as transitional accommodation or long term homes. The council has also deployed capital spending of around £1.05m to Brave properties over the period.
41. In total, £1.824m in capital has been spent on delivering 51 units of housing under Project Brave.

2022-25 Rough Sleeper Drug and Alcohol Grant Funding - Turning Point			373,664	521,328		894,992
2022-25 RSI funding - Additional Protect and Vaccinate support			25,620	37,116	39,140	101,876
2022-25 RSI funding - Early intervention/outreach staffing support/training/translation			231,120	298,376	276,179	805,675
2022-25 RSI funding - Emotional Trauma Specialist			23,264	31,608	32,640	87,512
2022-25 RSI funding - Flexible Surge Provision to provide temporary accommodation			96,500	82,500	68,750	247,750
2022-25 RSI funding - Client Personal Budgets/Debt alleviation fund			45,000	45,000	45,000	135,000
2022-25 RSI funding - White Cross Road manager (HC08) and four staff HC07 FTE's			185,965	191,545	201,294	578,804
2022-25 RSI funding - Funding towards New Zara House Operation			70,000	75,000	80,000	225,000
Total revenue expenditure	610,113	996,425	1,193,295	1,439,725	832,063	5,071,621
TOTAL EXPENDITURE	610,113	996,425	1,193,295	1,439,725	832,063	5,071,621

42. The revenue funding costs to meet the needs of this process are currently met from existing Housing Solutions Temporary Accommodation budget and staffing budgets, which include the Homelessness Prevention Grant (HPG), Discretionary Housing Payments (DHP), accessing Local Housing Allowance / Housing Benefits and the use of Rough Sleeping Initiative Surge provision and Staff funding posts. This revenue funding is a combination of Herefordshire Council core base budget and the HPG provided by the DLUHC. The existing funding is due to finish in 2025, however the council have a working relationship with DLUHC and are confident that there will be further funding opportunities beyond 2025.

43. DLUHC have recently announced a new funding initiative, Supported Housing for Young People aged 16 – 25 who are homeless or deemed to be at risk of homelessness. DLUHC specified this cohort from data that the council report on.

44. Taking into account, all the above factors, there are no immediate financial implications for the council from this decision.

Legal implications

45. In line with relevant statutory duties, the Homelessness Reduction Act included duties for Councils to provide advisory services and introduced new duties to assess all applicants and take reasonable steps to prevent and relieve homelessness.

46. Under the Homelessness Act 2022, this requires all local housing authorities to publish a homelessness strategy every five years. The Rough Sleeping Strategy also introduced requirements for councils to have a Homelessness and Rough Sleeping Strategy.

47. The recommendations made in this report, will ensure that these duties and requirements are being met.

Risk management

Risk / opportunity	Mitigation
<p>It is a legal requirement to have a Homelessness Reduction Strategy. Not having one will leave Herefordshire Council open to legal challenge</p>	<p>The council has a published strategy</p>
<p>Developing a service that does not take into account the experiences of those with lived experience and therefore does not meet the need of service users.</p>	<p>Work collaboratively with 'Experts by Experience' to co-design and co-produce the service</p>
<p>Current Government funding for Project Brave staffing within the council will cease on the 31/03/2025.</p>	<p>The council should access all additional funding stream and opportunities, ring fence Local Housing Allowance / housing benefit for use directly in the delivery of housing services for all households accommodated through the Housing Solutions Service. The likelihood is that further funding opportunities will be made available through DLUHC from 2025. The council have an excellent partnership relationship with DLUHC and meet regularly to discuss funding.</p>
<p>Lack of engagement or offers of accommodation from registered housing providers.</p>	<p>All major stockholding providers in the county have committed to working with project Brave to provide housing with tenancies for previously homeless people. This is based on the council's commitment to providing support for all Brave tenants for as long as needed</p>
<p>Rising prices in the local housing market restricting acquisition and wider options.</p>	<p>Whilst prices have risen significantly since 2020, there is evidence that they are now to be stabilising Capital resources identified are likely to continue to be sufficient to secure or acquire the housing required, where such acquisitions are considered.</p>
<p>Risks from non engagement by vulnerable people with essential support services.</p>	<p>This is a common factor in multiple complex vulnerability and homelessness and can be associated with high risk of harm for individuals. The Brave model of named link workers and teams around the individual are design in part to address this. Existing training including around trauma can help tackle the issues</p>

<p>The lack of a corporate or multi agency approach for ex-offenders in Herefordshire presents some risks of harm and provides outcomes for people being released for prison.</p>	<p>and more focused training is being considered</p> <p>Project Brave will continue to provide some good outcomes for Individuals to manage the wider risk in relation to the ex-offenders community. A corporate council approach will be required to address a range of issues and needs.</p>
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48. These risks can be managed at a Service Delivery Level and a Directorate level

Consultees

49. Consultation with Service users and partners has taken place. This strategy incorporates their views.

- The consultation with Service Users saw seven people attend the feedback event. This is 25% of the current rough sleepers.
- This group were representative of the wider group of rough sleepers and previous rough sleepers.
- The consultation took place in a workshop facilitated by Herefordshire Health Watch on 20th November 2022

50. The council is committed to supporting and listening to the voices of 'Experts by Experience' in developing Project Brave and co-producing services wherever possible. An initial workshop with experts by experience in December has generated some themes from their input include;

- The need for help earlier in people's lives.
- Recognising and tackling the different causes of homelessness and the different routes people take.
- Recognising that some homeless people move between areas and in and out of Herefordshire.
- Need to accept that people may only be able to seek help and move towards improved outcomes when they are ready and services need to be agile enough to respond when that happens.
- Some frustration around council decisions relating to homelessness duty to individuals and how that is communicated

51. Consultation with partners to Project Brave took place on 4, 7 and 11 November 2022. Key themes emerging from the engagement are:

- More joined up working including multi disciplinary meetings/practice

- A greater focus on prevention of vulnerability and effective early intervention
- Recognising impact of Adverse Childhood Experiences (ACEs) and work with children's services
- Need to tackle diverse causes of vulnerability/homelessness including employment, addiction
- Mental health needs are widespread and often go undiagnosed
- Need to understand an work with the mobility of some homeless/vulnerable people.

52. A political groups consultation meeting relating to this decision was held on 25 January 2023 and was attended by members from various parties. There was a wideranging discussion and members generally expressed considerable support for the work in Project Brave and in tackling homelessness. There was a clear expectation of regular reporting on future performance of Project Brave services and activities and this will be taken forward through the action plan to be developed. Particular emphasis was given to the importance of enabling community participation by vulnerable people in the context of Project Brave and this is highlighted in the strategic approach around community prevention, through and with Talk Community.

Appendices

Appendix A - Draft Strategic Approach to Project Brave

Appendix B - Mid point review of the action plan with the Homeless Reduction and Rough Sleeping Strategy 2020 – 2025.

Background papers

None

Report Reviewers Used for appraising this report:

Governance	John Coleman	Date 30/01/2023
Finance	Karen Morris	Date 27/01/2023
Legal	Sam Evans	Date 26/01/2023
Communications	Luenne Featherstone	Date 24/01/2023
Equality Duty	Harriet Yellin	Date 30/01/202
Procurement	Lee Robinson	Date 24/01/2023
Risk	Jo Needs	Date 26/01/2023
Approved by Hillary Hall		Date 15/02/2023

Community Wellbeing Directorate

Project Brave Strategic Approach

DRAFT 2

1. Overview

Project Brave is a multi-agency partnership initiative enabling and finding solutions for very vulnerable people, at risk from;

Homelessness Substance use Mental Health Criminal experience Exploitation

It is about new homes and changing lives for vulnerable people in communities. It is a creative and joined up approach by the council and its partners to fulfilling their public duties to those who are most vulnerable.

Project Brave was instigated as an early response to the Covid19 pandemic, focusing on people who were very vulnerable but are not eligible for or fall between various statutory services. Initially, the Project delivered rapid and very effective response to the Government's "Everyone In" initiative. It then evolved into an ambitious but earnest intent to eradicate high risk homelessness in Herefordshire. It recognises that homeless people need homes and sets out to find those homes and support people to live in them.

Project Brave is also about multiple complex vulnerability, connecting with and embracing the lived experience of people for whom services and systems have persistently failed. Agencies challenge themselves and each other to work in a joined up and personalised way to enable people to be safer and achieve better outcomes.

The project began rapidly and naturally during a national emergency and has evolved pragmatically and within available resources. Following award of MEAM network membership, progress review and stakeholder engagement in late 2022, approval is now sought for this strategic approach, guiding the onward development of Project Brave.

2. Overall Aims

- Greatly improving outcomes for vulnerable individuals
- New homes and sustainable support models for homeless people
- Empowering people with multiple complex vulnerability to direct their own lives
- Reducing avoidable demands on health, housing, social care and police systems
- Making high risk homelessness largely a thing of the past
- Promoting safe, healthy, independent living and community participation and preventing the next generation of people with multiple complex disadvantages
- Developing and galvanising accommodation assets

3. Building Blocks of Project Brave and Specific Objectives

3.1 Homes for Homeless People Objectives;

- Ensuring sustained provision of emergency and transitional accommodation, in Hereford City and other locations.
- Ensuring appropriate accommodation and support during extreme weather and winter
- Delivering a continuing pipeline of long term homes for homeless people, utilising capital grants and linked to appropriate support
- Enabling homeless people to move into social housing tenancies through a continuing partnership with registered housing providers.

3.2 Support which is joined up and personalised Specific Objectives;

- Ensuring all people rough sleeping and in emergency and transitional accommodation have a named link worker through outreach or homelessness hub teams.
- Ensuring an effective, reliable and well promoted out of hours emergency response to homeless people in crisis, with access to temporary or emergency accommodation.
- Ensuring that everyone who needs it has a personal housing plan.
- Ensuring that all new housing schemes for homeless people have dedicated link workers or support teams, including transitional accommodation.
- Enabling a “team around the person” approach via link workers, giving access to professionals in health, housing, social care, communities and criminal justice.
- Sustaining a “deal” with registered housing providers which ensures support for homeless people given tenancies, linked to a homelessness/eviction prevention protocol.
- Ensure trauma informed training for all staff working with homeless people and more widely.

3.3 Multiple Complex Vulnerability Specific Objectives;

- Multi disciplinary working adopted routinely for all with multiple complex vulnerability and risk of serious harm or death.
- Sustain and review the “breaking the cycle” approach to case review and problem solving.
- Maximise appropriate referrals for assessment and intervention under a Care Adult Risk Management (CARM) processes where adults are vulnerable, linked to multi agency interventions as appropriate.
- Sustain and expand existing Multi-disciplinary Team (MDT) approach in Accident & Emergency A&E attendances amongst people with multiple complex needs, where mental health is the main presenting need.
- Develop and action plan for identifying and managing risks of drug and alcohol deaths in the community, linked to wider strategic and partnership work and MDT approaches.
- Establish a new, workable protocol for supporting and risk assessment for vulnerable people not engaging with services.
- Establish an action plan for optimising access to primary care for people with multiple complex vulnerability, including take up of immunisation and health checks programmes.

3.4 Homelessness Prevention Specific Objectives;

- Sustaining and promoting use of the Client debt alleviation fund, relieving barriers to tenancies and accommodation
- Ensuring homelessness outreach and duty teams provide holistic support and advice to people homeless or at risk, including home-finding, arrears and financial issues and support planning.
- Optimising take up of specialist mediation services, including for 16-25 year olds, enabling people to maintain their existing housing and support networks.
- Consolidating and maintaining a homelessness and eviction prevention protocol with registered housing providers.

3.5 Talk Community Prevention Specific Objectives;

- Identify research and models of practice around incidence of Adverse Childhood Experiences (ACEs) in communities and early intervention related to risk of complex vulnerability.
- Development of trauma informed engagement approaches through commissioned community services and training for volunteers and Talk Community Hubs.
- Sustain and promote the network of trained volunteer mental health first aiders as part of Talk Community Hubs.
- Develop and pilot “active community plans” for vulnerable people, promoting participation in communities, including online and other communities of identity/interest.
- Ensure access for vulnerable people to financial and debt advice and healthy lifestyle support through Talk Community Hubs and commissioned services.
- Deliver Training in identifying and engaging with people with multiple vulnerability for volunteers and staff working in signposting roles.
- Ensure community hubs and services promote access to primary care for vulnerable people

3.6 System Working Specific Objectives

- Commitment from all agencies to multi-disciplinary practice and joint risk management.
- Establishing simple data sharing arrangements between key agencies to support identification of and joined up working with people with multiple complex needs.
- Agreement to joined up approaches to maximising external grant funding for Project Brave, utilising the eligibility, networks and expertise of all partner agencies.
- Agreed, documented and shared protocol/process for use of CARM approach with people with multiple complex vulnerability

4. Selected Outcome Measures

- A. To make rough sleeping rare, infrequent and non recurring in Herefordshire.
- B. Optimum take up of transitional accommodation, with appropriate lengths of stay and access to support.

- C. Significantly more formerly homeless people sustaining long term tenancies, with support where required.
- D. Everyone identified within Project Brave has a named link worker
- E. Every person identified with multiple complex vulnerability including a mental health or substance use diagnosis has a treatment plan or pathway plan.
- F. New long term housing for homeless people is of high quality and well maintained.
- G. A reduced rate of deaths among people with multiple complex vulnerability or as part of Project Brave.
- H. All people identified as at risk from serious harm or death subject to proactive engagement, MDT working and risk assessment/monitoring.
- I. Every homeless person known to Project Brave has a personal housing plan
- J. Total provision of newly available transitional and long term housing for homeless people reaches 120 units
- K. Fewer blue light emergencies and A&E attendances by people with multiple complex vulnerability.
- L. Increased use of CARM processes to identify vulnerability and multi agency responses
- M. Continued take up of new tenancies with registered housing providers by Project Brave cohort, with support where required.
- N. Increased take up of community services and engagement in volunteering and community activities by people identifying as having mental health needs, substance use needs or experience of exploitation.
- O. Growing numbers of volunteers trained in mental health first aid, trauma informed practice and identifying complex vulnerability.

5. Principles of Project Brave

- A whole system collaboration, with multi-disciplinary practice embedded
- Knowing who everyone is, not relying on referrals
- The team around the Person
- Listening to and led by lived experience
- Strengths based and promoting independence
- Real Homes for Homeless People
- Participation in communities aids prevention
- Joint approaches to training and information sharing
- Robust project and performance management

6. Impact of Project Brave

Project Brave has had a significant impact so far on the lives of individuals and on the scale and incidence of high risk homelessness in particular. Since March 2020,

- 252 households have been accommodated in total
- 157 households moved into transitional or long term housing
- More than 70 people helped initially by Project Brave have found their own solutions, by finding accommodation or relocating outside Herefordshire.
- 62 units of new housing have been created for homeless people so far through Project Brave, including long term homes and transitional housing, with support.
- Approximately 20 homeless people have been supported into tenancies with registered housing providers in existing social housing stock
- In January 2023, the Rough Sleeper Outreach Team continued to work with 98 people at risk of rough sleeping, including 16 current rough sleepers.

The pattern of outcomes being achieved for individuals is complex and not regular, with people's journeys progressing and then reversing or stalling. Some people can find resolutions very quickly and for others it takes a long time. It may be that 10 people move into settled housing in one week, but this could be the culmination of many months of work and different steps.

The following case examples illustrated a typical range of experiences and how Project Brave has had real impact on people's lives;

A 54 year old man rough sleeping, with a history of evictions, rent arrears and substance use, had faced various barriers to finding housing. He was moved quickly into temporary accommodation and with the building of trust was supported around his debts and to apply on Home Point. He was successfully matched to a social rented home and has remained there for 18 months, with support from the outreach service.

A 34 year old man has a complex range of needs as an ex-offender, including substance use, domestic abuse and a diagnosed serious mental health need. He had been rough sleeping intermittently for years, punctuated by periods of family life, hospital admissions and relationship breakdown. These patterns led to significant risk of serious harm or death. He was encouraged to move into the Whitecross Homelessness Hub in 2022 and engaged with professional intervention for his mental health and substance use. Having made significant progress, he has now taken a social housing tenancy, with continuing light touch support from council teams.

A 34 year old man has a history of offending and substance use. He was accommodated under the Everyone In scheme at Hedley Lodge. Following a period of support from Vennture and the Outreach Team, he secured a home via Home Point in March 2021, where he continues to live.

A 26 year old man was sofa-surfing, with a recent history of offending, relationship breakdown and anger management issues. Previous accommodation in supported housing had broken down. Early in the Covid pandemic he was accommodated under Everyone-In and engaged with support through Project Brave. He began bidding on Home Point and gained a social housing tenancy in March 2021. He continues to live there successfully, with light touch outreach support.

A young couple returning to Herefordshire after living elsewhere, experienced a series of problems in maintaining housing, despite managing to find jobs, first in Hereford and then in Leominster. They were supported in temporary accommodation through mental ill health, and relationship breakdown and eventually in November 2020, moved into private rented housing secured by the outreach team. They remain there, living successfully together.

A 31 year old man who had been trying to manage his own mental health and alcohol use, was evicted in January 2021 for economic reasons. This led to an escalation of his health needs, against a backdrop of past domestic abuse and relationship breakdown. He was supported into temporary accommodation and continued to try to manage his own needs. In view of these needs, he moved into supported housing at the Whitecross Hub and was enabled to make progress in various aspects of his life, including having an autism diagnosis. Council teams have continued to support him as he has made two further moves and now has a social housing tenancy. He is volunteering with a local health provider and receiving training, building upon his lived experience.

7. Making Every Adult Matter (MEAM)

MEAM – Making Every Adult Matter – working for people affected by multiple disadvantage. MEAM have a network of 42 local authorities across England who subscribe to the seven key principles of the MEAM approach. (see below)

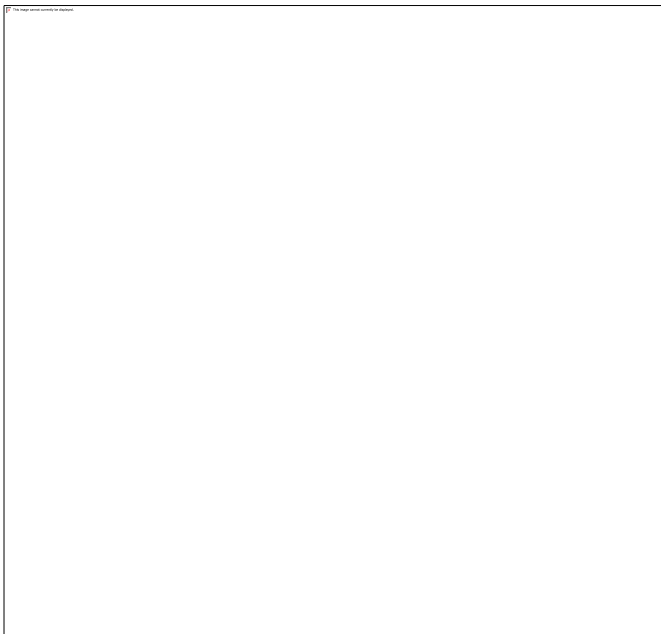
In June 2022, MEAM opened up the network in order to recruit 10 new local authority areas to it. Herefordshire's multi agency / cross sector partnership, Project BRAVE, who work collaboratively as part of our response to Homelessness and rough sleeping, submitted an application and secured an interview to become one of these new Local Authority areas. In August the multi-agency / sector partnership, were successful at interview and became one of the 42 Local Authorities that now make up the MEAM Network.

MEAM defines multiple disadvantage as including, homelessness, substance misuse, mental ill health and contact with the criminal justice system. Where services in a local area do not work in partnership with each other, the combination of these multiple disadvantages can lead to people not being able to engage with local services. This in turn can lead to additional disadvantages such as poverty, ill-health, homelessness, relationship breakdown, loss of employment, amongst others.

Herefordshire's Project BRAVE approach to homelessness and rough sleeping has helped a range of statutory agencies and Community, Faith and Voluntary groups to work more collaboratively, to reduce the risks of becoming homeless in Herefordshire and is working towards the goal of making homelessness rare, brief and non-recurring.

Herefordshire is now working with a dedicated MEAM project delivery officer, in order to focus our work to ensure that our collective efforts reduce the opportunities for multiple disadvantages to occur in Herefordshire and when they do people and communities are supported to overcome them.

The MEAM Approach



8. Policy and Legislative Context

Project Brave starts from a recognition that people can be very vulnerable despite not being eligible for certain statutory services or not being able to engage with those services. Nonetheless, the initiative takes place in the context of a wide range of legislation and national policy. This includes;

Housing Act 1996 Part VII 1

Homelessness Reduction Act 2017 (now part of the Housing Act 1996, as amended)

Care Act 2014, including s42

Mental Health Act 1983, as amended

Mental Capacity Act 2005, as amended

Equality Act 2010

Human Rights Act 1998 and European Convention on Human Rights

From Harm to Hope; a Ten Year Drugs Plan to cut crime and save lives

The Rough Sleeping Initiative (RSI)

9. Stakeholder Engagement

There are many local stakeholders in Project Brave and its various streams of work. The most important stakeholders are people with lived experience of homelessness and /or multiple complex vulnerability .The council is seeking to maintain direct, credible and sustainable ways of engaging with and learning from that experience.

