

Agenda

Cabinet

Date: **Thursday 22 June 2023**

Time: **2.30 pm**

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

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

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Agenda for the meeting of Cabinet

Membership

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

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

Agenda

		Pages
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 2 March 2023.</p>	9 - 26
<p>HOW TO SUBMIT QUESTIONS</p> <p><i>The deadline for submission of questions for this meeting is:</i></p> <p>9:30am on Monday 19 June 2023.</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>	27 - 34
7.	<p>OFSTED MONITORING VISIT FEEDBACK</p> <p>To share the feedback from Ofsted inspectors following their first formal Monitoring Visit conducted March 29-30 2023 and activity to prepare for future Monitoring Visits.</p>	35 - 46
8.	<p>REVIEW OF NEW HEREFORD LIBRARY AND LEARNING RESOURCE CENTRE LOCATION</p> <p>To review options for the best possible location of the proposed new Hereford Library and Learning Resource Centre in Hereford city centre.</p>	To Follow
9.	<p>QUARTER 4 BUDGET & PERFORMANCE REPORT</p> <p>To review performance for Quarter 4 2022/23 and report the provisional financial outturn for revenue and capital budgets for the year ended 31 March</p>	47 - 130

2023, subject to external audit.

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.

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(Nolan Principles)**

1. Selflessness

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

2. Integrity

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

3. Objectivity

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

4. Accountability

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

5. Openness

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

6. Honesty

Holders of public office should be truthful.

7. Leadership

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

Herefordshire Council

Minutes of the meeting of Cabinet held at Herefordshire Council Offices, Plough Lane, Hereford, HR4 0LE on Thursday 2 March 2023 at 2.30 pm

Cabinet Members Physically Present and voting: Councillor David Hitchiner, Leader of the Council (Chairperson)
Councillor Liz Harvey, Deputy Leader of the Council (Vice-Chairperson)

Councillors Ellie Chowns, Pauline Crockett, Gemma Davies, John Harrington and Diana Toynbee

Cabinet Members in remote attendance Councillors Ange Tyler

Cabinet members attending the meeting remotely, e.g. through video conferencing facilities, may not vote on any decisions taken.

Cabinet support members in attendance Councillors Peter Jinman

Group leaders / representatives in attendance Councillors Terry James, Jonathan Lester, Bob Matthews, Toni Fagan and William Wilding

Scrutiny chairpersons in attendance Councillors Elissa Swinglehurst and Jonathan Lester

Other councillors in attendance: Councillors Jeremy Milln and David Summers

Officers in attendance: Chief Executive, Director of Resources and Assurance, Corporate Director - Children & Young People, Corporate Director - Economy and Environment, Corporate Director Community Wellbeing and Head of Legal Services and Deputy Monitoring Officer

213. APOLOGIES FOR ABSENCE

There were no apologies from members of the cabinet.

214. DECLARATIONS OF INTEREST

None.

215. MINUTES

Resolved: That the minutes of the meeting held on 23 February 2023 be approved as a correct record and signed by the Chairperson.

216. QUESTIONS FROM MEMBERS OF THE PUBLIC (Pages 9 - 14)

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

Cllr Davies arrived at 2:40pm.

217. QUESTIONS FROM COUNCILLORS (Pages 15 - 18)

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

218. REPORTS FROM SCRUTINY COMMITTEES

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

219. DRAFT HEREFORD CITY MASTERPLAN

Cabinet members considered a report seeking approval to begin consultation on the draft Hereford City Masterplan. The cabinet member infrastructure and transport introduced the report and explained the importance of a long term plan for the city.

Cabinet members discussed the draft plan and noted that:

- While the plan focusses on the city, what happens there does impact on the wider county’;
- Wide ranging consultation is important and particularly with young people as this plan sets out a long term vision;
- The plan will support future bids for grant funding, aligning with government priorities.

Group leaders gave the views of their groups. The overall aspiration of the plan was welcomed but concerns were expressed about some elements. In particular transport schemes and the reliance on public transport and active travel measures caused concern for some groups while others wanted to see more emphasis on park and ride schemes. In response to queries raised it was noted that:

- the plan will be refined based on the consultation feedback received;
- there will still be disabled parking bays and parking provision in the city centre for those that need it;
- the plan seeks to encourage visitors to the city to stay longer;
- the plan links into other strategic documents such as the Big Economic Plan.