Key public sector and voluntary or community stakeholders in Project Brave include;

Herefordshire Primary Care Networks and Taurus GP Federation
Wye Valley Trust
Herefordshire and Worcestershire Health and Care Trust
Herefordshire and Worcestershire ICB
West Mercia Police
West Midlands Probation Service
Herefordshire Homelessness Forum
Herefordshire Community Safety Partnership
The Diocese of Hereford
Vennture,
Ethos
Connecting Communities and People
Turning Point
Connexus Housing
Stonewater Housing Group
Citizen Housing
Platform Housing
Herefordshire Community Partnership
Talk Community Hubs
Hereford BID
Herefordshire MIND

In Autumn 2022, Herefordshire Council embarked upon stakeholder engagement for the purpose of consolidating review of Project Brave, preparatory to its relaunch. Three workshops were held in November and December with agencies and professionals and a fourth with experts by experience. In the workshops for professionals, which were well attended, there was considerable interest and positive engagement in the ideas and practice involved with Project Brave. This was accompanied by a clear commitment from multiple agencies to continue working together in advancing this initiative.

The themes emerging from the professionals workshops included;

- The need for wider and more consistent joint working between agencies
- The necessity of effective multi-disciplinary practice in assessment and intervention to support people to achieve the best outcomes.
- Support for more strategic focus and direct work on longer range prevention
- The importance of recognising and taking proper account of Adverse Childhood Experiences (ACEs).
- A commitment to appropriate yet pragmatic sharing of information in order to ensure joined up working and risk management.
- Tapping into the networks within Talk Community and opportunities they present for vulnerable people and prevention.

The experts by experience who participated in engagement in December, drew mainly on their experience of homelessness. Some themes from their input include;

- The need for help earlier in people's lives.
- Recognising and tackling the different causes of homelessness and the different routes people take.
- Recognising that some homeless people move between areas and in and out of Herefordshire.

- Need to accept that people may only be able to seek help and move towards improved outcomes when they are ready and services need to be agile enough to respond when that happens.
- Some frustration around council decisions relating to homelessness duty to individuals and how that is communicated.

Continuing engagement

The project management and internal governance arrangements for Project Brave will provide an opportunity for continuing engagement, particularly amongst professionals. These arrangements include the two operational groups and the regular liaison with the Homelessness Forum

It is proposed to establish a standing/continuing expert experience forum comprising experts by experience to support and advise the onward development of Brave. This will follow good practice identified elsewhere or through research. The group will be developed through the cohorts of people identified and support through Brave. Once this is established, the most effective means by which it and its membership can be heard within the wider management and development of Brave.

10. Resources

10.1 Staffing

The implementation of Project Brave so far has called very substantially on the staff time and resources of the council's Housing Solutions service, including the rapid development and expansion of the Rough Sleeping Homelessness Outreach function. This now includes a team of workers based at the Homelessness Hub and supporting vulnerable homeless people in a variety of locations. New staff and services have also been developed at times by Vennture in particular and the initiative has placed broader demands on teams and services in other agencies.

This Project Brave staffing has been largely dependent on funding from the Department of Levelling up, Housing and Communities (DLUHC). Continued staffing of this kind will remain essential to sustaining and building upon Project Brave. Therefore continued external funding is essential to the continuation of Brave.

Grant Funding to date

The new services and activity involved has been largely funded by very significant revenue grant aid, attracted from DLUHC. These have been under a number of grant schemes, including RSI programmes 2 to 5 and RSAP. The Total grant awarded to the council so far for Project Brave for the period 2020 to 2025 is as follows;

£4,183,912 in revenue funding
 £ 824,000 in capital funding

This level of grant aid reflects both the scale of the work within Brave and DLUHC's recognition of and confidence in what Herefordshire is delivering and achieving. There is close working relationship between the council and DLUHC's homelessness and regional teams, who have

made a number of visits to the county to view Project Brave in practice. The capital grant funding is overseen and assured by Homes England, with whom Herefordshire Council is now an Investment Partner.

The capital grant has supported acquisitions and conversions or improvement of properties to bring them into use as transitional accommodation or long term homes. The council has also deployed capital spending of around £1.05m to Brave properties over the period.

In total, £1.824M in capital has been spent on delivering 44 units of housing under Project Brave.

Further Funding Opportunities

Current RSI5 revenue funding already allocated to Herefordshire will continue until 2025. DLUHC has now announced a further funding scheme, Supported Housing Accommodation Programme (SHAP), which is available over the next three years, incorporating both revenue and capital grants. This is incremental and complementary to the existing RSI regime and provide opportunities for councils to develop more specialist, targeted provision for certain groups. For Herefordshire, DLUHC will consider funding accommodation and support for 16 to 25 year olds at risk of homelessness.

There are also external funding opportunities available to voluntary and community organisations for which the council is not eligible. These can potentially complement the resources available to the public sector and Vennture in particular has successful attracted funding, notably around Winter homelessness services.

11. Risks and Challenges

The following risks and challenges have been identified in the sustaining and onward development of Project Brave;

- Insufficient engagement or commitment from partner agencies to sustain the joined up and multidisciplinary approaches essential to Project Brave.

Many organisations have maintained their commitment to the Brave partnership over time. The recent engagement has underlined that commitment at various levels in a number of key partners. There is a continuing challenge around consistent engagement from primary Care Networks and GPs given, the many demand on their resources, but there has been valuable contributions to some issues.

- Dwindling resources with which to fund the sustained outreach and support staffing required.

Government has recognised the importance of sustained staffing to deliver this work and so has made an extended funding commitment to Herefordshire to 2025 and is now introducing further funding programmes as well.

- Lack of engagement or offers of accommodation from registered housing providers.

All major stockholding providers in the county have committed to working with project Brave to provide housing with tenancies for previously homeless people. This is based on the council's commitment to providing support for all Brave tenants for as long as needed.

- Barriers to a funding continuing pipeline of accommodation through properties acquired or converted by the council.

There appear to be continuing sources of capital grant funding to support the pipeline. The council's own commitment of capital, including when matching government grant will be kept under review, with significant spending so far delivering housing at a good return on investment. There are robust assurances and processes involved in the council's capital programme to manage any risks.

- Rising prices in the local housing market restricting acquisition and wider options.

Whilst prices have risen significantly since 2020, they are thought now to be stabilising somewhat in Herefordshire. Pricing is not for the time being rising so far ahead of grant and other resources to present a major barrier.

- Services and agencies practice retreating to non collaborative working or narrow statutory approaches to eligibility.

This would be a significant risk to the Brave approach but is not being seen generally or currently. The partnership working through Operational Groups and multi disciplinary practice substantially mitigates this risk, given the commitment made at senior level by most agencies.

- Challenges to effective progress in prevention of homelessness and complex vulnerability.

The council has dedicated resources for homelessness prevention and reduction, in the context of clear statutory obligations. A variety of schemes and offers and expert knowledge mean the council is well placed to achieve progress over time.

Prevention of complex vulnerability is itself a complicated proposition and one which in most cases can be achieved only on a generational basis. Behaviours and patterns of substance use are established for many reasons and over a long time and often with very significant impact on people's physical and mental health. There is a commitment within Project Brave to planning for this long range prevention approach, working through Talk Community, health partners and others.

- Risks from non engagement with essential support services.

This is a common factor in multiple complex vulnerability and homelessness and can be associated with high risk of harm for individuals. The Brave model of named link workers and teams around the individual are design in part to address this. Existing training including around trauma can help tackle the issues and more focused training is being considered.

- The potential for poor outcomes for people, despite interventions and support.

The journey to safe, independent health living for many people in the Brave cohort is a complex one, with frequent reverses and detours. This is inherent in complexity of people's needs, lifestyles and personal histories. The Brave approach is designed as far as possible

to embrace and tackle that complexity and risk, but positive or linear outcomes cannot be guaranteed in every case.

12. Partnerships and Governance

Formal Governance

- Cabinet is asked to approve the strategic approach to Project Brave in February 2023. Subsequently, other partner agencies are invited to formalise their commitment to the project through their various governance arrangements.
- An annual report on Project Brave to Health and Wellbeing Board is proposed, along with periodical reporting to and review by cabinet members for housing and Health and wellbeing.
- Periodical updates on Project Brave developments will also be provided to the Community Safety Partnership (CSP) Board.
- The work and resources supporting Project Brave will also be reviewed as appropriate by various internal governance boards within Herefordshire council.

Project Governance

- The partnership approach to Project Brave has emerged naturally and rapidly during Covid19 and has persisted to the present day. Somewhat revised internal governance is proposed for the initiative going forward, as follows.
- A strategic project board, chaired by the council and with senior manager representation from Police, NHS agencies and representatives from housing and voluntary and community sectors, complemented by experts by experience, where available. It will oversee the development and delivery for the project overall, its performance and delivery of the action plan.
- An operational Board focused on homelessness, featuring operational managers and other key professionals and experts by experience. To include the council, police, major stockholding housing providers, Herefordshire Homelessness Forum, commissioned accommodation providers and other voluntary organisations.
- An operational Board focusing on multiple complex vulnerability and prevention, featuring operational managers and key professionals, along with experts by experience. Organisations involved will include the council, health agencies, specialist voluntary organisations, adult social care and others.
- Attendance at these boards by experts by experience is expected to be achieved over time and supported through the development of the proposed expert's focus group.

13. Action Plan and Timelines

In order to implement this strategic approach to Project Brave, an action plan will be prepared with clear achievable actions and accountability, based upon the building block areas, objectives and outcomes set out in the document. The action plan will be in place from April 2023, will be monitored by the Strategic Project Board and progress will be reported using Verto and to Health and Wellbeing Board and Cabinet Members.

Clear Timelines will be set out for each action in the plan and monitored through the project governance.

Homelessness Prevention and Rough Sleeping Strategy (2020-25) Improvement Plan 2021/2022 (Year 2)

In developing our Homelessness Prevention and Rough Sleeping Strategy 2020-2025, the council consulted widely with stakeholders, partner agencies, service users and the public. This established that the four key priority outcomes that were developed for the previous homelessness strategy remain relevant, as follows:

1. Homeless prevention activity for all households at risk is maximised. (Ref: PO1)
2. Rough Sleeping is minimised and tenancy sustainment opportunities for rough sleepers and those with complex needs are increased. (Ref: PO2)
3. Homeless people and those at risk are able to access appropriate housing and support services are targeted effectively. (Ref: PO3)
4. The health and wellbeing of homeless people and those at risk is improved. (Ref: PO4)

These broad priority outcomes will help to inform an annual Improvement Plan, which will be reflective of the multi-agency approach necessary to ensure that homelessness prevention, intervention and recovery is at the very the centre of all work practices..

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Through identifying improvement activities for each year the Improvement Plan underpins the whole strategy. The Improvement Plan will be available on the council website alongside the strategy and will be updated annually.

In March 2020 the UK Government introduced a number of restrictions upon society in response to the COVID-19 Pandemic. One of these restrictions was the introduction of the 'Everyone In' initiative. The UK Government made it a requirement that all local authorities had to provide emergency accommodation for everyone who was rough sleeping. Over 280 individuals in Herefordshire were accommodated during the first period of 'lock down'. The individual's being accommodated had a wide range of backgrounds and differing support needs. They were accommodated in a variety of settings across the whole county. Herefordshire called this approach Project BRAVE (Building Resilience Against Enduring Vulnerabilities). Project BRAVE developed three strands: -

1. Meet the needs of accommodated persons during the current period of COVID – 19 emergency accommodation;
2. Post the COVID – 19 emergency accommodation period, provide support for individuals to access mainstream housing; &
3. In the long-term, provide support to sustain mainstream housing and reduce the risks for homelessness and rough sleeping to re-occur.

This approach enabled Herefordshire council to work with a range of partners from the Statutory and the Community, Voluntary and Faith Sector (CVFS), to develop an integrated approach to working with, for and in support of people who use services, with the intention of making homelessness rare, brief and non-recurring.

Herefordshire Council has also worked across the accommodation landscape to expand access to accommodation through the Private Rental Sector, Registered Providers, as well as develop our own housing stock option to meet these increased accommodation needs.

This action plan captures the progress to meet the key priorities set out in the strategy.

No	Strategic Priority	Improvement Activity	Lead Responsibility	Resources	Improvement Outcome	Links to Strategy Priority Outcomes	Progress
1.	<p>Strategic Priority - We will review and improve our current operational structure to ensure that preventative activity is central to everything that we do. We will do this as part of our improvement activity for the first year of the strategy.</p> <p>Strategic Priority - We will work with key partners to identify how we can deliver a Housing First project in Herefordshire.</p> <p>Strategic Priority - Through Team Herefordshire we will support a lead agency to develop a cross-sector systemic approach</p>	<p>Improvement Activity - Deliver Covid 19 Housing Exit and Support Recovery Plan – Project BRAVE</p>	HSHPM and All partners	Existing & Department for Levelling up, Housing & Communities (DLUHC)	<p>Further develop the multi-agency ‘blueprint’ for rough sleeping prevention, intervention and recovery.</p> <p>Agency responsibility in the pathway is agreed and clearly understood.</p> <p>Information sharing protocols are put in place.</p> <p>Rough sleeping becomes infrequent, then rare, then non-occurring.</p> <p>Housing First Model implemented in Herefordshire</p>	PO1, PO2, PO3, PO4	<p>Project Brave continues to develop.</p> <ol style="list-style-type: none"> Governance through Project Brave Strategic Board and Operational Delivery Group. Delivery through the Breaking the Cycle (BTC) multi agency / sector Case conferencing to deliver strategy. Review and re-launch of project Brave and pathways – Housing, Health & Social Care, Justice and CVFS. Three key themes to progress: <ul style="list-style-type: none"> - a. Pre-prevention pathway – to be delivered through Talk Community Hubs. Funding to recruit a post to deliver support to communities. b. Complex / multiple Disadvantage’s pathway – to be delivered through BTC. c. Rough sleeping pathway – to be delivered through BTC. Comprehensive Information sharing protocol in place, understood by all partners and incorporated into service user assessment processes. Herefordshire successful in joining the Making Every Adult Matter (MEAM) national network.

that moves rough sleeping and sofa surfing sequentially rare, infrequent and non-reoccurring.

6. Using DLUHC Rough Sleeper Initiative (RSI) 2022-25 grant funding employed Project Brave / Rough Sleeping Outreach Team Operational Lead.
7. Severe Weather Emergency Protocol developed and in use.
8. Emergency Winter Accommodation:-
 - a. In 2020/21 Herefordshire Council provided emergency winter accommodation with support from CVSE charitable partners. (Funded by Herefordshire Council and DLUHC Cold Weather Grant Funding, Protect and Vaccinate and Protect Plus grant funding)
 - b. In 2021/22 Herefordshire Council provided emergency winter accommodation with support from CVSE charitable partners. (Funded by Herefordshire Council and DLUHC Winter Transformation Grant Funding)
 - c. In 2022/23 Herefordshire Council worked with Herefordshire Homeless Forum to provide emergency winter accommodation, with Vennture providing the management and support staff and with support from other CVSE charitable partners. (Funded by Herefordshire Council and DLUHC Night Shelter Transformation Grant, Eveson Trust, Herefordshire Community Safety Partnership, St Peters Open

							Door (Charity), Ethos (Charity) and Hereford Mayors fund)
2.	Strategic Priority - We will develop and broaden our accommodation offer to reduce reliance upon Bed and Breakfast and Hotel Temporary Accommodation	<p>Improvement Activity - We will investigate opportunities for entering into a long term lease with a private landlord to develop bespoke temporary accommodation for vulnerable households.</p> <p>Improvement Activity - Further develop monitoring and evaluation of existing services and sharing of learning across organisations</p> <p>Improvement Activity - Develop a temporary accommodation (TA) policy. Document to include needs assessment, plan for sufficient supply and TA placement policy.</p> <p>Improvement Activity - Work with new and existing accommodation</p>	HSHPM and HSM	Existing	<p>Ensure that services are people focused. Ask for and use feedback from service users and providers to improve services.</p> <p>Learn from best practice.</p> <p>NEW – to develop and implement processes and practices that ensure the voice of experts by experience are utilised to their fullest in the design, delivery and management of these services.</p> <p>Clear assessment of current use of and future need for TA to inform future supply.</p> <p>Soft market testing of market for TA to enable greater understanding of market and potential delivery models.</p> <p>Clear placement policy to enable people to understand the process that the council applies</p>	PO1, PO2, PO3, PO4	<ol style="list-style-type: none"> 1. Officer employed (RSI4 Funded) to capture data and analyse trends to inform ongoing service development. Incorporate information to improve services into this action plan. 2. To be developed – feedback and evaluation processes, co-production / co-design / co-management of services with users of these services (Experts by Experience). 3. Secured membership to MEAM network. 4. Continue to conduct research and identify best practice – nationally and internationally to further develop and improve our offer of service. 5. Housing Strategy Officer attended several conferences and fact finding visits and the identified best practice from these was shared via Homeless Forum and with statutory partners across the County. 6. Temporary Accommodation Policy developed and in use. 7. Temporary Accommodation Procurement Framework Policy still in development – projected operational date May 2023. 8. Temporary Accommodation market analysis undertaken and comprehensive list of providers developed.

		providers to expand range of 'move on' accommodation and related support offer.			<p>when placing households in TA.</p> <p>Rough sleeping is reduced through enhanced intervention and housing provision.</p> <p>Rough sleeping prevention in increased. Those at risk of rough sleeping are supported to maintain their existing home.</p>	<ol style="list-style-type: none"> 9. Homeless Prevention Protocol agreed with local Registered Provider's. 10. Using DLUHC grant funding delivered a Trauma Informed Training program to 165 front line staff. 11. Referral Pathways in place for placement of former rough sleepers with a range of RP's across the county. 12. Using RSI 2022-25 grant funding and through the grant of a contract to a VCSE sector organisations, develop a Day / Drop in centre for homeless and rough sleeping individuals – 2022-25 13. Developed a suite of accommodation offers through:- <ol style="list-style-type: none"> a. Developing 12 units of supported accommodation with Citizen Housing at White Cross Road. b. Using Department of Levelling Up, Housing and Communities (DLUHC) funding redeveloped 6 units of accommodation at Blackfriars Street. c. Using Herefordshire Council Grant funding worked with Trustees at Hope Scott House homeless shelter to refurbish, redesign and extend the accommodation offer to 13 units of en-suite accommodation and 2 self-contained 'pod' homes. d. Using DLUHC Grant funding and Herefordshire Council core grant funding purchased 6 properties
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							<p>of 1 bedroom accommodation off the open market.</p> <p>e. Using DLUHC Grant funding and Herefordshire Council core grant funding refurbished a Private Rental Property to give 7 units of one bedroom self-contained accommodation.</p> <p>14. Using Herefordshire Council Grant funding secured the long-term use of a former hotel to give 18 units of self-contained 1 bedroom accommodation.</p> <p>15. Working with a Private Sector Landlord secured 16 units of accommodation in New Town Road – mix of 1 bed-room self-contained and 1 bed-room with shared facilities.</p> <p>16. Continued to rent an 8 bedroom HMO.</p> <p>17. In development / purchase: -</p> <ol style="list-style-type: none"> a. Six units of accommodation in two semi-detached houses (HC owned) b. Purchase and conversion of an office block to give 21 units of accommodation (HC Owned) c. Purchase and conversion of a block of flats 28 units of accommodation. (HC Owned)
3.	Strategic Priority – We will seek alternative funding to enable the implementation of the homelessness	Improvement Activity - Apply for external funding opportunities to implement projects	All partners	DLUHC funding Charitable funding	Physical and mental health services are more accessible to rough sleepers and those at risk	PO1, PO2, PO3, PO4	<p>1. Funding secured 2020 to date is £5,622,212 (as a mix of revenue and capital.) Breakdowns follows: -</p> <ol style="list-style-type: none"> a. RSI3&4 - £1,200,404 b. RSI 5 - £2,072,329

	<p>health improvement projects as part of our improvement activity.</p>	<p>that meet an identified need.</p> <p>Improvement Activity - We will strengthen our ability to provide support to people through our Rough Sleeper Outreach Team and partner agency support services</p>			<p>through outreach provision.</p> <p>Expand support available to rough sleepers and those at risk of rough sleeping or homelessness.</p>		<ul style="list-style-type: none"> c. OPCC 2021 - £4,000 d. NSAP 2020 - £524,745 e. RSAP 2021 - £490,892 f. Winter Provision 2021 - £93,913 g. Protect Plus 2021 - £20,000 h. Protect and Vaccinate 2021/22 - £150,437 i. Winter Transformation 2020 - £96,500 j. Community Safety 2022 - £20,000 k. Night Shelter Transformation Grant 2022/23 - £54,000 l. Rough Sleeping Drugs and Alcohol Grant 2022-24 - £894,992 <p>2. Above funding used to recruit: -</p> <ul style="list-style-type: none"> a. Rough Sleeping Outreach Team – Tenancy Sustainment Officer. b. Rough Sleeping Outreach Team – Navigator c. Rough Sleeping Team – Prison Release Navigator d. Rough Sleeping Outreach Team – Lead officer e. Turning Point recruited a range of staff and resources to enhance their service. f. Recruit to a Trauma Specialist to work with people affected by Adverse Childhood Trauma and the effects of it.
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Key:

Housing Solutions & Home Point Manager	HSHPM
Strategic Housing Manager	SHM
Chief Executive Officer	CEO

*The lead may delegate operational responsibility to other colleagues in his/her team.

On Going Focus

The Homeless Prevention and Rough Sleeping Strategy 2020-25 is continuing to develop, through project BRAVE. In addition to the above actions, the following points will commence during the 2023/24 year of operation: -

- Full mid-point review of the Strategy and report to Elected Members and Senior Management Team. (By October 2023)
- Interlinking of Project BRAVE into this Strategy and Herefordshire Community Safety and Drugs Partnership core strategy.
- Further develop our capacity and ability to map an individual's journey through our systems by using our data to shape our thinking.
- Further development of the Project BRAVE review to deliver three distinct tracks: -
 - Early intervention through Herefordshire Council Talk Community Hubs
 - Developing and applying an integrated MEAM focus to individuals who require the partnerships support to overcome enduring multiple disadvantages.
 - Continue to apply a Team around the Individual / Breaking the Cycle approach to all people who present and are rough sleeping or at risk of rough sleeping
- Research into how the County may develop an 'Experts by Experience' working party to shape and enhance our services to make the voice of communities heard.
- Research into how the County may develop its whole workforce to become 'Trauma Informed' and enable them to work in a Trauma Informed way, taking account of an individual's strengths to maximise all opportunities to break the cycle of homelessness.
- Use the data around Cost Benefit's across the partnerships systems, to enable the development of an integrated and funded homelessness prevention system in Herefordshire, to ensure that homelessness becomes rare, brief and non-recurring.

These points will be managed by the Strategic Housing Manager and interwoven into the Homeless Prevention and Rough Sleeping Strategy 2020-25 at the full mid-point review. This action plan will reflect them as distinct actions.



Title of report: Aylestone School Expansion

Meeting: Cabinet

Meeting date: Thursday 23 February 2023

Report by: Cabinet member children and families;

Classification

Open

Decision type

Key

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

Aylestone Hill;

Purpose

To approve the expansion of Aylestone School to accommodate additional pupils admitted from September 2026 in response to rising numbers in Hereford City.

Recommendation(s)

That:

- (a) Cabinet agree to progress with the permanent expansion of Aylestone High School;**
- (b) Subject to securing planning consent, Aylestone High School is expanded to enable its permanent expansion to five forms of entry (150 pupils per year group) at a cost of not more than £13.1m including fees and contingency;**
- (c) Delegated authority for award of procurement contracts for the lifecycle of the project, is given to the Corporate Director, Children and Young People; and**

Further information on the subject of this report is available from
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 Quentin.Mee@herefordshire.gov.ukl

(d) The Service Director, Education, Skills and Learning, be authorised to take all operational decisions necessary to implement the above in consultation with the S151 Officer and the Cabinet Members for Children and Families and Commissioning, Procurement and Assets.

Alternative options

1. Expand Whitecross High School – this would be our preferred option, as there is a significant shortage of capacity at the school. However, the school is part of a Private Finance Initiative (PFI) contract for which the Council pays a unitary charge to the PFI contractor. The council explored what the impact of an extension at Whitecross would have on the PFI contract. Although the landlord was agreeable for the school to expand, it was identified that there would be a significant uplift in the annual unitary charge which has meant that any expansion, at this time, would not be financially viable, and therefore this option is not recommended.
2. Expand Kingstone High School – this was explored in detail and remains an option for the future, but not recommended at this time. A decision to expand Kingstone by one form of entry (1FE = 150 pupils) was due to be heard by Cabinet in November 2022 (to be closely followed by a further 1FE expansion proposal for Aylestone High School), but was later withdrawn to allow for: additional options to be considered following feedback during pre-cabinet scrutiny; and, further analysis identified a greater need for places in the city. Despite a number of housing developments in its catchment, Kingstone High School has the physical capacity to serve all the children in its catchment, meet the demand of the developments and provide the majority of places requested by parental preference. Any expansion at Kingstone, at this time, would result in transporting learners from the city to the Golden Valley and therefore would not align with the council's commitment to climate change.

Key considerations

3. Ensuring there are sufficient school places to meet parental demand is a statutory duty for councils. This means that councils must make population and pupil forecasts in order to anticipate changes in demand. Where additional places are required the council is responsible for securing them. This applies to maintained schools, voluntary controlled schools, voluntary aided schools, free schools and academies.
4. Every year the council is required to make a school capacity (SCAP) return to the Department for Education (DfE). This includes information about the number of children on roll in each school planning area by age, as well as details of the capacity of schools.
5. The data from the SCAP return has, over recent years, identified building pressure on places in the north of the city, mainly at Whitecross High School, but increasingly at Aylestone School (which neighbour each other's catchment area). To put this into context, using Autumn Term 2021 data, 1189 learners have Whitecross as their nearest school, it has a capacity of 945. Likewise, Aylestone has 695 learners living closest and a capacity of 450. Both schools had a waiting list following admissions allocations in September 2022.
6. Additional capacity is now required to meet growing numbers in the north of the city. We are unable to build capacity at Whitecross, for the reasons outlined in paragraph 1 therefore additional capacity at Aylestone School would relieve the overall pressure in the north of the city whilst still allowing those who might sit in the catchment of Whitecross High School to be able to walk or cycle to Aylestone School.
7. Where demand exceeds the capacity of the schools, the DfE allocates a formula-based "basic needs" grant. This is intended to contribute towards the capital costs of adding places. The

council has approx. £6.5m of basic need grant remaining from previous years' allocations. The DfE announced early in 2022 that the council will receive a further £9.5m over the next 3 years to increase primary and secondary capacity across the county. Some of this grant will be used to fund the project.

8. This project seeks to address the immediate need for secondary places. In parallel, over the next 12 months, a longer term strategy, on school place planning, will be developed. This will be informed by the Herefordshire Local Plan 2021-2041 which is due to go out to public consultation later this year.
9. Aylestone School is located just off Aylestone Hill (A465). It currently has a capacity of 450 pupils but it has in the past had a capacity of 1250. This was reduced in 2003 (capacity 900), 2010 (capacity 750) and most recently in 2017 where it has been operating at 450.
10. During this time of reduced capacity, Broadlands primary has moved onto the site and dilapidated buildings/mobiles have been removed. As a result, in order to expand, additional accommodation will be required. The proposed expansion would allow for 150 learners per year group (total capacity of 750).
11. A feasibility study was commissioned to identify what opportunities there are at the school to expand. As part of the study, a curriculum gap analysis was undertaken to show deficit and surplus of existing provision compared to the schedules of accommodation requirements, as defined in the DfE's Building Bulletin 103 Area Guidelines for Schools.
12. The study identified that the increase in capacity causes the school to be under-provided for accommodation in several areas: with under-provided and under-sized general and specialist teaching spaces, an under provision of a suitable sports hall and under provision of administration, storage and toilet areas.
13. This project chiefly addresses the need for the required additional spaces, through some remodelling and a new build teaching block and sports hall which will be designed and built in such a way that it can be added to in the future.
14. Aylestone School comprehensively updated their School Travel Plan in July 2022, and the Assistant Head teacher is in regular contact with the Council's School Travel Plan Co-ordinator. Their travel survey showed that current student travel methods are: - Walk 46% - Car 35% - Bike/Scoot 3% - Park & Stride 3% - Other (bus etc) 11%. The current cycle parking provision has been identified as a barrier to cycling, and the school are keen to improve this. Road safety measures have included 'Parking Pals' signs to encourage parents who drive to school to park away from school gates, and information provided to encourage parent drivers to park at Aylestone Park instead – the school's designated 'alternative parking'. Broadlands Primary which is also located on this campus updated their School Travel Plan in 2022. Their travel survey showed that the current travel methods of pupils are: Walk 55% - Bike/scoot 11% - Car 48% - Park & Stride 7% - Other 1%. They also participated in Walk to School Week 2022 and the pupils collectively walked 652km and participate annually in the Council's Road Safety education programme for schools.
15. In a bid to increase the number of students accessing the schools by active travel means, the project will work alongside the emerging Hereford City Masterplan, in which active travel is a key priority. The plan features a network of Primary and secondary cycle routes. Significant improvements to the existing route along the A465 are in development and has funding secured from council's successful 'Levelling Up' funding bid. The secondary network that will be developed includes a route along Broadlands lane, Eastnor Drive and Whittern Way meaning the site will be directly accessed by the city's cycle network. The emerging masterplan also proposes a network of neighbourhoods with measures to reduce speeds and traffic in local neighbourhoods which will enable more walking and cycling for school journeys

and requests for reduced speed limits on Whittern way are already being considered by the council.

16. The construction industry still continues to feel the impact of the pandemic, with labour shortages, high demand for raw materials, soaring energy prices and the geopolitical situation in Ukraine and its consequent impact on oil and gas supplies are all serious causes for concern. A statement on product availability from the Construction Leadership Council (21 April 2022) noted that increased energy and raw materials costs currently remain key factors driving rising prices for construction in the UK.
17. In addition to the increasing prices for construction, inflation is the highest it has been for over 40 years, peaking at over 11% in October 2022. Given this volatility in the market, and in a bid to continue to deliver value for money effectively, a suitable contingency is vital in order to ride the waves of uncertainty and avoid further cost inflation by decision delay.

Community impact

18. These activities support the council's County Plan Ambition to strengthen communities to ensure that everyone lives well and safely together and the Children & Young People's Plan Pledge of helping all children and young people succeed – be amazing.
19. The County Plan outlines the council's priorities. The expansion of Aylestone School supports three of these: Ensure all children are healthy, safe and inspired to achieve, Protect and improve the lives of vulnerable people, and Invest in education and the skills needed by employers.
20. The project fulfils the delivery of school places which is included in Herefordshire council's delivery plan which highlights the key activity planned for 2022-23.
21. The children and young people's directorate schools capital investment strategy itemises 11 principles. The rebuild of the school would align with principles 1, 2, 7, 8, 10 and 11.
 1. High quality learning environments are more likely to deliver the best outcomes for all children and young people.
 2. A high quality learning environment is one where:
 - a) The building is in good condition with an affordable and planned programme of maintenance;
 - b) The building has the right number of suitable places;
 - c) The building supports the delivery of a suitable curriculum and learning;
 - d) There is sufficient suitable outdoor space including playing fields and all weather surfaces;
 - e) Children are not taught in temporary classrooms;
 - f) The building is energy efficient;
 - g) The school has full disabled access;
 - h) The school meets all health and safety requirements.
 7. As a whole across Herefordshire, there should be no more than 10% surplus school places. This margin is designed to reflect population variations and trends over time.

8. The council will be increasingly responsible for taking steps towards protecting the environment and will expect all schools to work towards achieving and displaying energy certificate rating of C or above and a silver eco schools rating along with reducing energy consumption located near community assets.
10. Any financial investment must represent best value for investors and could come from a variety of sources, including:
 - a) Specific grants and one off government schemes;
 - b) The planned release of sites to sell and reinvest;
 - c) External funding such as from The Education Funding Agency, the Diocese and section 106 agreements with housing developers.
11. The council will carry out detailed consultation on any changes or investment proposals.
22. As with all school provision, improvements to the quality of education is vitally important in improving the life chances of children and young people in the care system. The expansion of Aylestone School will improve the quality of education, and the educational experiences for all of the pupils on roll, including those who are in care and therefore the responsibility of the corporate parenting board.
23. The detailed design will address how the safety of pupils, parents, staff and the community can be assured throughout the construction period. This will include separation of school and contractor spaces, management of vehicle movements, and control of machinery and materials which may pose any health and safety risk.

Environmental Impact

24. The developed design of the block will seek to minimise any adverse environmental impact and will actively seek opportunities to improve and enhance operational performance through a dedicated environmental and energy strategy.
25. The council and school have made a commitment to pursue energy performance over and above the minimum requirements of the building regulations, by targeting more stringent industry standards and will achieve a high standard of operational performance.
26. The council's brief for the new block will look to exceed council policy requirements of passivhaus standards and will aim to achieve net zero carbon emissions. This means that the building must achieve a consistent good level of thermal comfort with very little energy consumption.
27. The approach to achieving a high energy and thermal performance and therefore reducing consumption and carbon emissions on the site will be led firstly by passive measures, then energy and carbon efficiency.
28. Passive measures will be included to reduce the building's energy consumption in the first instance. These include improving the u-values of the fabric, optimising window sizes to maximise daylight while limiting the potential for overheating and using a passive summertime comfort strategy to eliminate the need for active cooling. These measures ensure that the energy demands are minimised over the lifetime of the building and therefore form the fundamental basis of the energy strategy.

29. Operational and carbon efficiency then become the focus of the design. All equipment and plant included in the design will be selected based on high efficiency performance and quality, prioritising the reduction of carbon emissions.
30. Employing passive design measures will minimise both heat loss in the winter and heat gain in the summer from the outset. It is the most effective way of ensuring a low energy impact of the building over its entire lifetime.
31. In keeping with this 'passive first' approach, the proposed new fabric will be highly thermally efficient and careful consideration will be paid to the airtightness and thermal lines to prevent uncontrolled airflow and its associated heat loss.
32. Most occupied spaces within the new school building will be provided with a good level of natural daylight to create a bright and enjoyable environment.
33. Part of the design for maximising daylight involves finding a good balance with limiting solar gain. The building orientation and envelope will be optimised while creating the daylighting and summer comfort strategies.
34. The proposed passive measures will minimise heat loss through the fabric and significantly reduce the need for active equipment. The following systems have been specified to ensure that where active equipment is required, its energy demand and associated carbon emissions are as low as possible:
 - a. Mechanical Ventilation with Heat Recovery (MVHR) - The building uses MVHR systems throughout to minimise the ventilation heat loss during winter months. One central unit ventilates most occupied spaces, while smaller locale units ventilate toilet blocks. Both types of unit have highly efficient heat recovery (>80%). Simple controls will ensure an easy and intuitive user interface allowing the system to operate efficiently.
 - b. Air Source Heat Pumps - Heating to the new school building will be provided by electrically driven air source heat pumps. By using ambient air as a heat source, heat pumps avoid the need to burn fossil fuels on site to create energy and are up to three times as efficient as boilers.
 - c. Hot Water Generation – Given the limited demand for hot water in the building, hot water will be generated locally via point of use electric water heaters. This eliminates the energy lost by circulating hot water throughout the building.
 - d. High Efficiency Lighting - High efficiency LED light fittings will be specified throughout. Communal spaces will be controlled via presence/absence detection to ensure unoccupied spaces are unlit. All spaces with windows will also be provided with daylight dimming to limit the amount of time that the artificial lighting is used.
 - e. Water Efficiency - Low flow water outlets will be used to minimise the water usage. This includes low flow taps for wash hand basins and classroom sinks.
 - f. On Site Generation - As a final measure, on site electricity generation has been maximised to partially offset any energy consumed by the new school building. The single storey nature of the building provides abundant space for PV panels. Panels have been mounted wherever possible on the flat roof, with consideration to shading from parapets/other architectural elements to maximise scope for electricity generation. Any energy generated on site will feed directly back into the grid, ensuring all electricity produced, regardless of the building's occupancy or usage, will be useful.

35. Key building performance criteria such as thermal performance, insulation, daylighting, ventilation and on-site energy generation will be carefully considered and remained an integral part of the design process throughout.

Equality duty

36. 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.
37. 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.
38. The new school building is intended to serve all members of the local community, including those with protected characteristics under the Equality Act 2010.
39. The principle equalities impact of the decision to expand Aylestone School related to the design and layout of the building. The current buildings are deficient in many respects. The new building would conform to all current legislative requirements and would meet the needs of disabled pupils and their families, as well as staff and other users of the building.

Resource implications

40. By taking the decision to proceed to implementation of the project, the project will follow the council's Programme Management Office process. There will be no call on IT, property services and human resources within the council for this project. Internal support will be required by procurement and legal services, these services are accounted for in the budget plan.
41. The procurement process will be carried out in line with the council's contract procedure rules. The costs shown are estimates only and may vary once tenders are received.
42. There are no future revenue implications to the council as any ongoing maintenance costs will be funded from the school's budget.
43. The capital costs of the decision are set out below. All project costs to be incurred, from the decision to proceed point, have been included. Funding sources have been itemised, and include the year during which they will be required, any unspent Basic Needs Grant will be allocated to future projects as it's a ring fenced grant from DfE.

Capital cost of project	2022/23	2023/24	2024/25	Future Years	Total
	£000	£000	£000	£000	£000
Feasibility	10				10
Construction		250	750	7,422	8,422
Construction Contingency / Risk		25	75	742	842
Inflation			200	263	463
Professional Fees and Surveys		500	500	460	1,460
Internal Fees and Charges	5	65	65	65	200
SUB TOTAL		840	1,590	8,952	11,397
HC Retained Risk Contingency		100	608	1,000	1,708
TOTAL	15	940	2,198	9,952	13,105

Funding streams (indicate whether base budget / external / grant / capital borrowing)	2020/21	2021/22	2022/23	Future Years	Total
	£000	£000	£000	£000	£000
Basic Need Grant	15	940	2,198	9,952	13,105
TOTAL	15	940	2,198	9,952	13,105

Legal implications

44. Sections 13 and 14 of the Education Act 1996 (as amended by the Education Acts 2006 and 2011), sets out that, the Council has a general statutory duty to ensure that there are sufficient school places available to meet the needs of the population in its area. The Council must also promote high educational standards, ensure fair access to educational opportunity and promote the fulfilment of every child's educational potential. In order to discharge this duty the Council has to undertake a planning function to ensure that the supply of school places balances the demand for them.
45. The Education and Inspections Act 2006 requires local authorities to promote choice and diversity when carrying out their strategic duties in relation to the provision of new school places. The proposed works set out within this report satisfy the legal duties imposed upon the Council and will ensure that there are sufficient school places in their area, promote diversity and increase parental choice for school places.

Risk management

46.

Risk / opportunity	Mitigation
The project could cost more than the provision in the capital programme.	The feasibility has given high level costs and included regular reviews of the market and inflation. More cost certainty will be identified at design stage with a clearly defined budget. In addition, a suitable retained contingency, with delegated authority gives better decision making ability and scrutiny.
The project could expand to include works not originally intended.	The recommendations specify as precisely as possible what the project is intended to achieve. This will be in consultation with the school. Any additional extras to the design could be achieved at the school's cost.
There could be planning or similar regulatory requirements that add to costs.	Early involvement of planners will take place at RIBA stage 3, with amendments to the design being made where appropriate.
The work of the school could be disrupted by any resulting building works.	This possibility is anticipated and the architect is asked to address and suggest mitigation strategies for such potential disruptions.
Timescales may slip, if for example, governance, procurement and post pandemic related issues occur.	Timescales within the control of the council will be closely monitored. Should any unexpected delays happen, these will be escalated by exception to mitigate any impact.

Consultees

47. A number of virtual consultation meetings were carried out in February and March of 2021. All head teachers, chairs of governors and ward councillors were invited to comment on wider proposals to increase both primary and secondary capacity across the county. During the consultation, graphical data from the SCAP return was presented to the groups, which quantified the pressure on places being experienced currently and forecasted over the next decade across each planning area. Aylestone School was one of five secondary schools, included in the proposal, to have a feasibility study undertaken to see how the school could be expanded.
48. There were no objections received to the proposal. The main concern raised was around legislation allowing for parental preference, which does not align with the councils commitment to the climate emergency.
49. The Trustees and headteacher of Aylestone School have been involved in the feasibility study and are supportive of proposals to expand the school.

50. The proposal has been discussed with the cabinet member for children's and family services and young people's attainment and the cabinet member for commissioning, procurement and assets. Both are supportive of the expansion plans and see how the expansion would fit into the wider city plan and the advantages of bringing together inclusivity through a campus of the school and the Beacon and further education colleges.
51. The proposal has been discussed with the ward Councillor for Aylestone Hill. They are not supportive of the proposal to increase capacity at Aylestone without further exploring the barriers preventing the expansion of Whitecross High School and that Highways have considered the junction of Broadlands Lane and Aylestone Hill to accommodate additional school time traffic/congestion.
52. Political groups were consulted on 23 January 2023. Representatives attended from Independents for Herefordshire (IfH), True Independents, Conservatives, and the Green Party. The session was recorded and sent out to all parties to comment. There was no objections or points raised to the proposal to expand Aylestone.
53. A public consultation will take place on the proposal, which is statutory requirement when making a prescribed alteration to a maintained school. This will take place in the summer term 2023.

Appendices

None

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 01/02/2023
Finance	Karen Morris	Date 03/02/2023
Legal	Pooja Nahar	Date 03/02/2023
Communications	Luenne Featherstone	Date 01/02/2023
Equality Duty	Harriet Yellin	Date 01/02/2023
Procurement	Lee Robertson	Date 30/01/2023
Risk	Elizabeth Freedland.	Date 30/01/2023
Approved by	Darryl Freeman	Date 15/02/2023

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

DfE	Department for Education
FE	Form of Entry
MVHR	Mechanical Ventilation with Heat Recovery
PFI	Private Finance Initiative
SCAP	School CAPacity Data Collection
PAN	Planned Admission Number



Title of report: Local authority school buildings maintenance works 2023 - 2026 and accessibility improvement works 2023 - 2024

Meeting: Cabinet

Meeting date: Thursday 23 February 2023

Report by: Cabinet member - Commissioning, Procurement and Assets.