The ward member for the central ward welcomed the plan and the prioritisation of public transport and active travel options. It was recognised that some schemes will need to be brought forward ahead of others and that it would be useful to see details of the implementation plan.

It was unanimously resolved that:

- a) The Cabinet approve commencement of consultation in respect of the Draft Hereford City Masterplan; and**
- b) To delegate to the Corporate Director Economy and Environment authority to agree minor amendments prior to formal publication of the draft plan, subject to consultation with the Cabinet Member for Infrastructure and transport.**

220. EASTERN RIVER CROSSING AND LINK ROAD

Cabinet members considered a report setting out for approval the project objectives of the proposed Eastern River Crossing and Link Road. The strategic outline business case is in development and the agreed objectives will form the basis against which the scheme will be assessed as it is progressed.

The cabinet member infrastructure and transport introduced the report and highlighted the importance of the additional river crossing for resilience. An eastern crossing will provide access to the enterprise zone at Rotherwas and links to the most densely populated quadrant of the city. The link road will not cross the sensitive environments of the Lugg flats and will not be a bypass.

Cabinet members discussed the report and noted that the timescales set out in the report were cautious but based on the known processes required by the Department for

Transport. Cabinet members stressed the need for dedicated support from officers and consultants to ensure the project stayed on track.

Group leaders gave the views of their groups. There was general support for a river crossing to the east of the city, but views differed as to whether this should form part of a wider package with a western crossing and bypass. Concerns were raised by some groups that the proposed eastern link road will not relieve congestion in the city and will not attract government funding. Others believed that the eastern crossing is the right solution when supported by wider investment in transport schemes across the city.

It was unanimously resolved that:

- a) Cabinet approves the project objectives as set out in this report;**
- b) Cabinet notes the progress in developing the Strategic Outline Business Case (SOBC) for the Eastern River Crossing and Link Road; and**
- c) The Service Director for Highways and Transport in consultation with the Cabinet Member for Transport and Infrastructure is authorised to take operational decisions associated with progressing the SOBC in respect of the project.**

221. NEW HEREFORDSHIRE LOCAL TRANSPORT PLAN

Cabinet members considered a report setting out the proposals and proposed timetable for development of the new Local Transport Plan. The cabinet member infrastructure and transport introduced the report and highlighted that all councils were required to have a Local Transport Plan and to keep it under review. The LTP will reflect the current government direction on travel, de-carbonisation and modal shift. A Local Cycling and Walking Infrastructure Plan (LCWIP) will be included for the first time to provide a strategic, prioritised plan in support of improving levels of active travel across the county.

Group leaders gave the views of their groups. In response to queries raised it was noted that:

- There is still some space remaining to be developed at the Hereford Enterprise Zone and this will be supplemented by employment land in the market towns brought forward as part of the market town investment plans;
- A business and industrial sector similar to the enterprise zone is being explored for the west of Hereford in conversation with major employers;
- The allocation of employment land will also be dealt with through the local plan and these documents will fit together.

It was unanimously resolved that cabinet:

- a) Approves the draft timescale for producing the new Local Transport Plan;**
- b) Notes the proposals for developing the new Local Transport Plan; and**
- c) Agrees to delegate the authority to take operational decisions during stages 1 to 4 as set out in the report associated with the development of the Local Transport Plan to the Service Director for Transport and Highways in consultation with the Cabinet member for Transport and Infrastructure.**

222. PUBLIC REALM SERVICES FUTURE OPERATING MODEL

Cabinet members considered a report setting out the outcome of the midpoint review of the public realm services contract and a proposal that the future operating model be

selected as an in house client and technical staff, with the existing provider for top up professional services and works.

The cabinet member infrastructure and transport introduced the report and explained that issues had been raised about value for money, quality of work and client control. Extensive discussions had taken place regarding the key objectives of the council and which operating model would best meet these. Best efforts were made to ensure that as many councillors as possible across all parties were able to contribute.

Cabinet members discussed the report and it was noted that:

- There was nothing essentially wrong with the current contract but the key performance indicators were now out of tune with the county plan and the operating model needed adjustment;
- Officers and the contractor have engaged positively in the discussions;
- The proposed model will give tighter control of quality and a friendly but sufficiently tense relationship between the council and the contractor;
- Locality stewards are highly valued;
- The contractors involved are all keen to do more to support the council's priorities around social value and role as a corporate parent in generating opportunities for young people;
- The proposed change to the operating model will not resolve all the issues identified in the past but will give the council the ability to check and challenge the work done by the contractor.