Classification

Open

Decision type

Key

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

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

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

Wards affected

(All Wards);

Further information on the subject of this report is available from
Karen Amos, Liz Farr, Karen Knight, Quentin Mee; Tel: 01432 260897, Tel: 01432 383042, Tel: 01432
383043; email: Karen.Amos2@herefordshire.gov.uk, liz.farr@herefordshire.gov.uk,
kknight@herefordshire.gov.uk, Quentin.Mee@herefordshire.gov.uk

Purpose

To approve the proposed expenditure of capital grants for school buildings maintenance works and accessibility improvement works.

Recommendation(s)

That:

- a) The Service Director Education, Skills and Learning be authorised to take all operational decisions necessary to implement the programme of works, and any urgent contingency schemes required, within the approved budget of £3.75m for maintenance, subject to addition to the capital programme by the S151 officer;**
- b) The Service Director Education, Skills and Learning be authorised to take all operational decisions necessary to implement the additional programme of works, within the additional approved budget of £2.7m for maintenance;**
- c) The Service Director Education, Skills and Learning be authorised to take all operational decisions necessary to implement the accessibility improvement works, within the approved budget of £1m for accessibility;**
- d) The Service Director Education, Skills and Learning be authorised to take all operational decisions necessary to vary the programme of works should the amount of funding received from the Department for Education differ from that used to determine the initial programme of works; and**
- e) The Corporate Director, Childrens and Young People be authorised to take all operational decisions relating to the award of contracts for the above programmes of work.**

Alternative options

1. The maintenance grant supporting building works in schools could be profiled differently. The schemes will be determined based on the most recent condition reports produced for each school. The profile will be produced by the consultants undertaking the update of the condition reports and will be considered extensively by the schools capital investment strategy team, the council's property services section and the capital strategy consultative group (involving headteachers). The proposed works will address the known priorities.
2. No funding is spent on accessibility improvement works in schools, and children are required to attend different schools. There is a statutory process which requires the council to arrange the admission of a disabled child or a child with an education health and care plan to the parent / carer's preferred school, unless it can be shown that to do so would prejudice other children or it would be unreasonable to do so. The excessive financial cost of making adaptations could be considered unreasonable.

Key considerations

3. The Department for Education (DfE) provides capital funding to local authorities responsible for schools. This funding includes the schools condition allocation which is intended for the maintenance of community and voluntary controlled schools.
4. The distribution of this funding is determined in accordance with the principles set out in the schools capital investment strategy and is based on regular condition surveys.

5. The schools accessibility works budget will be used to adapt schools so that they can meet the physical needs of identified learners, with special educational needs, to attend school.
6. The maintenance grant is to support large scale improvement work in community and voluntary controlled schools. Grant monies not allocated or spent within a financial year can be retained by the council for use in the following years. The council must complete statutory returns which include details of where the funding has been spent.
7. Academy and free schools have access to the DfE's Condition Improvement Fund (CIF) for building works, both maintenance and improvements. They cannot utilise the maintenance grant.
8. Voluntary Aided schools have access to School Condition Allocations (SCA) and Condition Improvement Fund (CIF). The SCA will be co-ordinated by their respective dioceses and arch-dioceses. Where a school is not associated with one of these bodies, they will have access to the bid-based CIF. They cannot utilise the maintenance grant
9. The national schools funding formula means all schools receive a relatively small devolved formula capital allocation to support minor maintenance or improvement works. Schools may convert revenue budgets to capital to assist with these works. Bigger maintenance schemes like the replacement of a roof, a new heating system or windows are funded through the central maintenance grant awarded to the council for community and voluntary controlled schools. Denominational and academy schools will have use of CIF and diocesan SCA to support these large schemes. Opportunities for schools to make a contribution to works by using their devolved formula capital allocation or school balances will always be explored by council officers in discussion with schools.
10. The sums allocated to local authorities are determined by the Department for Education and are published on the government website. Maintenance work is prioritised on the basis of condition surveys.
11. There is a backlog of urgent and essential maintenance works at local authority maintained and voluntary controlled schools. There is also insufficient budget to address all the maintenance and condition issues in schools, as indicated by the last set of condition surveys produced in 2019, an estimated £15m required over the five year period covered by the surveys compared with SCA receipts of approximately £1.195m per year.
12. In order to prioritise the expenditure, all maintained school condition surveys are scrutinised to identify the most significant and pressing works that are highlighted as requiring attention. In addition, priority is given to health and safety work regarding fire safety arising from routine inspections of schools by qualified fire safety officers and any safeguarding arrangements that are considered a potential safeguarding risk.
13. A new set of condition reports are currently being undertaken and expected to be completed by end of February 2023. These reports will be used to create the maintenance programme for the next three years 2023/24 through to 2025/2026. The consultants undertaking the new surveys have been commissioned to produce a programme of works to cover the three year period based on the findings of the reports. It is expected as a minimum that all priority 1 works (those requiring immediate remedial works or replacements) will be included in the programme.
14. It is not always possible to foresee all schemes that need to be undertaken in any one year. An element of emergency / contingency funding is therefore set aside to cover such events that cannot wait to be included in a future year's funding.
15. Due to the insufficient budget available from the DfE for addressing condition items in schools, not all priority 1 items from the 2019 condition reports were able to be addressed. In addition to

this the number and cost of urgent unforeseen works has been increasing annually. These urgent works have impacted on the programme of works put forward for 2021/22-2022/23 resulting in a number of items being deferred from the programme. In order to address the outstanding priority 1 items and the deferred works without impacting on future years' funding from the DfE, a request for additional capital to deliver these works was made to full council which was approved 10 February 2023. These works will therefore be carried out in 2023/24.

16. The programme of works for 2023-2026 and the additional capital maintenance request will address key priorities only to keep the estate operational (safe, wind and water tight). They will not include any retrofit measures to align the buildings with the aim of the council to be net zero carbon. Where possible, works will actively seek opportunities to improve and enhance environmental performance. Past examples include the addition of increased insulation in roofing schemes and installation of LED lighting when ceilings were replaced.
17. Although this programme doesn't seek to directly address the councils concerns around climate change schools do play an important role in achieving the councils net zero aspirations. To this end a consultant has been engaged to deliver a set of Heat Decarbonisation Plans for all maintained schools as a separate piece of work. These plans will inform the council of how schools can become carbon neutral and whether it is cost effective to do so.
18. The council has a duty to ensure that any child with special needs attending a mainstream school can be reasonably accommodated. A number of children have been identified that will be attending primary school, or transferring from primary to secondary school, in September 2023 for which schools will require adaptations to meet the needs of the child and enable them to attend a school. In order for these schemes to be completed a request for capital funding was made to full council which was approved 10 February 2023. These schemes will therefore be carried out in 2023/24.
19. Approval for variations that can be covered within the available budget will follow the council's governance processes. Where there is insufficient budget to cover the work required consideration will be given to reducing the scope of works, using some of the contingency, making an application to council for additional funding or, as a last resort, deferring the scheme to a future year.
20. All capital work, including maintenance, will be procured in accordance with the council's contract procedure rules.

Community impact

21. Schools are a key part of communities and as such it is important that they are well maintained. Parents are encouraged to choose a school suitable for their child.
22. Using the resources available to the council to ensure that Herefordshire's school buildings are well maintained and fit for purpose supports the council's County Plan Ambition to strengthen communities to ensure that everyone lives well and safely together and the Children & Young People's Plan Pledge of helping children and young people succeed – be amazing. The proposed works will include mitigation of potential health and safety and safeguarding risks, aim to promote well maintained buildings which are more cost effective to run and therefore benefit all pupils, including looked after children and care leavers.
23. S39 (1) Children & Families Act 2014 sets out that parents are entitled to make a request to a local authority to secure that a particular school or other institution is named in their child's EHC plan. The impact of the proposed works would mean that there would be more suitable placements for pupils with special needs within their local community, but also, a cost saving to

the Local Authority, if their needs could be met within in their local schools as opposed to placing pupils in school's outside the area or independent schools which is more costly to the Local Authority.

24. The schemes fit within the schools capital investment strategy which sets out the council's approach to delivering the legal duty to ensure there are enough school places for the children in its area. In Herefordshire this will be done in a way that supports the delivery of high quality education and contributes to the attractiveness of the county as a place to live and work.
25. The schemes fit within the corporate property strategy whose aims are to support and help deliver public integrated services across the county with the vision to support the efficient integrated delivery of public services across the county by providing modern, fit for purpose buildings, shared by public agencies.

Environmental Impact

26. This decision / proposal seeks to deliver the council's environmental policy commitments and aligns to the following success measures in the County Plan.
 - a) Reduce the council's carbon emissions
 - b) Work in partnership with others to reduce county carbon emissions
 - c) Improve the air quality within Herefordshire
27. The Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.
28. The environmental impact of this proposal has been considered through the service specification and includes appropriate requirements on the contractor/delivery partner to minimise waste, reduce energy and carbon emissions and to consider opportunities to enhance biodiversity. This will be managed and reported through the ongoing contract management.
29. Replacement of assets provides a means of improving building service installations, for instance using more efficient light fittings and controls to better manage heating systems. These proposals will contribute towards the delivery of the aims in 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 to meet the council's priorities' as well as improve the council's energy efficiency, reduce its carbon footprint and provide cost savings.
30. Environmental measures will be considered as part of each scheme to support the council's Carbon management Plan's target and areas of work for projects and schools and academies. Each scheme will be looked at independently to assess what additional features can be integrated into the scheme to improve the environmental performance of the school for example, additional insulation in a roof replacement scheme.
31. The environmental measures to be incorporated within the build will support the council's Carbon Management Plan's target and areas of work for projects and Schools & Academies.
32. Opportunities to access grant funding for environmental improvement works, for example, Salix funding, will be explored. The use of this funding will ensure that an energy efficient scheme is

implemented and will release funding from the maintenance grant to be utilised on other schools.

33. The development of this project has sought to minimise any adverse environmental impact and will actively seek opportunities to improve and enhance environmental performance.

Equality duty

34. 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.
35. 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. Any building works carried out within schools will be compliant with the Equality Act 2010 and support improved accessibility.
36. The proposed capital maintenance and accessibility improvement schemes will give due consideration to equality issues particularly in relation to disability. The council maintains an accessibility strategy.
37. We will comply with the commitments made in the council's own equality policy relating to accessibility, namely:
- a. When designing infrastructure schemes and redesigning the public realm in our city and town centres, we will work with user groups to ensure that the design improves access for all.
 - b. In all our proposals, we will aim for the highest level of accessibility.

Resource implications

38. Grants available to fund maintenance are shown in the table below. The maintenance grant for 2023/24, 2024/25 and 2025/26 are expected to be in the region of £1.25m, in line with previous years' receipts. Announcements of the actual value of the grant is not due until March 2023 for the 2023/24 allocation, March 2024 for the 2024/25 allocation and March 2025 for the 2025/26 allocation. The budget in the capital programme for 23/24 and 24/25 is currently £1.195m and will be adjusted by the S151 officer once the final award is announced, 25/26 is currently not in the capital programme but will be added in the future. Therefore the below figures will vary to match the actual grant award. The creation of a programme of works prior to receipt of funding enables scoping of the projects to be undertaken in the months leading up to the school

summer holidays, which is the best time to complete the works, that is, when the buildings are unoccupied. This will also provide the best opportunity to spend the funding within the financial year in which it is received.

39. Should additional maintenance funding be received consideration will be given to adding further schemes to the programme of work. Should less funding be received consideration will be given to reducing the level of contingency to enable the programme for works as proposed to be delivered or removing schemes to fit within the reduced budget available.
40. An element of contingency funding has been allocated in each year to cover cost variations of planned work. As it is not always possible to foresee all schemes that need to be undertaken in any one year (urgent capital works), the contingency funding will also be used to cover such events that cannot wait to be included in a future years' funding.
41. Ongoing maintenance costs will be covered by the schools revenue budget so there will be no impact on the council's revenue budget in future years.

Capital cost of project	2023/24	2024/25	2025/26	Future Years	Total
	£000	£000	£000	£000	£000
LA Planned Maintenance	3,278	930	930		5,138
LA Planned Maintenance Fees	492	140	140		772
LA Maintenance Contingency	180	180	180		540
SUB-TOTAL	3,950	1,250	1,250		6,450
Accessibility Improvements	870				870
Accessibility Improvements Fees	130				130
SUB-TOTAL	1,000				1,000
TOTAL	4,950	1,250	1,250		7,450

Funding streams (indicate whether base budget / external / grant / capital borrowing)	2023/24	2024/25	2025/26	Future Years	Total
	£000	£000	£000	£000	£000
LA Maintenance Grant (provisional figure)	1,250	1,250	1,250		3,750
Prudential Borrowing - maintenance	2,700				2,700
Prudential Borrowing - accessibility	1,000				1,000
TOTAL	4,950	1,250	1,250		7,450

42. The schools capital investment strategy sets out the expectation that where appropriate, schools contribute to the costs of capital works. Schools have their own devolved formula capital to cover minor maintenance works in accordance with Annex O (Schedule of Maintenance Responsibility) of the Herefordshire Councils Scheme for Financing Maintained Schools or Local Management of Schools (LMS). Where works are of a greater scale, or encompass some minor maintenance works, schools are expected to contribute alongside consideration of the council's responsibilities for maintenance of maintained schools.

Legal implications

43. The Council is legally responsible for ensuring that school buildings within its area have appropriate facilities for its pupils and staff. The maintenance of school buildings ensures that all pupils and staff have a safe and comfortable environment conducive to their learning and development.
44. Educational establishments must be compliant with a number of legal provisions, in particular, Health & Safety, Equality and Education legislations. The proposed works set out within this report satisfy the legal duties imposed upon the Council and will support the Council with meeting its legal requirements of maintaining school buildings. The recommendations made within this report may be approved by cabinet as set out in section 3 paragraph 3.3.5 of the Council's constitution, which permits cabinet members to approve the proposal within this report.
45. In addition to providing the local community with appropriately maintained buildings, the impact of the proposed works would mean that there would be more suitable placements for pupils with special needs within the local community, which in the long term would have a cost saving to the Council, if pupils with special needs can have their needs met within in their local schools as opposed to placing pupils in schools outside the area.

Risk management

46. By not undertaking the maintenance programme, more children will be attending schools with defects, including those that are considered health and safety concerns. This programme will address the highest known risks within the funding available.
47. The final scheme costs are significantly above or below the forecast. All schemes will be monitored by the school maintenance project board which meets monthly to review the programme. Education, property services and corporate programme management officers also meet weekly to discuss the individual schemes. Where there are variances to works, or tender process, these will be subject to the council's governance arrangements.

Consultees

48. The Cabinet Member for children & families has been consulted and is supportive of the programme of works.
49. The Cabinet member for commissioning, procurement and assets has been consulted and is supportive of the programme of works.
50. Political groups have been consulted.
51. Questions were raised about the inclusion of measures to address the councils' climate commitments. This programme is purely addressing the maintenance side of schools however Heat Decarbonisation Plans have been undertaken as a separate piece of work which will feed in to these schemes. A further question related to whether the council got value for money from the procurement model for schools. All works are tendered in line with the councils' contract procedure rules to ensure that best value was obtained.
52. In terms of accessibility the question was raised about having earlier conversations with families regarding the aspirations for their children and the options for school choices and whether the council could advise or guide the families on which schools are already accessible. The aim is to adapt the school and not adapt the school for a child so that if a child with a different accessibility need comes along, the school does not need further adaptations. The need to have earlier conversations with families has been recognised. The council website

already identifies the schools that have been adapted however any conversations with families would have to be carefully managed so the aspect of parental preference was not removed.

Appendices

None

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 01/02/2023
Finance	Karen Morris	Date 25/01/2023
Legal	Pooja Nahar	Date 27/01/2023
Communications	Luenne Featherstone	Date 20/01/2023
Equality Duty	Harriet Yellin	Date 20/01/2023
Procurement	Lee Robertson	Date 18/01/2023
Risk	Elizabeth Freedland	Date 19/01/2023
Approved by	Darryl Freeman	Date 07/02/2023

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

DfE Department for Education
 SCA School Condition Allocation
 CIF Condition Improvement Fund
 PRU Pupil Referral Unit
 LMS Local Management of Schools



Title of report: Quarter 3 Budget and Performance

Meeting: Cabinet

Meeting date: Thursday 23 February 2023

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 3 2022/23 and the forecast budget outturn for the year.

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

The forecast 2022/23 outturn shows a net overspend of £9.1 million after the use of reserves and recovery plan actions.

The proportion of performance measures showing an improvement, or remaining the same compared to the same period last year is 66%. At the end of the quarter, 81% 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 December 2022 is a potential cost pressure of £9.1 million after the use of reserves and recovery plan actions (£8.7 million at Quarter 2).
3. The table below sets out the cabinet portfolio position at the end of December 2022. Further service detail is available in appendix A.

Revenue Summary

Portfolio	Gross Budget £000	Working Budget £000	Outturn £000	Variance £000	Planned Use of Reserves £000	Recovery Plan £000	Revised Variance £000
Health & Adult Wellbeing	107,632	63,939	63,660	(279)	(242)		(521)
Children's and Family Services, and Young People's Attainment	61,291	54,448	63,549	9,101			9,101
Commissioning, Procurement and assets	25,407	17,298	17,400	102			102
Environment and Economy	4,055	3,583	3,768	185	(36)		149
Housing, Regulatory Services and Community Safety	4,673	1,873	1,939	66		(36)	30
Infrastructure and Transport	20,797	9,828	9,397	(430)			(430)
Finance, Corporate Services and Planning	23,165	13,917	15,827	1,910	(71)		1,839
Corporate strategy and budget	1,507	712	689	(23)			(23)
Portfolios	248,527	165,598	176,229	10,632	(349)	(36)	10,247
Central, treasury management, capital financing & reserves	20,946	10,310	9,210	(1,100)			(1,100)
Total Revenue	269,473	175,908	185,439	9,532	(349)	(36)	9,147

4. The overall forecast indicates a potential cost pressure of £9.1 million (5.2% of budget). At this stage in the year, emerging costs pressures continue to be 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. The impact of these one-off actions will reduce the outturn forecast for 2022/23 by £0.4 million to £9.1 million and it is expected that continuing activity to identify savings through transformation will mitigate these cost pressures for future years.
6. The improved forecast overspend of £0.3 million, before recovery actions, in the Health and Adult Wellbeing Portfolio reflects the delivery of recovery plan activity identified at Quarter 2 and a reduction in client demand. The forecast overspend of £0.3 million comprises net pressures within care provision budgets of £0.2 million offset by £0.5 million of allocated Better Care Fund hospital discharge funding held within Commissioning and Operational Service Delivery.
7. Children's and Family Services and Young People's Attainment is forecasting an overspend of £9.1 million at 31 December 2022. The overspend is largely explained by variances in Looked After Children of £7.1 million, Additional Needs of £1.4 million and the impact of the pay award which has resulted in an additional pressure of £0.5 million for 2022/23.
8. The £1.9 million movement in forecast (£7.2 million overspend reported at Quarter 2) comprises additional costs for Residential Placements of £1.2 million and Agency Fostering of

£0.5 million, £0.2 million to support the ongoing care needs of Unaccompanied Asylum Seeker Children (UASC) and £0.2 million in Supported Accommodation costs offset by smaller variations across the Directorate.

9. The council has supported 45 Unaccompanied Asylum Seeker Children up to 31 December 2022 and of these cases, 42 remain active placements. The number of unaccompanied children arriving in the UK has increased significantly during 2022/23 and this unbudgeted expenditure represents the council's responsibility to support and protect these vulnerable children and young people.
10. The movement in Residential Placements reflects an update to the forecast following focused work in this quarter to ensure the data recorded and processed in the Children's Social Care system is complete and accurate and reconciled to supporting placement data maintained by the service.
11. The forecast overspend in 2022/23 for Children's Placements is £3.9 million. The provision of children's social care continues to face increased demand and unit cost pressures. Focused activity in 2022/23, through collaboration between Finance and the placement team, continues to review the number of high cost placements and implement tighter management controls to influence reductions in average placement cost.
12. Despite the continuing national challenges, additional funding approved for the Children's Improvement Plan has delivered significant and sustainable improvements across the service in 2022/23. The allocation of funds to increase management capability has resulted in a reduction in average social worker caseload, improvements in practices and a reduction in the number of children coming in the council's care. Efficiencies in working practices have provided increased opportunities to work more directly with children and young people and for early family engagement and enhanced management information has been used to drive improvements in working practices to support informed decision making.
13. Analysis of expenditure of the Children's Improvement Plan Funding up to 31 December 2022 and a full year forecast is included below at paragraph 20.
14. The net £0.1 million overspend in Commissioning, Procurement and Assets represents an improvement of £0.8 million in the position reported at Quarter 2 following the planned drawdown of reserves to support increases in waste collection and disposal costs, increased income from waste services and a reduction in Council Property Services expenditure.
15. The forecast overspend of £0.2 million, before recovery plan actions, in Environment and Economy is explained by £0.1 million pressures arising from energy costs alongside costs associated with a £0.1 million Beryl bikes subsidy due to the cessation of grant funding.
16. The forecast net £0.1 million overspend in Housing, Regulatory Services and Community Safety comprises cost pressures of £0.1 million in the Communications and Web presence budget and £0.2 million across Markets and Fairs and Gypsy and Traveller sites to clear up some of the gypsy and traveller sites, offset by £0.2 million of additional income in bereavement and coroner services following fee increases.
17. Infrastructure and Transport is forecasting an underspend of £0.4 million. This underspend comprises £0.1 million as a result of fixed costs for street lighting, grant reimbursement of £0.2 million, a reduction in forecast highways costs and improvements in car parking income.
18. Finance, Corporate Services and Planning is forecasting an overspend, before recovery actions, of £1.9 million at 31 December 2022 and it is expected that this position will improve in

the period to the year end. The most significant variances from budget are as a result of reduced planning applications of £0.5 million, £0.2 million inflationary increases in ICT contracts and staffing cost pressures across the directorate.