Group leaders generally welcomed the report and the closer monitoring that the proposed operating model will allow. In response to queries it was noted that the new contract model has flexibility to get more local suppliers involved and to work with parish councils to do some of the smaller jobs differently. The council will have to take back some risk but this approach presents opportunities for delivering parts of the public realm programme differently.

The chairman of the connected communities scrutiny committee commented on the discussion held at the scrutiny committee as part of the discussion of the options for the future operating model. The committee flagged the importance of clarity on who was responsible for what and that communication with the public is absolutely key. The proposed option was seen as a step in the right direction.

It was unanimously resolved that:

- a) Cabinet note the outcome of the midpoint review of the public realm services contract;**
- b) Cabinet approve the selection and development of Future Operating Model Five being "In house client and technical staff with existing provider (single contract) for top up professional services and works";**
- c) Cabinet note and support the commitments and initiatives in paragraph 28 a-h to be developed between the council working in partnership with the Public Realm Services Contractor;**
- d) Cabinet delegate the design and development of Future Operating Model Five to the Corporate Director of Economy & Environment in consultation with the s151 Officer and the three Cabinet Members for Infrastructure and Transport, Commissioning, Procurement and Assets and Finance, Corporate Services and Planning; and**

- e) **Cabinet approve the executive response to the scrutiny recommendations as set out in appendix L to the report.**

223. SECTION 106 PORTFOLIO OF WORKS - SECTION 106 DELIVERY PROPOSALS

Cabinet members considered a report setting out an update on delivery of the Section 106 portfolio of works in relation to the decision taken by Cabinet in November 2021, and seeking further appropriate delegations to approve the spend, processes and resources required in connection with the future delivery of Section 106 schemes.

The cabinet member finance, corporate services and planning introduced the report and explained that this decision adds the contributions received since the last decision into the pipeline for delivery and delegates authority to the relevant directors for delivery of projects within the various categories of contribution received.

Cabinet members discussed the report and it was noted that:

- the mitigation required for development sites should be considered as they are identified;
- the local plan is in the process of being updated and it is important that communities respond to consultations to identify what is needed;
- parish councils can update their wish lists to inform the contributions sought and infrastructure needs can also be recognised as part of the neighbourhood planning process;
- the council has made changes to its financial rules so that it is able to deliver improvements alongside developments, rather than in arrears;
- the webpages are being improved and updated to show more information and to make it easier to access than before;
- the neighbourhood development process needs to strike a balance between satisfying growth needs with a single larger development which will generate contributions rather than multiple small sites which are below the threshold for contributions.

It was suggested and agreed that the delegation for public art contributions should sit with the service director communities as they are responsible for culture.

Group leaders gave the views of their groups. The improvements in the process were welcomed and the need to progress spend of contributions promptly and in consultation with communities was emphasised.

It was unanimously resolved that:

- a) **Cabinet approves the implementation of the new delivery proposals, as set out in Section 106 Delivery Proposals, including the resources required, to spend all Section 106 developer income and future income received;**
- b) **The council scheme of delegation is updated to authorise the spend of section 106 monies and to delegate all operational decisions relating to the above recommendation in accordance with the table at appendix 1, with an amendment to delegate responsibility for public art planning contributions to the Service Director Communities.**

The meeting adjourned at 4:47pm and resumed at 4:57pm.

224. CABINET COMMISSION PROSPECTUS FOR OUR RIVER RESTORATION

Cabinet members considered a report setting out the progress made by the Cabinet Commission on Restoring the Wye and seeking approval for further development of an Outline Business Case for submission to DEFRA and the Welsh Government. The

cabinet member finance, corporate services and planning introduced the report and explained the background to the establishment of the Cabinet Commission and the progress to date.