19. The central, treasury management, capital financing and reserves £1.1 million underspend is detailed in appendix C and represents increased interest earnings on short term investments.

Children’s Improvement Plan Funding

20. At 31 December 2022, £6.9 million has been spent in the delivery of the Children’s Improvement Plan (£3.5 million at Q2). This comprises all of the £5.0 million first tranche funding and £1.9million of the second tranche funding. The full year forecast against the £11.5 million budget is expenditure of £10.8 million; it is planned that the £0.7 million underspend will be carried forward to support the delivery of improvements in 2023/24.
21. An analysis of £6.9 million expenditure incurred to 31 December 2022 is noted in the table below:

Transformation Area	Expenditure to 31 December 2022 £'000
CP Court Team	459
Assessment Team	674
Corporate Parenting Team	216
Fostering Team	318
Early Help Advanced Practitioners	40
Improvements Leads	132
IRO/CP Chairs	212
Signs of Safety	184
Auditors	873
Social Worker Academy	108
Service Managers	660
CiN Teams	851
Newly Qualified Social Workers	33
Managing Practitioners	258
Business Support	69
Social Work posts	98
Advanced Practitioners (Children Looked After)	59
4 Additional Project Teams Equinox	1,241
Social Worker (SEND)	27
Data & Systems Analyst	109
Commissioning Lead	70
Ingson Training	26
Ofsted Investment	190
Total	6,908

22. It should be noted that increased budgetary pressures with respect of the cost of placements are being faced by most council’s nationally. A number of proposals have been drafted by the Government in a report entitled [Children’s social care: Stable homes, Built on Love](#) which is currently out for consultation. The consultation closes on 11 March 2023.

23. The Department of Education Improvement Advisor and chair of the Improvement Board has acknowledged the improved infrastructure in place to support the improvement journey and confidence in the quality assurance framework which is now in place.

Capital Budget

24. The original £99.1 million capital budget for 2022/23 has been revised to £66.7 million. The revised capital budget for 2022/23 has been reduced to reflect re-profiled projects and other approved movements of £64.3 million and £6.0 million respectively and includes £26.7 million 2021/22 carry forwards of unspent budget and £11.2million of additional grants. A summary breakdown is shown in the Table below.
25. 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	(706)	-	-	(1,634)
21/22 Carry Forwards	26,697	-	-	-	-	26,697
Additional Grants	11,150	22,550	8,076	4,426	170	46,372
Revised Capital Budget	66,691	100,894	89,410	47,410	1,570	305,975

26. The forecast spend position is £54.7 million which represents an underspend of £12.0 million against a budget of £66.7 million. Full details for each project are in Appendix b, Table a. This underspend consists of £2.9 million projects that are likely to deliver below the project budget and a further £9.1 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

27. The graph below shows the confidence in the delivery of savings planned for 2022/23. As can be seen below, at the end of December, 92% of the savings agreed at Council in February 2022 are forecast to be achieved. This is based on £1.5m (90%) of the £1.6m savings for the year having already been achieved by the end of December, and a further £0.01m 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
1,464	Blue Full savings have already been achieved (complete)
11	Green Forecast variance for the year is zero (or negative) but not yet fully achieved
148	Red Forecast is more than 10% away from target for the year

1,623	Total Savings 2022/23
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28. 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 63% of their £0.4m savings
- Corporate have delivered 100% of their £0.5m savings

29. 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 4 Budget and Performance Report.

Hoople Limited Position and Performance at 31 December 2022

30. 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.

31. The company's position at 31 December 2022 (Q3 of 2022/23) is a forecast loss of £75k, outstanding debtor balances of £471k (of which £452k is represented by debtor accounts raised within 30 days) and cash balances of £4.5 million. The movement in outturn represents additional costs in agency staff in Learning Disabilities and Respite services and property maintenance.

Performance: Economy

32. All the projects are now being captured in detail on delivery dashboard and progress monitored. Of the 22 activities of the delivery plan, 17 are on track or complete (green or blue), 3 are at risk (amber) and 2 are compromised (red).

33. Forty-three per cent (43% at Q2) of measures have shown an improvement on the same point last year where comparison can be made. Where targets have been set, eighty per cent of performance measures within the theme have met, or exceeded targets – there remains some work within the directorates to ensure all measures have targets established.

34. During quarter 3 we finalised the new Big Economic Plan through extensive engagement with private, public, third sector and further and higher education partners, setting out a 2050 vision to transform our local economy and create higher paid sustainable jobs for local people. The Plan was subsequently approved by cabinet on the 26 January. The council was one of only 20% of successful applicants to the Levelling Up Fund round 2, securing just under £20m to enhance transport connectivity in Hereford, including a new transport hub and active travel measures across the city.

35. We also held a quarterly business briefing which included the council's budget consultation, and commenced the next round of face to face meetings in the market towns.

36. The final elements of the land remediation and infrastructure works were completed on the Hereford Enterprise Zone 'North Magazine'. There has been a very high level of interest from businesses, with the HEZ Board selecting 11 to proceed with land sales – bringing hundreds of higher value jobs to Skylon Park.

Performance: Environment

37. Of the 26 activities (Projects) of the delivery plan, 20 are on track (green), 5 are at risk (amber), and 1 is compromised (red).
38. Eighty-three per cent of measures have shown an improvement on the same point last year where comparison can be made (eight-four per cent at Q2). Where targets have been set, eighty-eight per cent of performance measures within the theme have met, or exceeded targets (eighty per cent at Q2); there remains some work within the directorates to ensure all measures have targets established.
39. Citizens Climate Assembly – the planned business event was moved from December to January to allow for a wider cross section of businesses to attend.
40. Waste Collection Contract – the new contract for waste collections has been sent to providers for them to complete and return, with tender submissions expected at the end of Q4.
41. A pilot has been run for residential flats in order to improve recycling rates – this has seen an increase in the volume of material that is diverted from residual waste bins and has been achieved through a combination of improved signing, better bins and information. The trial will continue to run until the end of Q4.
42. A draft Hereford City Masterplan is scheduled to be presented to Cabinet in February following a year's worth of development work by a multi-disciplinary team.
43. Levelling Up funds have been awarded to the Hereford City Transport bid and this will allow for the delivery of a number of active travel schemes covering both north and south areas of the city.
44. The Hereford City Centre Improvement package has seen the introduction of a new contra flow cycleway in St Owens Street. The scheme will help to remove barriers to cycling through the city and provides an essential link for active travel. Work is ongoing to ensure that the scheme achieves the required quality.
45. Beryl Bikes continue to grow in popularity, and we were pleased to receive our e-bikes. These will be rolled out across locations in the city and are expected to be popular with existing users whilst also attracting those who feel that assisted cycles are necessary.
46. Electric Vehicle charge points – our new provider has now successfully switched virtually all of our existing charge points to operate as a part of their concession. Plans are well progressed to see a wider county roll out of charge points.
47. Increased energy bills continue to be a problem for residents and businesses of Herefordshire, our programme of advice and retrofitting of properties continues to deliver real savings to previously energy inefficient buildings.
48. Our programme to deliver energy saving measures to council buildings has continued to be difficult as the timing of capital investment hasn't matched the requirements of the grant programme. Work continues to maximise the impact of the Sustainable Energy in Public Buildings Project.

49. Wetlands – the Luston site has reached a point where the Council can now allocate credits for building work. Prolonged wet weather has delayed the site's completion, the bays that are complete are operating as per design. Other sites are at different stages, with a planning decision for Titley expected shortly.

Performance: Community

50. Of the 48 activities of the delivery plan, 4 have been completed (blue), 37 are on track (green), and 5 are at risk (amber), 1 is compromised (red) and 1 has been paused (violet).
51. Seventy-one percent of measures have shown an improvement on the same point last year where comparison can be made (seventy-four per cent at Q2). Ninety-four percent of reported performance measures within the theme have met, or exceeded targets, the same as the previous quarter end position; there remains some work to ensure all measures have targets established.
52. In respect of Children's Services, work continues to take place to ensure that the right children are in care for the right period of time; this includes revising our Permanency Policy and the implementation of a Reunification Framework; a Permanency Champion has been appointed. In respect of recruitment, a [micro-site](#) is now live and we are offering retention and welcome bonuses to experienced social workers; a recruitment campaign should see a lesser reliance on interim and agency staff which will reduce our staffing costs.
53. Progress in respect of the Herefordshire Children's Improvement Plan, the direction of travel is largely positive and at most recent Improvement Board meeting the Chair and Advisor from Department of Education recognised this and expressed increased confidence in performance reporting and quality assurance activities.
54. 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.
55. In the light of the pressures in the homecare market, the secondary framework was launched in December and has brought in additional capacity to meet the needs of vulnerable people for support at home.
56. The work on Hillside to make the dementia friendly adaptations remains on track to be completed by the end of February 2023. The demonstration and assessment unit and external landscape are due to for completion in April 2023.
57. Work to prepare for the new inspection framework for local authority adult social care services continue. A self-assessment has been completed and an improvement plan, which will form part of the directorate's transformation delivery plan, is being developed.
58. Plans to utilise some of the funding Department of Levelling Up, Housing and Communities (DLUHC) for Domestic Abuse to enhance engagement with people with lived experience progressed, resulting in the successful let of a joint contract for Herefordshire and Worcestershire for a lived experience co-ordination service. This will bring together the voices of those with lived experience across the two counties working in partnership with Worcester Community Trust and other organisations to inform domestic abuse support and prevention progress and help shape future commissioning.

59. The Shires care home which accommodated 10 people with complex, severe and enduring mental health conditions successfully closed as planned on 30 December. All residents were successfully matched with new accommodation, and joint work across the directorate ensured a safe closure.
60. Fuel Poverty Awareness Day in December saw promotion of 'Keep Herefordshire Warm', a fuel poverty and energy efficiency advice service. Since the pandemic, the service has supported over 3,000 households. The online directory of Warm spaces launched in October 2022 which includes venues such as Herefordshire's libraries and a number of the countywide Talk Community Hubs. People are able to access up to date health and wellbeing information; and details on services and activities within their local community and across the county. There has been a continued increase in hits and reach for Talk Community Website, particularly the Money on your Mind section.
61. There has been an increase in the number of Herefordshire residents claiming Pension Credit following "Help available for struggling pensioners" in the September edition of Herefordshire Now. The Department for Work and Pensions monthly figures after the publication show there were 71 new awards, compared with 34 and 19 in the previous two months.
62. During November, the Smoking Cessation Maternity Support Worker team managed to reduce by more than half the proportion of women who had been smoking at their first scan to under 7% smoking at time of delivery. This is well below the previous 12.4% average across 2021/22 and also well below the national 9.9% rate – we are almost at the Saving Babies Lives target of 6%.
63. Work has continued on the refresh of the Health and Wellbeing Strategy with public consultation on the proposed themes and priority areas in November 2022. There were over 1000 responses to the online survey and face to face engagement sessions.

Performance: Corporate

64. A set of measures of corporate performance, which have been selected as an indication of the overall health of the organisation, are included in Appendix E. For measures which have baselines in 2021/22, fifty-seven per cent are showing an improvement (fifty per cent at Q2). Fifty-three per cent of measures which have targets set are meeting or exceeding target (forty-seven per cent at Q2).
65. Parking income continues to perform better than expected, with a 4% over achievement to the end of Q3.

Community impact

66. 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.
67. 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

68. 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

69. 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.
70. 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.
71. 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

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

Risk management

73. 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

74. 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

75. 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 03/02/2023
Finance		Date 03/02/2023
Legal	Click or tap here to enter text.	Date Click or tap to enter a date.
Communications	Luenne Featherstone	Date 02/02/2023
Equality Duty	Click or tap here to enter text.	Date Click or tap to enter a date.
Procurement	Lee Robertson	Date 03/02/2023
Risk	Kevin Lloyd	Date 03/02/2023
Approved by	Click or tap here to enter text.	Date Click or tap to enter a date.

Revenue Summary

		Gross Budget	Working Budget	Outturn	Variance	Planned Use of Reserves	Recovery Plan	Revised Variance	Q2 Variance
Portfolio	Councillor	£000	£000	£000	£000	£000	£000	£000	£000
Health & Adult Wellbeing	Cllr Crockett	107,632	63,939	63,660	(279)	(242)		(521)	465
Children's and Family Services, and Young People's Attainment	Cllr Toynbee	61,291	54,448	63,549	9,101	0	0	9,101	7,161
Commissioning, Procurement and assets	Cllr Davies	25,407	17,298	17,400	102			102	121
Environment and Economy	Cllr Chowns	4,055	3,583	3,768	185	(36)		149	0
Housing, Regulatory Services and Community Safety	Cllr Tyler	4,673	1,873	1,939	66		(36)	30	183
Infrastructure and Transport	Cllr Harrington	20,797	9,828	9,397	(430)			(430)	(245)
Finance, Corporate Services and Planning	Cllr Harvey	23,165	13,917	15,827	1,910	(71)		1,839	1,422
Corporate strategy and budget	Cllr Hitchiner	1,507	712	689	(23)			(23)	(147)
Portfolios		248,527	165,598	176,229	10,632	(349)	(36)	10,247	8,960
Central, treasury management, capital financing & reserves		20,946	10,310	9,210	(1,100)			(1,100)	(267)
Total Revenue		269,473	175,908	185,439	9,532	(349)	(36)	9,147	8,693

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

	Gross Budget	Working Net Budget	Full Year Outturn	Forecast Variance
	£000	£000	£000	£000
Services for Vulnerable Adults (care provision)	72,216	57,436	57,641	205
Commissioning and Operational Service Delivery	25,704	6,410	5,898	(512)
Public Health	9,712	93	121	28
	107,632	63,939	63,660	(279)

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 underspend 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. £468k for Health and Adult Wellbeing), offset by staffing vacancies and S75 funded D2A costs reflected in the Services for Vulnerable Adults (care provision) forecast.

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	7,553	5,156	5,719	563
Post 16 education, training and skills development	684	0	0	0
Services for vulnerable young people, children and families	53,054	49,292	57,830	8,538
	61,291	54,448	63,549	9,101

The key variances are:

Children and young people's education and attainment - £10K establishment overspend due to agency in perm post. £504K SEN Transport CPI Inflation and New service users for National Star Placements. (£116K) reduction in contracted services & DSG recharges. £140K Pay Award increase.

Services for vulnerable young people, children and families - £692K savings target taken out. £890K short breaks increase due to rise in children in care. £5.873m 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 £722K 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. (£42k) Training budget reduction. (£54K) Reduction in contracted services & (£60K) reduction in adaptation projects. £382K Pay Award. Transformation funding has spent £6.9m to the end of December. Forecasting to spend £10.3m of the £11.5m transformation money - £0.5m to be carried forward to cover Ofsted improvement posts funded until September 22 and £0.7m carried forward to cover exit strategy for project teams.

Monthly variances are:

(134K) Vacancies in establishment offset by increased agency spend.

£1,917K Placements increase - £873k residential placements. £374K relates to 13 new agency fostering placements in Q3. 166k Unaccompanied Asylum Seeking Children (UASC) residential placements, where income from home office does not cover the placement costs. £163K 2 new support accommodation external placements. £75K foster carers and in house fostering 5% uplift from Nov 22. £16K relating to various framework uplifts.

90K Short breaks increase

(42K) Reduction in training budget

(32K) Increase in DSG recharges

Note:

Budget has increased by 6.49m as a result of tranche 2 drawdown

Commissioning, Procurement and Assets

	Gross Budget £000	Working Net Budget £000	Outturn £000	Forecast Variance £000
Waste Collection & Disposal	15,569	13,100	13,010	(90)
Corporate Support Services	1,394	1,271	1,294	23
Community services: Leisure Services	30	30	30	0
Council Property Services	6,191	1,355	1,363	8
Cultural services	1,956	1,755	1,916	161
Registration Services	267	(213)	(213)	0
	25,407	17,298	17,400	102

The Q3 variances are:

Waste Collection & Disposal - position has improved due to planned draw down from reserves

Council Property Services - time spent on Maylord and College Road offset against rental income, reduction in Flexible Futures forecast due to reduced spend and transferring expenditure to Capital

Environment and Economy

	Gross Budget	Working Net Budget	Outturn	Forecast Variance
	£000	£000	£000	£000
Economic Development and Regeneration	1,955	2,189	2,135	(54)
Tourism	0	0	0	0
Broadband	358	131	119	(12)
Environmental promotion, protection and sustainability including response to climate emergency	1,742	1,263	1,514	251
	4,055	3,583	3,768	185

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.

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

Housing, regulatory services and community safety

	Gross Budget	Working Net Budget	Outturn	Forecast Variance
	£000	£000	£000	£000
Community Safety including the Community Safety Partnership	3	3	3	0
Animal health and welfare	153	43	51	8
Bereavement services including coroner services	708	(830)	(1,061)	(231)
CCTV	196	130	126	(4)
Environmental health and trading standards	2,063	1,922	1,959	37
Gypsy and Traveller Services	444	272	314	42
Licensing	25	(430)	(426)	4
Markets and Fairs	136	(121)	(62)	59
Strategic housing, homelessness, housing allocation and condition	359	298	352	54
Communications and Web Presence	586	586	683	97
	4,673	1,873	1,939	66

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 - Extension of licence reduction & low Trader confidence

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

Reserve draw down for Serious Organised Crime Project

Strategic Housing - £36k spend proposed to be recharged to Housing Solutions Team (HST), yet to be approved by HST

Environmental Health £15K pressure from lack of capacity to provide traded services, £20K pressure due to pay award.

Infrastructure and Transport

	Gross Budget	Working Net Budget	Outturn	Forecast Variance
	£000	£000	£000	£000
Building Control	519	(227)	(242)	(15)
Car parking policy and services	830	(4,523)	(4,548)	(25)
Highways & community services	649	425	359	(66)
Land drainage, flood alleviation, rivers and waterways	202	2	(226)	(228)
Land use strategies including Core Strategy	1,062	898	925	27
Traffic Management	361	361	262	(99)
Transport and highways policy strategy and operations	17,174	12,891	12,867	(24)
	20,797	9,827	9,397	(430)

The key variances are:

Car parking and policy services – delay in savings achievement, income is continuing to increase, although PCN income is lower due to staff leaving.

Highways & community services - forecasts have been reduced based on the previous year's winter spend, although this will be monitored closely over the next few months.

Land drainage, flood alleviation, rivers and waterways - underspend represents one-off receipt of claim in respect of flooding

Transport and highways policy strategy and operations – position has improved due to contribution for Ukrainian guest home to school transportation

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

Finance, Corporate Services and Planning

	Gross Budget	Working Net Budget	Outturn	Forecast Variance
	£000	£000	£000	£000
Planning and conservation	3,123	443	885	442
Council ICT services	4,070	3,195	3,386	191
Human Resources	1,287	1,287	1,223	(64)
Equality and Human Rights	245	95	85	(10)
Land Charges	237	(13)	(27)	(14)
Information Governance and Modern Records	474	436	415	(21)
Health and safety, Emergency Planning and Business Continuity	92	92	86	(6)
Performance and Intelligence	2,704	2,704	3,546	842
Legal and Democratic Services including Member Development and Training	5,018	4,892	4,872	(20)
Financial Policy, Fees and Charging Policy, Financial Control and Reporting	5,915	786	1,356	570
	23,165	13,917	15,827	1,910

The Q3 variances are:

IT pressure the same as Q2 and could increase with inflation increasing costs on contract renewals

Staffing underspend on HR as per Q2

High agency spend in performance and large staffing overspend in the PMO with fixed term contracts made permanent and large staff turnover. Increase in S106 consultants spend causing more of a pressure

Legal agency spend contra'd off by underspends on permanent posts vacancies

Finance pressure from agency spend which has stopped, but permanent staffing forecast increased with two recruitments

Planning Income has a pressure of £442K due to a downturn in all applications - the impact of the economic downturn and phosphates issue, Staff costs savings of £25K due to vacancies

Corporate Strategy

	Gross Budget £000	Working Net Budget £000	Outturn £000	Forecast Variance £000
Corporate budget	1,507	712	689	(23)
	1,507	712	689	(23)

The Q3 variances are:

Underspend due to staffing vacancies

Appendix B

**Table A - 2022/23 Capital Programme
Forecast Position December 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			Current Capital Budget £000s	Forecast £000s	Variance £000s	Reason for Forecast Variance to Current Capital Budget
		2021/22 C/Fwd	Reprofile Table C	Grant & Other changes Table B				
Disabled facilities grant	2,000	1,289	-540	269	3,018	2,258	-760	£400k Slippage on Strategic Housing projects into 23/24 due to timeframe & £360k of Home Improvements. Ring-fenced grant so has to be carried forward.
Super Hubs	2,000	0	-2,000	0	0	0	0	
Unified Tech Fund – Digitising Social Care Prog	0	0	0	75	75	75	0	
Rough Sleepers Accommodation Programme	0	-280	0	423	143	143	0	
Total Community Wellbeing Delivery Board	4,000	1,009	-2,540	767	3,237	2,477	-760	
Hillside	150	261	0	0	411	391	-20	Hillside slippage into 23/24 due to delays as furniture not removed in time.
Care home & Extra Care Development	1,050	0	-950	0	100	70	-30	Forecast reduced as feasibility studies quote came in lower than anticipated.
Empty Property Investment & Development	1,088	226	-900	0	414	414	0	

Gypsy & Traveller Pitch development	575	547	-1,092	0	30	30	0	
Strategic Housing Development	10,000	1,541	-10,289	0	1,252	530	-722	Forecast revised as 1 property purchase being mainly paid out of S106 and risk of some acquisitions may not go ahead as anticipated.
Private sector housing improvements	146	28	0	0	174	144	-30	Demo centre slippage into 23/24 due to delays as furniture not removed in time.
Total Housing & Accommodation Delivery Board	13,009	2,603	-13,231	0	2,380	1,578	-802	
PC Replacement	349	-251	0	0	98	98	0	
Electronic Document Management Storage	0	168	0	0	168	103	-65	Work to be delivered under budget.
Capital Development Fund	750	250	-500	0	500	0	-500	Apart from Brookfield no other projects have come forward.
Key Network Infrastructure (Core Data Centre Switches & Corporate Wi-Fi)	490	0	0	0	490	33	-457	Delayed due to need to re-procure following higher than expected costs and subsequent re-specification. Global supply issues with obtaining IT equipment (supplier estimates c40 weeks lead in time from order to delivery).
Primary Data Storage Area Network (Plough Lane)	335	0	0	0	335	313	-22	Work to be delivered under budget.
Total IT Services Partnership Board	1,924	167	-500	0	1,591	547	-1,044	
Flexible Futures	568	115	0	0	683	439	-245	Awaiting decision on work to be done at Ryefield centre, will slip into next year.
Technology Enabled Communities	1,000	462		-1,462	0	0	0	
My Account	313	0	0	0	313	33	-280	Doing system update only as project will form part of the transformation project and will be about 6 months before a decision is made.

Total Corporate Transformation Delivery Board	1,881	577	0	-1,462	996	472	-525	
Schools Capital Maintenance Grant	1,195	2,003	0	66	3,265	2,171	-1,094	Phasing delays to some major projects as well as issues around ecology. Ring-fenced grant so has to be carried forward.
Peterchurch Area School Investment	3,193	82	-3,175	0	100	50	-50	Procurement taking place later than anticipated, due to timeframe will slip into 23/24.
Brookfield School Improvements	3,520	204	0	-3,387	337	337	0	
High Needs Grant	0	648	-1,878	1,530	300	78	-222	Barrs Court Phase 2 they have paused until they know the outcome of the bid for the free school which will have an autism specialism and may affect the amount of money which is spent on other sites. They are expecting to hear the outcome of the bid application soon.
Basic Needs Funding	3,426	63	-3,230	0	259	62	-197	Kingstone expansion has not progressed, therefore delays while other decisions are taken.
Preliminary works to inform key investment need throughout the county	0	316	0	0	316	14	-302	Awaiting schedule of works to be delivered.
School Accessibility Works	0	141	0	0	141	126	-15	Programme finishing in 22/23 - Underspending on this capital programme as costs less than estimated.
Estates Capital Programme 2019/22	1,628	1,681	-1,810	0	1,499	1,302	-198	£90,630 slippage into 23/24 - Car Parks FRA Mitigation works project is dragging and therefore £80k works will slip into 23/24, the same with Hereford MRLC Humidity Controls £15k but on the EPC's due to Tarsmill we have accelerated spend of £5.5k - £104k anticipated underspend as other projects costs have come in under estimate which includes Bromyard Leisure Centre fire protection System come in under by £53k.
Residual property works identified in the 2019 condition reports	1,292	0	-93	0	1,199	766	-433	Asset Review has meant some projects such as St Owens St, Merchant House & Union Street will not be completed in 22/23 due to timeframe

Estates Building Improvement Programme 22-25	1,454	0	-125	0	1,329	776	-553	£211k slippage into 23/24, £100k Nelson lift as delay in sending out tender, £80k Goods Lift PL, £32k Gas suppression system at HARC due to budget constraints. Underspending £20k on Hereford Leisure pool car park external drainage works as cost came in less than estimate. Accelerated spend on Resilience from 24/25 £25k as more works are going ahead than originally planned - Design works not happened therefore due to timeframe works will be done in 23/24
Upgrade of Hereford West Side CCTV Cameras	0	27	0	15	42	42	0	
Hereford Library	0	200	-200	0	0	0	0	
Total Asset Management Delivery Board	15,708	5,366	-10,511	-1,776	8,787	5,722	-3,065	
E & E's S106	0	425	0	907	1,332	1,332	0	
C & F's S106	0	118	0	1,082	1,200	1,094	-106	Delay to the appointment of professional services.
Total Planning Delivery Board	0	543	0	1,989	2,532	2,426	-106	
Local Transport Plan (LTP)	12,272	0	0	3,194	15,466	15,466	0	
Priority Flood Repair Works	1,627	598	0	0	2,225	1,399	-826	Contingency and Whitney delivered under budget due to competitive tenders, waiting for final drainage works that may complete next financial year and compensation payments.
Extra Ordinary Highways Maintenance & Biodiversity Net Gain	930	1,352	-392	0	1,891	1,891	0	
Public Realm Maintenance - Mitigating Risk on the Network	3,685	0	-1,210	0	2,475	1,147	-1,328	BBLP has raised early warning signs that projects will not be completed as planned due to other work commitments.

Winter Resilience	532	0	0	0	532	0	-532	Lead time for purchase of equipment is 26 weeks, therefore slipping into 23/24.
Highways Equipment	548	0	0	0	548	10	-538	Lead time for purchase of equipment is 26 weeks, therefore slipping into 23/24 - Also we have been delayed in the delivery of the project by DfT awarding us our powers, now likely to be June / July. So we won't be committing expenditure to ANPR cameras until we have the powers.
Natural Flood Management	0	0	41	311	352	134	-218	Budget required in future years as delays in NFM projects. Specific grant so needs to be carried forward.
Investment in Infrastructure Assets	0	126	0	0	126	0	-126	Work delivered under budget, no further costs came forward as expected at year end.
Total Highways Maintenance Delivery Board	19,594	2,077	-1,561	3,505	23,615	20,046	-3,569	
Integrated Wetlands	1,159	150	0	0	1,309	1,309	0	
Solar Photovoltaic Panels	1,142	293	-1,175	0	260	260	0	
Wye Valley AONB	0	0	0	96	96	96	0	
SEPUBU Grant	255	101	-290	0	66	12	-54	Not enough schemes came forward to utilise the grant.
Warm Homes Fund	0	381	0	0	381	20	-360	Not enough schemes came forward to utilise the grant. Project now closed.
Air Quality Monitoring Station Resource Imp	0	192	0	0	192	107	-85	Work to be delivered under budget.
Green Homes Grant - Local Authority Delivery	0	1,340	0	495	1,835	644	-1,191	Not enough schemes have come forward to utilise the grant, but could change.
Home Upgrade Grant	0	0	0	1,725	1,725	1,460	-265	Not enough schemes have come forward to utilise the grant, but could change.
Total Environment & Sustainability Delivery Board	2,556	2,457	-1,465	2,316	5,864	3,909	-1,955	

Hereford Enterprise Zone	500	1,357	-200	0	1,657	1,557	-100	We have ring-fenced monies for ATM's and can't deliver until design works finished and won't be done until end of financial year only part of the monies being spent in 22/23 waiting on RoOD.
Marches Business Investment Programme	1,273	67	0	0	1,340	1,162	-178	Slippage into 23/24 due to weather.
Employment Land & Incubation Space in Market Towns	9,265	0	-8,765	0	500	0	-500	Forecast zero as £500k based on getting levelling up funding which anticipated in October and still awaited, therefore due to timeframe will not be spent in 23/24.
Leominster Heritage Action Zone	2,217	842	-1,459	0	1,600	1,104	-496	Budget needs to be reduced in line with reduced external grant - awaiting approval.
Safer Streets / CCTV	0	278	0	104	383	383	0	
Herefordshire Hoard	1,500	0	0	-724	776	776	0	
Fastershire Broadband	7,020	6,561	-10,299	0	3,282	4,959	1,677	Contractors are meeting their Milestones ahead of what was anticipated, therefore will spend some of the budget that had been reprofiled to 23/24.
Development Partnership activities	4,422	346	-4,743	0	25	0	-25	Awaiting the outcome of a SWOT analysis and stakeholder agreement to commence works.
Total Economic Development Delivery Board	26,196	9,451	-25,466	-619	9,562	9,941	379	
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	750	248	0	400	1,398	1,898	500	Work ahead of schedule and costs to be incurred to complete the design stage this financial year.
Stronger Towns Fund - Greening the City	230	0	-152	0	78	78	0	
UK Shared Prosperity Fund	0	0	0	81	81	0	-81	Grant award late in financial year so delivery will be expected in 23/24
Rural Prosperity Fund	0	0	0	0	0	0	0	

Stronger Towns Fund - Maylord Orchard Redevelopment and Learning Resource Centre	620	149	0	-2	767	767	0	
Total Major External Funded Delivery Board	1,600	397	-152	479	2,323	2,742	419	
Hereford City Centre Transport Package	1,880	800	869	0	3,549	3,087	-462	CPO came in less than forecasted and delay on transport hub expenditure
Hereford City Centre Improvements (HCCI)	2,947	131	-942	0	2,135	1,737	-399	CCTV quotes less than originally forecast, business grants due next year now due to budget change discussions with LEP, Widemarsh st due to delays in optioneering and delays to match elements as we accelerating spend of LEP monies. Works will slip into 23/24 but full programme to deliver in line with the LEP agreement.
Hereford ATMs and Super Cycle Highway	0	1,000	-1,000	0	0	0	0	
Emergency Active travel Fund	0	119	0	0	119	0	-119	Awaiting formal approval from DFT - process to get a formal approval has taken the project over to the next financial year
Passenger Transport Fleet (Electric)	7,800	0	-7,800	0	0	0	0	
Total Sustainable Transport & Place Making Delivery Board	12,627	2,049	-8,873	0	5,803	4,824	-979	

Total	99,094	26,697	-64,299	5,199	66,691	54,684	-12,007
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Projects likely to be delayed into 23/24, some with no decisions yet made on spend, others with delays in delivery.	-9,131
Project to deliver under budget or not spend full grant allocation	-2,876
	-12,007

Table B – Overall 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 throughout the county	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 CCTV Cameras	0	42	0	0	0	0	42
Hereford Library	145	0	200	0	0	0	345
Total Asset Management Delivery Board	3,659	8,787	24,389	16,716	0	0	53,552
E & E's S106	0	1,332	3,703	1,092	1,922	0	8,049
C & F's S106	0	1,200	1,017	351	2,265	0	4,833
Total Planning Delivery Board	0	2,532	4,720	1,443	4,187	0	12,882
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 Gain	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
Wye Valley AONB	0	96	80	80	0	0	256
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	5,864	1,545	80	0	0	9,534
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	383	0	0	0	0	383
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	9,562	9,980	20,532	12,045	0	100,173
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
UK Shared Prosperity Fund	0	81	210	845	0	0	1,135
Rural Prosperity Fund	0	0	850	856	0	0	1,706
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	2,323	14,924	7,500	0	0	24,751
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	66,691	100,895	89,410	47,410	1,570	404,036
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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	-706	0	0	-1,634
21/22 Carry Forwards	26,697	-	-	-	-	26,697
Additional Grants	11,150	22,550	8,076	4,426	170	46,372
Revised Capital Budget	66,691	100,894	89,410	47,410	1,570	305,975

Grant Additions since February Council

	2022/23	2023/24	2024/25	2025/26	2026/27	£000s
Rough Sleepers Accommodation Programme	423					423
22/23 23/24 24/25 LTP additional allocation	3,194	3,194	3,194			9,582
Unified Tech Fund – Digitising Social Care Prog	75					75
Schools Capital Maintenance additional allocation	66					66
High Needs Grant 22/23 & 23/24	1,530	1,877				3,407
Home Upgrade Grant	1,725					1,725
Green Home Grant - LAD Phase 3	495					495
Basic Needs Grant 23/24 & 24/25		8,111	1,380			9,491
Reduction In Safer Streets Grant	(45)					(45)

DFG 22/23 additional allocation	269					269
Natural Flood Management - Env Agency Grant	311	275	279	239	170	1,274
C&F S106 Income	1,082					1,082
Brookfield DfE Grant	0	3,233				3,233
Herefordshire Hoard	776					776
Safer Streets 4 Grant	150					150
Wye Valley AONB Grant	96	80	80			256
Cathedral Close CCTV Grant S106	15					15
UK Shared Prosperity Fund	907	4,720	1,443	4,187		11,257
Rural Prosperity Fund	81	210	845			1,135
		850	856			1,706

	11,150	22,550	8,076	4,426	170	46,372
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Other Movements

2022/23	2023/24	2024/25	2025/26	2026/27	£000s
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Brookfield Reduction in Council Funding due to Grant	(3,387)	421	794			(2,172)
Hereford Museum and Art Gallery Increased Funding	400	4,100	(1,500)			3,000
Maylord Orchard Redevelopment and LRC Increased Funding	(2)	502				500
Herefordshire Hoard fully income funded (remove reserve use)	(1,500)					(1,500)
Remove Technology Enabled Communities Reserve	(1,462)					(1,462)

	(5,951)	5,023	(706)	0	0	(1,634)
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Total Grants and other movements

	5,199	27,573	7,370	4,426	170	44,737
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Table C – Reprofiled budget details

	2022/23 Budgets Adj £000s	2023/24 Budgets Adj £000s	2024/25 Budgets Adj £000s	2025/26 Budgets Adj £000s	2026/27 Budgets Adj £000s	Reason
Asset Management Delivery Board						
Peterchurch Area School Investment	-3,175	-	3,175	-		Due to feasibility options and discussions taking longer than planned, commissioning of detailed design was later than planned. Spend profile now reflects Cabinet approval for RIBA Stage 3 design and estimated programmed delivery of new building.
High Needs Grant	-1,878	-800	2,678			An investment plan needs to be agreed to target this funding, once in place the projects will commence at pace, at the moment there are only a couple to start at feasibility stage
Residual property works identified in the 2019 condition reports	-93	93	-	-		Spend profile reflects the current delivery aspirations.
Estates Building Improvement Programme 22-25	-125	125				Spend profile reflects the current delivery aspirations.
Estates Capital Programme 2019/22	-1,810	1,810				Spend profile revised to reflect project delays starting works at Shire Hall.
Hereford Library	-200	200				Project was on hold while awaiting the outcome of stronger towns, so work could be included in overall project
Basic Needs Funding	-3,230	-4,000	7,230	-		A plan is in place to build capacity across the county. Feasibility studies (17) have been commissioned the reports of which are due back in autumn. These will inform the delivery stage which will require further Cabinet decision(s). Commissioning for design and build will follow, but minimal capital spend is anticipated this financial year.
Total Asset Management Delivery Board	-10,511	-2,572	13,083	0	0	
IT Services Partnership Board						
Capital Development Fund	-500	500	-	-		Revolving Fund - identifying new schemes which anticipate may not start until 23/24
Total IT Services Partnership Board	-500	500	0	0	0	

Housing & Accommodation Delivery Board						
Care home & Extra Care Development	-950	-7,650	-1,800	9,000	1,400	Spend profile reflects the current delivery aspirations for the new Care Facility.
Empty Property Investment & Development	-900	900				Spending realigned to reflect the current known position, other external funding is being utilised first, which has delayed spending this budget.
Gypsy & Traveller Pitch development	-1,092	1,092				Spend profile adjusted to reflect expected delivery, due to delays with phosphate issues.
Strategic Housing Development	-10,289	-2,119	6,504	5,904		Spending profile revised to reflect the current delivery programme for housing development. However, the exploration of potential third party owned sites which offer a proceedable solution for developing housing may require further revision of the spending profile.
Total Housing & Accommodation Delivery Board	-13,231	-7,777	4,704	14,904	1,400	
Community Wellbeing Delivery Board						
Disabled facilities grant	-540	540				Anticipated delay in spend so grant budget moved to following year.
Super Hubs	-2,000	2,000	-	-		Project delayed due to Covid-19 lockdowns delaying our plans to engage with communities and key stakeholders. Project currently in the options and feasibility stage of development.
Total Community Wellbeing Delivery Board	-2,540	2,540	0	0	0	
Sustainable Transport & Place Making Delivery Board						
Hereford City Centre Transport Package	869	-869			-	Spend profile revised to reflect revised delivery programme for development public realm and transport hub projects once the appropriate governance decisions are in place.
Hereford City Centre Improvement	-942	942			-	There were some significant changes to the programme which needed approval by the LEP, all governance is now being put in place and budget updated to reflect the expected delivery of projects.
Hereford ATMs and Super Cycle Highway	-1,000	1,000				Awaiting the LUF decision before decided what this budget should be spent on.
Passenger Transport Fleet	-7,800	-7,800	-	15,600		Spend profile revised as grant funding has not yet been secured.

Sustainable Transport & Place Making Delivery Board	-8,873	-6,727	0	15,600	0	
Environment & Sustainability Delivery Board						
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	
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Budgets are reprofiled in quarter 2 as recommended by External Audit to ensure finance reporting against a more deliverable capital programme. A number of projects like passenger transport fleet were aspirational and depended on grant being secured which at this point of the year we know is not achievable. Explanations for reprofiling of the budget are given in the table above.

Appendix C Treasury Management Interim Quarter 3 Update Report (31 December 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 ninth consecutive meeting at its meeting of 15 December 2022, the increase of 0.50% taking it to 3.50%, their highest since the Great Financial Crisis, and the first run of over four consecutive rises since 1997. This was voted by 6-3 of the MPC members, with two voting for no change and one a 0.75% increase. It was stated that the MPC sees inflation as being 'very high' in the near term, falling sharply from mid 2023 but that the UK economy is expected to be in recession for a prolonged period.
- Reflecting developments related to the war in Ukraine; sustained disruption to global supply chains and the shift in global demand towards durable goods and away from services have put significant upward pressure on tradeable goods prices since the pandemic. Global inflation remains elevated, and many central banks have continued to raise policy rates, indicators suggest that world GDP growth is likely to remain weak in Q4.
- In terms of forecasts, the Bank expects inflation to remain close to 11% throughout the remainder of Q4 before easing towards 10% in 2023 Q1 and then falling further in subsequent quarters.

2. The Council's Investments

2.1 At 31 December 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	0.80%	0.25
<u>Instant Access Money Market Funds:</u>				
Federated	N/A	N/A	3.26%	10.00
Aberdeen Standard	N/A	N/A	3.28%	9.30
Deutsche	N/A	N/A	3.11%	10.00
BlackRock	N/A	N/A	3.14%	3.93
Morgan Stanley	N/A	N/A	3.19%	7.39
Invesco	N/A	N/A	3.22%	6.96
CCLA	N/A	N/A	3.31%	3.70
<u>95 Day Notice Bank Accounts:</u>				

Santander	N/A	N/A	2.73%	5.00
Barclays*	N/A	N/A	3.55%	5.00
Fixed Term Deposits:				
DMADF	33 days	23/01/23	3.23%	5.00
Goldman Sachs	91 days	10/02/23	2.98%	5.00
Lloyds	183 days	10/02/23	2.61%	5.00
Coventry Building Society	181 days	14/03/23	2.84%	5.00
Standard Chartered*	182 days	04/04/23	4.23%	5.00
Total			3.19%	86.53
* 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 31st December 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	96.7	40	2.13	0.01	177	-	(177)
Nov-22	98.3	40	2.77	0.01	224	-	(224)
Dec-22	88.1	40	3.04	0.01	217	-	(217)
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					1,146	-	(1,146)

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 December 2022 there were no short-term loans outstanding.

Long-term borrowing

- 3.4 At 31 December 2022 the council held long-term borrowing of £124.7m, 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 £124.7m.
- 3.5 The Chief Finance Officer in conjunction with our treasury advisors is currently reviewing our cash flow forecast, use of reserves and internal borrowing capacity. Following this review there may be a recommendation to undertaken new long-term borrowing. Given that the forecast is for interest rates to increase further this may allow the Council to lock into lower interest rates before any further increases.
- 3.6 The current capital financing budget position is summarised below:

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

4. Summary of forecast outturn

- 4.1 The current net treasury forecast outturn is expected to be a surplus (underspend) of £1.1m, this is mainly due to the increase in interest earnings on short-term investments.