The cabinet member highlighted that:

- The aim of the commission is to develop a strategic plan to restore the river catchment to favourable conservation status, working with the three other councils with responsibility for parts of the Wye catchment;
- The commission has met four times to receive evidence and information from experts, and reports from officers on progressing the commission's objectives with government departments, agencies and regulatory bodies;
- The report sets out the case for exploring more robust monitoring and regulatory options, with a further progress report to follow in July 2023;
- Insufficient progress has been made through the nutrient management plan and the report recommends that the plan is significantly revised and a reconstructed nutrient management plan delivery vehicle be proposed;
- Herefordshire Council unanimously voted to petition the Secretary of State at DEFRA to implement a full Water Protection Zone (WPZ) but this request was refused as being premature or without required justification, so the council needs to make progress by other means;
- The report sets out options which show potential to achieve nutrient certainty and the recommendations to Cabinet for this meeting seek approval for the next steps to explore, amongst other things, whether there is a willingness and commitment for all stakeholders and agencies to work to achieve a regulated voluntary scheme which is compliant with statutory requirements;
- Should the necessary progress not be made through co-operation then the regulatory threat of a WPZ remains and the work done with partners and stakeholders will provide evidence to build a robust case and show that we have explored and dismissed the reasonable alternatives;
- The pollution of the river is damaging for the communities of Herefordshire, its environment and its economy, and on the council through lost revenue from council tax;
- There is no suggestion that the council should fund a scheme for farmers or assume any of the powers belonging to the regulators and other statutory bodies, the report proposes that the council make some contribution to the work that needs to be done to put a better scheme in place while continuing to encourage and challenge government and regulators to exercise their statutory powers to their full extent;
- The next steps are to explore whether more regulated options are feasible and deliverable including, as a particular solution, a regulated voluntary scheme across the Wye catchment farming community and a further report will come to cabinet in July 2023.

Cabinet members discussed the report. Some cabinet members did not believe the proposed approach to be the best way forward and argued that the money set aside by the council should be invested in a scientifically based case for a Water Protection Zone. They suggested the proposal for a trading scheme was premature and that the cabinet commission needed to provide its formal report first. In response it was argued that the work proposed in the report would need to be done anyway to gather the evidence to support any future request for a WPZ. The government and statutory bodies are not protecting the rivers as they should be and the council is looking to learn from the Poole example and work with a broad spectrum of stakeholders. The trading scheme is one of the options to be explored but others will likely emerge over the next few months and will be reported on in the next progress report.

Group leaders gave the views of their groups. It was generally recognised that more work and consultation is needed but views were mixed on best way to achieve improvements. In response to queries it was noted that:

- The report could be better structured and the learning from this would be applied to future reports;
- A more structured timetable of meetings for the commission may be needed going forward;
- The need to see progress is recognised but the complexity of the different options must be explored before a solution can be identified in which everyone can have confidence.

The recommendations were put to the vote and it was resolved by a simple majority that:

- a) Cabinet notes the progress made to date by the Cabinet Commission;**
- b) Authority is delegated to the Corporate Director for Economy and Environment to allocate up to £250,000 of the total allocation of £480,000 to the continued work of the Commission, following consultation with the Chief Executive and the Director of Resources and Assurance;**
- c) Herefordshire Council be the accountable body where submissions for external funding are successfully secured from partners;**
- d) The Chief Executive is authorised to continue the council's work with stakeholders and to prepare a draft submission considering all potential options to DEFRA and Welsh Government;**
- e) The Chief Executive is authorised to work with statutory partners to take forward the Commission's recommendations for a newly reconstituted Nutrient Management Plan Delivery Board to undertake a critical assessment of the draft submission to DEFRA and Welsh Government, and a revised Nutrient Management Plan; and**
- f) Cabinet review further progress made in July 2023.**

The meeting ended at 5.35 pm

Chairperson

PUBLIC QUESTIONS TO CABINET – 2 MARCH 2023

Question 1

From: Helen Hamilton, Marches Planning and Environment
To: cabinet member, finance, corporate services and planning

The Cabinet Commission report refers to the WWF et al case of 2015 and says there was no specific outcome for the Wye but an order was made to introduce a trading scheme at Poole Harbour

This is wrong The Lugg was one of the test catchments in the case and the Poole trading scheme was one of several measures in a plan to address nitrogen pollution in the Poole catchment, the contents of which were not mandated by the court. The Court order required DEFRA to produce Diffuse Water Pollution Plans (DWPP) for the affected Natura 2000 catchments, including the Wye.

QUESTION – How do the Cabinet Commission proposals fit into a DEFRA-produced DWPP for the Wye and Lugg catchments?

Response

Ms Hamilton thank you for your question, Natural England tell us in their DWPP theme guidance that their first their priority is to continue to update and implement DWP Plans to ensure they provide a live, user-friendly evidence-led approach to delivery. We see our proposals as a further possible building block for inclusion in a DWPP along with a strengthened Nutrient Management Plan. We are in contact with the agencies over our proposals and will want to discuss with them how the proposal could contribute to the DWPP framework prior to the submission to the Secretary of State and Welsh Government.