Appendix D: Savings proposals approved by Full Council on 11 February 2022
Savings
Status at 31 December 2022 (Quarter 3)

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 31 December 2022 (Quarter 3) is shown below:

£000 <small>115</small>	Appendix B Savings £'000	Savings achieved at Quarter 3 £'000	Forecast Savings 12m to 31/03/2023 £'000	2022/23 Variance/ Shortfall at Quarter 3 £'000
Community Wellbeing (S1 to S3)	718	718	718	0
Economy and Environment (S4 to S19)	405	246	257	148
Central (S20)	500	500	500	0
Total	1,623	1,464	1,475	148

Overview

At the end of Quarter 3, £1.464 million (90%) 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 £0.148 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 3	Narrative
S1	Recommissioning Supported Living Service	123	123	0	Savings forecast to be delivered in 2022/23; £123k achieved at Quarter 3.
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; £345k achieved at Quarter 3.
Total		718	718	0	

Economy & Environment

Ref	Savings scheme	2022/23 Savings Target	2022/23 Forecast Savings	2022/23 Shortfall at Quarter 3	Narrative
S4	Energy charges - stop free electric vehicle charging and increase charges for solar energy	5	5	0	Savings forecast to be 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	Delivery of savings further to additional review of yellow line and free parking areas.
S10	Moving traffic enforcement by camera	34	0	34	Unlikely to be achieved due to delay in transfer of powers from Department for Transport to local authorities until June/July 2023.
S13	Increase New Roads and Street Works Act income	85	85	0	Savings achieved in 2022/23.
S14	Review capital/revenue splits in line with activity	100	100	0	Savings achieved in 2022/23.
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	20	20	£20k achieved YTD; additional savings will not be achieved in 2022/23.
	Additional Savings	16	16	0	Savings achieved in 2022/23.
	Total	405	257	148	

Central

Ref	Saving	2022/23 Savings Target	2022/23 Forecast Savings	2022/23 Shortfall at Quarter 3	Narrative
S20	Efficiencies in treasury management and pensions	500	500	0	Savings achieved in 2022/23.
	Total	500	500	0	

Savings

Status at 31 December 2022 (Quarter 3)

-v-

Saving proposals approved by Full Council on 11 February 2022

Directorate	Ref	Name of proposal	a Appx B Feb 22 Savings £000	b Updated Appx B Savings 31/12/22	c Savings delivered to 31/12/22	d Variance 9 months to 31/12/22 (b-c)	e Full Year Forecast Savings at 31/12/22	f Full Year Forecast Variance at 31/12/22 (b-e)	g RAG rating* at 31/12/22
Community Wellbeing	S1	Recommissioning Supported Living Service	123	123	123	0	123	0	Blue
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	345	0	345	0	Blue
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	Blue
Economy & Environment	S14	Review capital/revenue splits in line with activity	100	100	100	0	100	0	Blue
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	20	20	Red
Economy & Environment		Additional Savings	16	16	16	0	16	0	Blue
		Total	1,623	1,623	1,464	159	1,475	148	

***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		
				Q1	Q2	Q3
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	Currently finalising the Big Economic Plan following months of engagement and development. The plan sets out a 2050 vision for the county, aligned to the Local Plan review and the Hereford City masterplan. Through the oversight of the Herefordshire Sustainable Growth Strategy Board partners from across the county have come together to positively contribute and develop the Plan, which will make a real long term difference to the county. The cabinet are due to consider the Plan on the 26th January 2023.	GREEN	GREEN	GREEN
	Deliver the detailed business case for Greening the City	Director of Economy	Community grant applications open. Spend must be committed prior 31.03. ATM's in detailed design phase, budget requires reprofile as spend commitment unlikely to be met for 22/23. Sedum bus shelters on track for procurement.	GREEN	GREEN	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	Funding agreements being drafted by accountable body. HMAG - NLHF midway review with positive feedback received to proceed with full submission due 23.02.23. Broad St Planning application submitted. Library - Maylord construction Planning application submitted. ITT evaluation 14.02.23. Marketing and Branding preferred bidder identified. Transition plan agreed in principle - RoOD to be drafted.	GREEN	GREEN	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	HMAG - NLHF midway review with positive feedback received to proceed .HMAG final submission due 23.02.23. HMAG planning permission submitted. Maylord Construction tender review mid-Feb then moving to contract award. Marketing and Branding tender for library and museum evaluated with preferred bidder identified. Transition plan agreed in principle RoOD to be drafted and agreed. HMAG and Maylord project to be split into two separate project boards to manage as project detail is too great for one.	RED	RED	AMBER
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	The Employment Land and Incubation Space project remains on hold pending an announcement regarding the Levelling Up bid. The outcome of the bid will influence the future direction and scope of the wider project. Governance is being prepared for the delivery vehicle as part of the decision to accept LUF funding if offered.	RED	RED	RED
Pursue potential sites for new commercial employment land uses in market towns.	Director of Economy	The Employment Land and Incubation Space project remains on hold pending an announcement regarding the Levelling Up bid. The outcome of the bid will influence the future direction and scope of the wider project. Governance is being prepared for the delivery vehicle as part of the decision to accept LUF funding if offered.	RED	RED	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	6 monthly business summits continue in the market towns, along with quarterly business summit for Hereford City. Daily as-required engagement with businesses through the Marches Growth Hub.	GREEN	GREEN	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	LEP energy fund allocation confirmed for the new Marches Clean Growth Programme which is the successor to BEEP and will continue to support businesses with energy audits and grant funding. This will be match funded through the Shared Prosperity Fund. First Business Energy Climate Conference held 18 Jan at NMITE in conjunction with the Climate and Nature Partnership. Very successful with approx. 75 local business attendees. 30 for 2030 low-carbon business programme progressing well and currently finalising low carbon audit support to assist signatories to the scheme. Farm carbon toolkits successfully procured and recruiting farms in conjunction with Farm Herefordshire. Early preparation for a farm energy and climate conference based on the success of the business one already held.	GREEN	GREEN	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.	GREEN	GREEN	GREEN
	Complete North Magazine Civil Works with first plots sold for development	Director of Economy	Infrastructure works complete, except for landscaping which is seasonal and the defects period. Plot marketing continues.	GREEN	GREEN	GREEN
	Complete NMITE's Skylon Park campus including the Centre for Advanced Timber Technology and Centre for Automated Manufacturing	Director of Economy	Complete.	GREEN	GREEN	BLUE
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	Currently finalising the Big Economic Plan following months of engagement and development. The plan sets out a 2050 vision for the county, aligned to the Local Plan review and the Hereford City masterplan. Through the oversight of the Herefordshire Sustainable Growth Strategy Board partners from across the county have come together to positively contribute and develop the Plan, which will make a real long term difference to the county. The cabinet are due to consider the Plan on the 26th January 2023.	GREEN	GREEN	GREEN

Implement a new recruitment platform for council employees, to attract skilled workers to the county	Director of HR and OD	A new recruitment system was launched in August 2022, which has allowed for a more effective and robust candidate experience, as well as allowing managers ease of access to applicants by way of a hiring manager portal. The system enables all pre-employment checks to be completed via a candidate portal, providing managers with the ability to view and approve, or reject references as available. This provides a much improved process for candidates and managers. As the system has been in place for a few months now, feedback will be sort from managers and candidates so that we can make any necessary improvements or changes.	GREEN	GREEN	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	GREEN	GREEN
Provide more apprenticeship, supported internship and work experience opportunities, including through the council's direct contracts	Director of HR and OD	In preparation for apprenticeships week launching 3 packages to support leadership & management. Continuing to develop apprenticeship strategy including defined pathways for roles and services.	GREEN	GREEN	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 was due to open in the new year but due to further delays caused by the arrival of the SAV unit the aim is to launch the hub in April now. The SAV unit needs to be installed as part of the ventilation works required in line with the council's health & safety policy and Covid guidelines. The SAV unit was delivered in December and the final works will be completed dependent on the weather as the final install needs to be done drilling through the roof/ceiling.	AMBER	AMBER	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	Delivery has commenced with four providers including one new one. New delivery tender closed 25 January for unallocated funding. Self-assessment report for the service has been presented to DLT, and now need to produce an options paper and ToR for a new governance group to be taken back to DLT.	GREEN	GREEN	GREEN

<p>EC4 - Enhance digital connectivity for communities and business</p>	<p>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</p>	<p>Head of Operations (Broadband)</p>	<p>The Digital Household Grant is successfully delivering and 135 people received beginners' digital skills training to end of December. Business grant has been offered we are not seeing the uptake with only 1 successful applicant to date, reflecting economic uncertainties and ongoing business rate for broadband. some factors that could be influencing this, firstly that the grant is retrospectively funded and applicants must fund the entire build costs, that can reach up to £30,000. Secondly, that the grant is only 80% funded and requires a 20% contribution from the business. The nature of the small number of business properties in Herefordshire that still require access to improved broadband are typically small, independent, rural based family businesses, producers, or consultants and aren't those businesses that may have the capital available to fund these builds, particularly in this financial climate.</p>	<p>GREEN</p>	<p>GREEN</p>	<p>GREEN</p>
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<p>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</p>	<p>Head of Operations (Broadband)</p>	<p>The project has had 380 beneficiaries, with the focus being on both group sessions (175 attending computer cafes) and 121 support (161 beneficiaries). There were 14 computer courses run across the county as well as an additional 6 venues where people could access 121 support. The project 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, as well as providing this support at various venues it also included home visits which took an average of 2 hours. The flexibility of the scheme, putting more resource into 121 support has led to better outcomes for the participants, but meant that the target of 288 beneficiaries attending the computer courses was not achieved. In addition, targets for 121 support (161 achieved against target of 60) and tablet loans (91 achieved against target of 50) have been exceeded. There have also been 13 volunteers supporting the project, supporting courses, home visits and 121 sessions. Case studies provided demonstrate the value and benefit which individual participants have gained. Project finished on 31.10.22. Age UK is continuing to run 4 drop in sessions across the county and will be applying for further funding to help with the</p>	<p>GREEN</p>	<p>GREEN</p>	<p>GREEN</p>
<p>Increase superfast and full fibre broadband coverage in the county, and move to new stage of gigabit capable speeds.</p>	<p>Head of Operations (Broadband)</p>	<p>Currently superfast coverage of 30-100mbps is as 94.2% and tracking to 94.5% for end of FYE. Gigabit capable is currently 62% is tracking positively.</p>	<p>GREEN</p>	<p>GREEN</p>	<p>GREEN</p>

<p>EC5 - Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism</p>	<p>Progress the Leominster Heritage Action Zone Project; including completion of public realm improvements</p>	<p>Head of Environment, Climate Emergency and Waste Services</p>	<p>Building work is progressing for the 3 properties allocated grant funding for 22/23, plus the design/feasibility work funded for the Old Priory. Timing remains tight and weather a risk, but so far expected to complete by 31 March. Allocation of grant funding for 23/24 is still under discussion - an offer was made to the owner of the Royal Oak but was declined, and so eligible back-ups must be drawn from the priority list. Proposal to remove parking and limit traffic to certain hours in Corn Square agreed in principle by the steering group/project board, but now going through Traffic Regulation order process. The timing and outcome of this will depend on the consultation responses and whether there are any qualifying complaints. This will dictate the direction and sequence of work beyond the TRO process, and may push Corn Square outside the Historic England funding timescale. In that case other public realm improvements from the McBains design proposal would be prioritised to spend grant and match funding within the 23/24 period. Community outreach projects by Leominster Town Council continue.</p>	<p>GREEN</p>	<p>AMBER</p>	<p>AMBER</p>
	<p>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</p>	<p>Director of Economy</p>	<p>The UKSPF and RPF funds will provide further opportunities to the visitor economy in addition to the projects being delivered by the County BID. schemes will launch in April 2023.</p>	<p>GREEN</p>	<p>GREEN</p>	<p>GREEN</p>

■ complete
 ■ on target
 ■ at risk
 ■ compromised

Performance Measures

Ambition	Measure	Lead Officer	Q3	Improvement?	Target Met?
ECO -	The number of businesses engaged and supported	Economic Development Manager	1,671		
	The value of grants paid to businesses to support viability, or enable growth	Director of Economy	£433,546		

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	To be reported in March		
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	£574,232		
	The number of jobs created (directly and indirectly) as a result of council investment	Marches Building Investment Grant Programme Manager	71		
EC3 - Invest in education and the skills needed by employers	The number of 18-24 year olds in receipt of unemployment related benefits (claimant count)	Post 16 Senior Advisor	395 (3.3%)		
	The percentage of apprenticeship levy spent	Director of HR & OD	91%		
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)	94.2% (up to October)		
			60% (up to October)		
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	To be reported in March		
EC6 - Spend public money in the local economy wherever possible	The social value attributable to council procurement	Head of Corporate Services	£84,319		
	The percentage of the council procurement budget spent locally	Head of Corporate Services	40%		

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

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		
				Q1	Q2	Q3
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	Work is on track to apply all the findings and publish the results in Part 1 Plan.	GREEN	GREEN	GREEN
	Deliver full draft of the Core Strategy Update ready for pre-examination public consultation (Regulation 19)	Corporate Director, Economy and Environment	On target to publish Part 1 Local Plan by the end of February for Director review and sign off. The Regulation 18 process will begin post pre-election period and due to the Herefordshire Transport Model update being commissioned, the full Plan will now be ready by September 2024. The Business Case that outlines this change has had both Corporate and Service Director sign off.	GREEN	GREEN	GREEN
	Implement the new Supplementary Planning Documents for Agriculture and Planning and Environmental Building Standards	Corporate Director, Economy and Environment	The Agricultural SPD is currently undergoing consultation. The consultation period had been extended until 24 February 2023 to allow more time for stakeholders to respond.	GREEN	GREEN	GREEN
	Progress the Minerals and Waste policy through to examination and adoption.	Corporate Director, Economy and Environment	HMAG - NLHF midway review with positive feedback received to proceed .HMAG final submission due 23.02.23. HMAG planning permission submitted. Maylord Construction tender review mid-Feb then moving to contract award. Marketing and Branding tender for library and museum evaluated with preferred bidder identified. Transition plan agreed in principle	GREEN	GREEN	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	SQ process has been completed for the New collection Service in December following the tender being published in September 2022. The ITSD and associated documentation has been issued to the successful bidders on the 23rd December. The cargo bike food collection innovation has been included in the procurement. The closing date for submission is 24th March. Competitive dialogue will follow and it is hoped that the contract will be awarded July / August 2023 . with a start date for the new service in June 2024.	GREEN	GREEN	GREEN

	Promote changes to the new collection system for refuse and recycling throughout the year	Head of Environment, Climate Emergency and Waste Services	Getting it Right continues however there is a refresh underway re comms and engagement. Additional focus for the new service is being reviewed with Corporate Comms in January 2023	GREEN	GREEN	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	Business case for Phase 2 of the successful Nappy scheme is being considered including work with the Nappy library. Pilot Flats and recycling work has been delivered in November and MI and data shows that there have been improvement due to new bins and signage and information. This will continue to be monitored until the end of March - information will be collated and impacts understood. This information will be used to review next steps and a business case for the next phase. Number of other projects are underway and are at different stages such as food waste and surplus distribution, Repair cafe showcase event on the 14th Jan to attract more volunteers and organisations to the Repair cafe initiative and also increasing reuse such as pop - up stores / shops and HRCs and the end to end reuse process.	GREEN	GREEN	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	A draft copy of the masterplan is on track to be presented to cabinet in February 2023. The project is considered to be at risk owing to budgetary constraints and lack of contingency funds. The project is however on track for delivery of the draft masterplan in February.	GREEN	GREEN	AMBER
	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	An entry on the forward plan has been created to allocate the Supercycle Highway Funds to be spent on the HEZ Quiet Route ATM's. This decision will now be progressed with funding also acting as match funding for the LUF bid.	GREEN	GREEN	GREEN
	Install new cycle routes for St Owen's Street and on Aylestone Hill in Hereford	Service Director, Highways and Transport	St Owens Street cycle contraflow has now been completed with the exception of final snagging issues. Consultation with key stakeholders is underway in relation to Aylestone Hill ahead of public consultation.	GREEN	GREEN	GREEN

Complete feasibility study of route options for Eastern river crossing.	Service Director, Highways and Transport	AECOM have been commissioned to carry out the Strategic Outline Business Case and work is underway. Complimentary transport modelling work now needs to be procured.	GREEN	GREEN	GREEN
Introduce an additional 70 eBikes as part of the Beryl Bike scheme	Head of Environment, Climate Emergency and Waste Services	The eBikes have now been delivered and are being assembled ready for distribution. Some will be rolled during January with the remainder expected to be ready by mid-February	GREEN	AMBER	AMBER
Consult on design options for the city Transport Hub	Service Director, Highways and Transport	Detailed design work for the Transport Hub is now underway following the public consultation. A planning application is to be made at the end of Q4.	GREEN	GREEN	GREEN
Complete design for Holme Lacy Road improvements	Service Director, Highways and Transport	Public consultation complete. Detailed design work now well underway and due to be completed before end of financial year.	GREEN	GREEN	GREEN
Commence construction of Hereford Enterprise Zone Quiet Route	Service Director, Highways and Transport	Detailed design work is due for completion by the end of the financial year. Forward plan decision currently being progressed so that construction can commence in the first quarter of 23/24.	GREEN	GREEN	GREEN
Expand the county's electric vehicle charging point network (100 new points planned by 2025).	Head of Environment, Climate Emergency and Waste Services	EV concession contract (car-parks) - all existing charge points have now been switched over to the new supplier, except for one at St Martins which is more complex as it takes power from a tenanted building. Site plans due imminently for the new points proposed and work ongoing with the parking team to co-ordinate. Installation work expected to start in March 23. Residential on-street charging points form one of the projects under Citizen's Assembly, but there is an opportunity to secure grant funding under the regional Local Electrical Vehicle Infrastructure fund. A consortium-led procurement exercise is in progress and this will dictate what allocation Herefordshire may benefit from. Awaiting the result of this before revisiting what may need to be funded from the HC climate reserve fund.	GREEN	GREEN	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 continues, achieving good reach and engagement through a wide range of media channels. Recent progress on Climate Assembly projects allows these to be increasingly featured on Greener Footprints channels, improving the link and awareness between the two. Procurement completed for the 30 for 2030 audit supplier and contract award imminent.	GREEN	GREEN	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	The Keep Herefordshire Warm continues to engage and provide a link to the active grant-funded retrofit scheme (LAD3/Home Upgrade Grant). Following a report commissioned from an external consultant, feasibility work is in progress for the development of a retrofit 'hub', with the possibility to enhance the current KHW offering to provide a wider service, including financial advice and in-house energy assessments.	GREEN	GREEN	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	Of the 150 homes targeted as part of the current Sustainable Warmth/Home Upgrade Grant phase, 229 applications have been received and 140 of these have been approved and passed to the installers to complete survey/mobilisation/installation. A further 9 park homes have also been approved, and a specialist installer is being commissioned now to ensure these hard-to-treat homes do not miss out. MNZH have we understand been successful with a regional bid for phase 2 of the Home Upgrade Grant, and Herefordshire having been part of the bid is expected to benefit from up to £7.5m over 2 years from March 23, allowing this work to continue.	RED	RED	AMBER

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	SEPUBU project remains in a challenging position. A number of the buildings identified within Herefordshire have fallen by the wayside as either they are not suitable for any of the measures which would be eligible under the SEPUBU grant or there is no capital funding available to make up the match funding required. Ryefield Centre in Ross is more positive, but a severely limited capital budget for refurbishment restricts the refurb work to a bare minimum, ruling out many of the possible SEPUBU works which could otherwise be incorporated. LED lighting upgrade seems feasible within timescale and budget however. Active re-engagement with HALO over leisure buildings, now that they are considering retrofit work to mitigate rising energy costs. However the timing for this now is tight and may not be feasible within the SEPUBU period. Efforts continue in the grant timeline remaining (June 2023)	AMBER	RED	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	Contractor appointed and mobilising to start installation of solar PV on the 3 schools in phase 2. Roof surveys planned for end Jan, leading into installation Feb/March. Further schools identified for phase 3, and legal discussions ongoing to establish whether faith schools could be brought into scope.	GREEN	GREEN	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	We are looking at compliance software that will manage the delivery of the compliance works.	GREEN	GREEN	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	<p>15 projects of those identified as priorities are now approved and in varying stages of procurement and development. These are all in or expected to move into delivery phase over the coming months. A further 5 projects in the next tranche of priorities are in the development stage, with business cases being produced and reviewed.</p> <p>The Herefordshire Business Energy & Climate Conference arranged for 18 Jan at the new NMITE campus. This was rescheduled from the original November date in order to allow time to maximise attendance from both speakers and attendees. ' - Active Travel; Walking - procured and into delivery</p>	GREEN	GREEN	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	<p>Wetland construction is largely complete at site 1 (Luston), though prolonged wet weather has impacted on the final section of planting, which will proceed as soon as we have a run of drier weather. The wetland is holding water and flowing as the design intends. Assessment of planning applications and allocation of credits from the first release triggered from Luston continue.</p> <p>Site 2 (Titley) is in for planning permission and a decision expected late Jan/early Feb.</p> <p>A deal has finally been agreed for acquisition of site 3 (Tarrington) after the vendor revisited the contract in the latter part of 2022. Purchase expected to complete late Jan/early Feb. Planning application about to submit once land acquisition complete.</p> <p>A procurement exercise has completed for detailed design and construction for the Titley and Tarrington sites, and a contract will be awarded once land acquisition is secure.</p> <p>The targeted site 4 at Shobdon is now seeming non-viable as new regulatory standards imposed on Welsh Water here by the Environment Agency make a wetland scheme uneconomic and of limited effectiveness. Discussions with EA and Welsh Water are ongoing, but this site has been put on hold.</p> <p>Negotiations have moved into a new phase for alternative site 4 at Dilwyn, but challenging commercially.</p>	AMBER	AMBER	AMBER

Adopt a new nature strategy for the county	Head of Environment, Climate Emergency and Waste Services	The nature strategy has been completed and subject to initial review internally. Now out to consultation with the Local Nature Partnership and the Climate and Ecology Emergency Board.	GREEN	GREEN	GREEN
Deliver the highway biodiversity net gain project	Service Director, Highways and Transport	Road resurfacing programme is 98% complete with the remaining elements due for completion by end of March 2023. Market Town tree planting programme in progress and Castle Pool water treatment also complete.	AMBER	AMBER	AMBER

■ complete
■ on target
■ at risk
■ compromised

Performance Measures

Ambition	Measure	Lead Officer	Q3	Improve-ment?	Target Met?
EN1 - Minimise waste and increase reuse, repair and recycling	(Reduce) the average kilograms of waste per household (12m rolling average)	Waste Services Manager	267.89kg		
	(Increase) the percentage of waste sent for recycling (12m rolling average)	Waste Services Manager	37.89%		
	(Reduce) the percentage of waste sent to landfill (12m rolling average)	Waste Services Manager	0.82%		
EN2 - Improve and extend active travel options throughout the county	The total kilometres cycled using Beryl's Bikes	Principal Sustainability & Climate Change Officer	182,522km		
	The number of children trained through Bikeability	Principal Sustainability & Climate Change Officer	1,146		
	Kilometres of new quiet route cycle route within the county (Annual)		To be reported in March		
	Kilometres of new segregated cycle route within the county (Annual)		To be reported in March		
	The total number new EV charging points	Principal Sustainability & Climate Change Officer	9		
	The value of investment in sustainable active travel measures		To be reported in March		
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	1,426,635 KWh		
	Provide free and impartial home energy advice to 1,000 residents through the Keep Herefordshire Warm service.	Sustainability & Climate Change Manager	353		
	(Increase the) total number of signatories to the Herefordshire Climate and Nature Partnership	Principal Sustainability & Climate Change Officer	385 (September) <i>(315 signed up during the VTD)</i>		
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	66 (September)		

	(Increase) the £ and percentage of investment that contributes significantly to climate and nature goals	Sustainability & Climate Change Manager	To be reported in March		
EN5 - Identify climate change action in all aspects of council operation	(Reduce) the energy consumption across all council operations	Principal Sustainability & Climate Change Officer	To be reported in March		
	(Increase) the kWh saved as a result of capital investment and grants	Principal Sustainability & Climate Change Officer	To be reported in March		
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	To be reported in March		
	The number of properties with a reduced risk of flooding as a result of the council's support and intervention	Directorate Services Team Manager	95 (October)		
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	To be reported in March		
	(Increase the) number of trees planted as a result of direct council intervention	Service Manager Built and Natural Environment	To be reported in March		
	(Increase the) percentage of planning applications submitting a full ecology checklist	Lead Development Manager	To be reported in March		

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

Corporate Risks							
Risk	Impact						
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant	
CRR.67 Ash Dieback (Chalera) CRR.68 Waste Collection Vehicles - lead time for supply of new vehicles CRR.79 Herefordshire Fuel Poverty Level	Likelihood	5 Certain				CRR.67	
		4 Likely				CRR.79	CRR.68
		3 Possible					
		2 Unlikely					
		1 Rare					

Delivery

Ambition	Action	Lead Officer	Progress	RAG		
				Q1	Q2	Q3
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	IT systems are continuing to be reviewed following transfer of services back into the Council. Further commissioning now needs to take place in the development of bespoke services.	RED	GREEN	GREEN
	Develop 20mph speed limit policies and programme for the county to cover significant villages and market towns.	Service Director, Highways and Transport	£1.2 million funding has now been agreed to set strategy and pilot roll out. Currently procuring strategy development work after which the first pilot phase will also commence.	RED	AMBER	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	This work can now be progressed alongside the development of the 20mph strategy which is currently being commissioned.	RED	RED	GREEN
	Enhance the Cathedral and River Wye quarters of the city	Service Director, Highways and Transport	HMAG - NLHF midway review with positive feedback received to proceed .HMAG final submission due 23.02.23. HMAG planning permission submitted. Maylord Construction tender review mid-Feb then moving to contract award. Marketing and Branding tender for library	RED	AMBER	GREEN
	Make Improvements to the city street scene in Widemarsh Street and High Town in Hereford	Service Director, Highways and Transport	Construction phase for Widemarsh street is profiled to commence in March 2023 and last for 2-3 months.	RED	AMBER	GREEN
	Roll out and embed hybrid operational working model for employees, creating effective flexible working arrangements.	PMO Delivery Director	All worker style contracts have been issued. New cloudbooking system operational and desktop IT kit offer (Plough Lane) has been standardised. Standardisation of MAO furniture and IT offer has commenced, utilising existing furniture and kit.	GREEN	GREEN	GREEN
	Develop and implement updated Digital Strategy for improved customer experience, communication and connectivity.	Head of Chief Executive's Office	Activity analysis survey outputs shared and planning for next phase of programme has commenced.	GREEN	GREEN	GREEN
	Establish a "spirit of Herefordshire" approach to attracting and retaining workforce through celebrating the positives of the county	Director of HR & OD	Developed a micro-site for recruitment for Children's: Second site currently being developed for Community Wellbeing: Third site will be created for Economy & Environment	GREEN	GREEN	GREEN
	Produce asset management plans for each council owned property based on up to date knowledge of conditions	Strategic Assets Delivery Director	Asset list complete. Investigations into appropriate software for compliance recording and monitoring.	GREEN	GREEN	GREEN

	Plan capital works for the Shirehall to bring back into council and community use	Strategic Assets Delivery Director	Decision to pause scheme made by Cabinet.	GREEN	GREEN	VIOLET
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	Improvement Plan reviewed and revised following publication of Ofsted Report. Partnership Summit took place on 20.10.22. Further engagement events (f2f and online) undertaken with Partners. CYPP Board re-established - first meeting 28.11.22 Improvement Plan submitted to Ofsted 20.12.22 Work to develop and engage the partnership in Children's Improvement continues.	GREEN	GREEN	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	The development and review of the Talk Community Directory will enhance the self-help offer including the activities and services available to families across Herefordshire. The Childrens Help & Advice telephone line is now open for young people, families and professionals to ring for signposting advice and support if required. Children Centre services are working with the community to increase opportunities for families with young children in their local areas.	GREEN	GREEN	GREEN
	Training programmes for 200 staff on oral health.	Senior Commissioning Officer	Complete.	BLUE	BLUE	BLUE
	Deliver a training programme of road safety including pedestrian training for school pupils	Service Director, Education, Skills and Learning	On going programme being offered to schools on road safety education.	GREEN	GREEN	GREEN
	Tender construction of new school building at Peterchurch Primary School	Service Director, Education, Skills and Learning	The council are currently in the process of procuring a professional services team to assist the delivery of the new school building.	GREEN	GREEN	GREEN
	Tender refurbishment and expansion of The Brookfield School	Service Director, Education, Skills and Learning	Consultants have been re-engaged to review and prepare the tender documentation for the construction works.	AMBER	AMBER	AMBER
	Plan and agree first phase of school expansions to deliver additional school places across the county	Service Director, Education, Skills and Learning	Project complete. Preferred site identified for investment to provide pupil places required for September 2025.	GREEN	GREEN	BLUE
	Seek approval for the rebuild of Westfield School and move to design stage	Service Director, Education, Skills and Learning	Awaiting outcome of Capital funding bid. The DFE have also advised that funding is available for improvement works at the school. Further information awaited. This funding would negate the requirement for Herefordshire Council funding.	GREEN	BLUE	BLUE

Conduct feasibility work to inform increase capacity across Hereford Pupil Referral Service and Blackmarston School	Service Director, Education, Skills and Learning	Initial Feasibility studies complete. Further site added - awaiting feasibility report. Preferred site for development at risk due to being in an Ancient Scheduled Monument site with archeology report awaited. Decision also held back as awaiting outcome of Free School bid which will impact decision.	GREEN	GREEN	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	The DfE produce a list of all the schools nationally by county that have received the grant and thus the training. Locally in Herefordshire we have trained 20 with another 20 undergoing training now.	GREEN	GREEN	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	Project at risk due to DfE review of programme.	GREEN	GREEN	AMBER
Improve the educational outcomes for those pupils with Education and Health Care plans	Service Director, Improvement	Service Director and Data Analyst have strengthened tracking information templates. Working party established to formulate an EHC procedure that can be circulated to all parties. EHC timeliness is accelerating and above West Midlands and National averages. Workshop with paediatricians completed to ensure health outcomes capture the voice of the child November 2022. Rolling workshop programme to be offered to social care practitioners to ensure care outcomes are reflecting child's views	GREEN	GREEN	GREEN
Put in place effective 'Voice of the Child' engagement so children are involved in designing services in a meaningful way	Service Director, Improvement	Work to ensure the Voice of the Child has commenced through young people groups such as the young parents group and CV writing group. Work continues to develop and embed in to practice with social workers to hear the child's voice and feed this back to the Corporate Parenting Board. The new Head of Service for Quality Assurance has been allocated the Voice of the Child Portfolio. Work is underway to review the Engagement and Participation Framework and Participation Team resource. Work is also underway to produce an Engagement and Participation Strategy.	GREEN	GREEN	GREEN

Integrate a “Right Help – Right time” approach within the Talk Community programme, so families are supported within communities	Service Director, Improvement	Following delivery of the DFE Funded RHRT project, the Early Help and Prevention Strategy has been drafted and is in the process of being reviewed ahead of final approval by DLT and CYPP. Following consultation with partners through World Cafe events in November/December 2022 the implementation plan for the Strategy is in development. This plan will draw upon the feedback and develop a clear plan to involve the community and partners in delivering prevention and early help including a digital self-help offer and support in the community. A programme of training on the prevention and early help offer to be developed for community volunteers, charities and faith groups with the aim being to ensure that prevention and early help is everyone’s responsibility.	GREEN	GREEN	GREEN
Provide more support for the Children’s Rights and Advocacy Service.	Service Director, Improvement	There were 57 referrals made to the ‘Hear Me Advocacy Service’: <ul style="list-style-type: none"> • 17 in October 2022 • 21 in November 2022 • 19 in December 2022 • This represents a 119% increase on the previous Quarter 	GREEN	GREEN	GREEN
Increase the number of social workers with new retention and recruitment approach.	Service Director, Improvement	A dedicated microsite for Children’s Services is now live and there has been an increase in live vacancies. Projects in place looking at both Recruitment and Retention which includes a review of recruitment processes, training for managers, induction programme and recruitment campaign. The career progression offer/opportunities is also being reviewed and refreshed.	AMBER	AMBER	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	Recruitment to build officer capacity to provide assessment and support is underway but proving challenging. Stakeholder engagement events with Foster Carers undertaken in November 2022. Further one to one consultations with foster carer households undertaken and going by Head of Service. Foster Carer whole service event 21.11.22. Foster Carer fees and allowances uplift approved by DLT. Draft Foster Carer Recruitment and Retention Strategy in development. Proposal developed for Fostering Network to undertake Fostering Service training need analysis completed and submitted for approval.	RED	RED	RED
	Improve the range of level of support for care leavers.	Service Director, Improvement	The Care Leaver offer has been refreshed, costings to be completed. It will be shared with young people for final comment before going to DLT for approval. It is planned to be in place from 1 April 2023. Corporate Parenting Board Terms of Reference and membership of the Board agreed. Corporate Parenting Strategy under development, including refreshed offer. Engagement taking place with the Child in Care Council to strengthen and support relaunch of the Strategy.	GREEN	GREEN	GREEN
	Progress plans to build a children's residential home.	Corporate Director, Children and Young People	Project scoping complete. Sufficient exercise underway to inform options appraisal for preferred service delivery.	GREEN	GREEN	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	GREEN	GREEN
	Submit planning applications for 2 housing sites on council land	Housing Delivery Manager	Work ongoing on preferred delivery model.	GREEN	GREEN	GREEN
	Support at least 230 additional affordable properties in the county		Cabinet Report being prepared.	GREEN	GREEN	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	Feasibility work on 4no. Sites complete. Cabinet Report for preferred site(s) in preparation.	GREEN	GREEN	GREEN
	Develop and agree a Food Charter for the county.	Health Improvement Practitioner	The Food Charter has been developed and we have now reached over 100 sign-ups to the Charter, including individuals, businesses and	GREEN	GREEN	GREEN

	Submit application for the Sustainable Food Place Bronze award	Health Improvement Practitioner	Our expression of interest has been drafted ready for submission however Sustainable Food Places have now advised that the timescales have been	GREEN	GREEN	GREEN
	Produce a Physical Activity Strategy that outlines plans and programmes to aid health through fitness.	Health Improvement Practitioner	The implementation of the PA strategy is ongoing, the PA steering group meets quarterly. The quarterly meetings allow partners to update on progress against actions as well as collaboratively developing forthcoming activity plans.	GREEN	GREEN	GREEN
	Offer maximum council tax reduction scheme for eligible pensioners and people of working age	Director of Economy	The CTR scheme still offers 100% help to those who are eligible for the maximum entitlement and an update is being reported to Council on 10 February 2023.	GREEN	GREEN	GREEN
	Work with partner organisations to produce a plan to tackle health inequalities and lead health equity audit process for commissioned services		The plan to tackle health inequalities has been produced and is going to Health and Wellbeing Board in March for approval.	GREEN	GREEN	GREEN
	Work with NHS and Public Health partners to implement the Integrated Care system approach agreed for Herefordshire & Worcestershire		Work on the new Integrated Care Strategy continued throughout Q3 including consultation with key stakeholders. The strategy is due to be published in Q4. A key focus of the partnership towards the end of Q3 was to manage the significant pressures on the hospital as a result of more people needing acute treatment, exacerbated by the prevalence of Covid and flu. The work of the council in facilitating timely discharge of medically fit people from hospital has been particularly noted and recognised by Integrated Care System partners.	GREEN	GREEN	GREEN
	Establish Hoople Care to delivery care services for the council	Service Director, All Age Commissioning	Project complete.	GREEN	BLUE	BLUE
CO5 - Use technology to support home care and extend independent living	Complete site works complete on the Hillside Independent living and demonstration centre.	Service Director, Social Care Delivery	Works on site progressing to programme and March 2023 completion. Final design for Demo Centre submitted for Service approval. These works will follow in February 2023.	GREEN	GREEN	GREEN

	Create 50 bespoke wellness packages using a technology enabled 'proactive and preventative' care model	Service Director, All Age Commissioning	An options appraisal has been undertaken for the Predict and Prevent Model of Care and presented to the TEC Project Board. The preferred option has been agreed and currently developing the plan for implementation and working with the Procurement Team on the various elements that need to be purchased to agree the procurement process which will inform the timescales.	GREEN	GREEN	GREEN
	Move the existing Telecare Service to a digital delivery model	Service Director, All Age Commissioning	New Hybrid units that can work on analogue, digital and mobile networks are now in stock and being used for all new installations. The Phase 1 switchover pathway is currently being developed with a view to begin transferring existing high risk users in February.	GREEN	GREEN	GREEN
	Create a digital tool and website that shows how technology can support people's independence and aid assessments	Service Director, All Age Commissioning	The Talk Community website re procurement is in the process of being finalised and the contract will be awarded in March subject to the stand still period. Initial meetings with NRS regarding upgrading the existing self-assessment portal are underway and options are currently being explored.	GREEN	GREEN	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	Training programme scoped, currently exploring the most appropriate e-learning platform to host this training moving forward	GREEN	GREEN	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 69 talk community hubs have now launched in Herefordshire. The project is on track	GREEN	GREEN	GREEN
	Deliver 2 integrated service hubs using existing community facilities that includes working with the whole family	Service Director, Communities	An options and feasibility study has been undertaken and a business case for the recommended option developed of super hubs run by the community building on the existing hubs infrastructure. The cabinet member decision is due to be made at the end of January and next steps will be to collaboratively develop the criteria and grant process and engage with the community	GREEN	GREEN	GREEN
	Make investment and improvements to libraries and museums	Director of Economy	HMAG - NLHF midway review with positive feedback received to proceed with submission in February 2023. Full submission due 23.02.23. Planning application submitted. Library - Mowlard construction Planning	RED	RED	AMBER

■ complete
■ on target
■ at risk
■ compromised

Performance Measures

Ambition	Measure	Lead Officer	Q3	Improve-ment?	Target Met?
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	To be reported in March		
	Percentage of Category 2a defects managed within timescale	Commercial and Contract Manager	82.38%		
	Percentage of construction materials reused and recycled	Commercial and Contract Manager	To be reported in March		
CO1 - Ensure all children are healthy, safe and inspired to achieve	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) 3.1%		
			b) 2.7%		
	The percentage of (a) primary and (b) secondary schools rated good or outstanding by OFSTED	Corporate Director, Children's and Young People	a) 98.7%		
			b) 73.3%		
	The percentage of pupil attendance in (a) primary and (b) secondary schools	Corporate Director, Children's and Young People	a) 93.3%		
			b) 90.7%		
	The proportion of schools able to provide online learning	Corporate Director, Children's and Young People	100%		
	The number of children seen as part of a 4-6 month health check	Corporate Director, Children's and Young People	85%		
	The percentage uptake of children's 2.5yr ages and stages review	Corporate Director, Children's and Young People	85%		
	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	20%			

	The percentage of child and family assessments completed within statutory timescales	Corporate Director, Children's and Young People	66%		
	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) 86%		
b) 70%					
c) 95%					
	The percentage of referrals which are re-referrals (within 12 months of a previous referral)	Corporate Director, Children's and Young People	27%		
	The percentage of Section 47s that progress to Initial Child Protection Conference	Corporate Director, Children's and Young People	25%		
	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	19%		
CO2 - Ensure that children in care, and moving on from care, are well supported and make good life choices	The percentage of children looked after offered a health assessment offered and annual dental check	Corporate Director, Children's and Young People	29%		
	Increase the number of foster carers by 25	Corporate Director, Children's and Young People	23		
	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	41.4 / 10,000		
	The rate of children exiting care	Corporate Director, Children's and Young People	22.5 / 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	a) 51%		
			b) 82%		
	Increase the percentage of children that completed SDQ's	Corporate Director, Children's and Young People	63%		
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	225		
	The number of empty properties brought back in to use	Strategic Housing Manger	38		
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	718 (YTD)		
	(Increase the) number of new tenancies developed for independent living	Corporate Director, Community Wellbeing	50 (YTD)		
	(Reduce the) local count of Herefordshire homelessness	Corporate Director, Community Wellbeing	21 (up to September)		
	(Increase the) number of cases where homelessness has been (a) prevented and (b) relieved		Corporate Director, Community Wellbeing	40	
			83		
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	12.9		
	(Reduce the) rate of admissions to care homes for clients aged 65+	Corporate Director, Community Wellbeing	371.5		
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	33,799		

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

Corporate Risks							
Risk		Impact					
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant	
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.74 School Assets CRR.75 SEND inspection - risk of adverse inspection CRR.77 Increase in out of county educational placements CRR.78 Impact of Statutory Direction CRR.80 Supply chain capacity CRR.81 Reviews - capacity, timeliness and statutory duty of care	Likelihood	5 Certain				CRR.74	
		4 Likely				CRR.61; CRR.72; CRR.75; CRR.77; CRR.80; CRR.81	CRR.60; CRR.64; CRR.78
		3 Possible					
		2 Unlikely					
		1 Rare					

Performance Measures

Ambition	Measure	Lead Officer	Q3	Improvement?	Target Met?
Average days sickness per FTE		Director of HR & OD	8.75 days (up to October)		
Percentage of mandatory training completed		Director of HR & OD	69%		
Employee engagement index		Director of HR & OD	3.56		
Number of RIDDOR reportable incidents		Director of HR & OD	0		
Revenue outturn		Director of Resources and Insurance	£10,126k overspend		
Percentage of capital budget spent		Director of Resources and Insurance	82%		
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	89.67%		
Percentage of complaints responded to within timescales		Head of Information, Compliance and Equality	77.78%		
Percentage of FOIs & EIRs responded to within timescales		Head of Information, Compliance and Equality	96.11%		
Percentage of (a) major and (b) minor planning applications managed within statutory timescales		Lead Development Manager	84.38%		
		Lead Development Manager	77.30%		
Number of fly tipping incidents reported		Trading Standards Service Manager	777		
Percentage of programmed high risk (A-C) food hygiene inspections undertaken		Environmental Health Service Manager	142.60%		
Percentage of food premises with a Food Hygiene Rating Score at 3 (satisfactory) or above.		Environmental Health Service Manager	98.10%		
Percentage of parking income budget achieved		Parking Enforcement Manager	104%		

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

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