Supplementary question

In response to my question as to how the Commission proposals would fit within the Diffuse Water Pollution Plan DEFRA is legally bound to produce, the Council quotes a single line from a 31-page document as Natural England's view on the proposals and says that it will discuss the plans with the agencies, indicating it has not done so yet. The Natural England document dates from 2015, before either the WWF/Fish Legal or the Dutch Nitrogen judgements and is now unlikely to be compliant with NE's duties under the Habitats Regulations.

Why should Herefordshire Council devote funds to work that DEFRA must carry out as soon as reasonably practicable and which it is not certain will be accepted as part of a DWPP?

In responding to this question, please be aware that the courts have said in both the Fish Legal case and Harris v Environment Agency* that a shortage of resources is not a justification for failing to produce a DWPP or meet the requirements of the Habitats Directives.

Response

I would like to provide assurance that we will be continuing our ongoing discussions with the agencies about the work of the Commission which predate your questions. We have accepted an offer from them to discuss next steps following cabinet's consideration of this report today. As your questions also raise legal considerations we will take further advice. We will respond to the points you raise once we have the benefit of this advice and have discussed further with our partner agencies which I anticipate that because of diary commitments will be towards the end of March.

Question 2

From: Mark Franklin, Bromyard

To: cabinet member, infrastructure and transport

Re item 8 – Eastern River Crossing, I would like to know:

- How much traffic (%) is expected to be removed from the current A49 corridor as compared with the previously proposed Western Bypass and SLR?
- How does the anticipated completion date (2029-31) compare with the previously forecast completion dates for the Western Bypass and SLR?
- With no extension of the corridor through to the A49, how is additional congestion to the north of the river to be avoided?
- What potential funding sources have been identified?
- From which earmarked reserve has the £1 million been allocated?

Response

Dear Mr Franklin, thank you very much for your question. At the time of the Hereford Transport Strategy Review (HTSR) in 2020, the analysis of options suggested that the Western Bypass would initially deliver a 21% reduction in traffic flows on roads in the Air Quality Management Area (AQMA) in the city (*page 114 of the HTSR Technical Report*) and the Eastern Link would initially deliver a 14% reduction in flows on roads in the AQMA (*page 117 of the HTSR Technical Report*). The current work, more detailed, work being undertaken for the Eastern River Crossing and Link Road (ERiC) is at an early stage, however, early analysis suggests that traffic relief on the A49 could be up to 20%, which is extremely encouraging. The ERiC supports the Hereford Masterplan ambitions and the council's commitment to net zero and is also aligned with central government's decarbonisation agenda. The Western Bypass, as well as being the most environmentally damaging option, had an estimated cost of £190 million compared to an Eastern Link cost of £55 million.

The completion date for the western bypass was circa 2030 (as per HTSR), and ERiC is anticipated to also be completed by circa 2030. We have been careful to factor in allowances for a strict business case development process set by the Department for Transport. There will be opportunities to truncate that timeline but that is a conservative estimate. It must be noted that work on the Western Bypass also comprised several years, if not a decade, under the previous Conservative administration and so, in totality, the time estimated for a Western Bypass is considerably more than the Eastern Link we are working on.

ERiC is not seeking to remove all through traffic from the City, this is a common misunderstanding and we need to look at the data. The HTSR showed that only 7% of trips pass through the city, beginning and ending out of city (*p23 of HTSR report*) and so we are more focused on providing resilience with an additional river crossing and access to residential areas in the north eastern quadrant of the City, as well as providing the conditions which will increase modal shift to walking, cycling and public transport as set out in the City Masterplan.

A number of funding sources have been identified for ERiC, including those set out below. However, further work is anticipated in later business case development to provide more detail on a likely funding package.

- DfT Major Road Network fund.
- DfT Local Growth Fund.
- DCLG Housing Infrastructure Fund.
- DLUHC Levelling Up Fund.
- DCLG Housing Infrastructure Fund (HIF).
- Developer contributions and Community Infrastructure Levy (CIL).

- County council / local authority capital programmes.
- Prudential borrowing by the local authority, paid back over the long term by business rates.

The £1m for the further development of the Eastern River crossing business case project is funded from the settlements monies ear marked reserve, as per the cabinet decision on 29th September 2022

<https://hc-modgov.herefordshire.gov.uk/ieListDocuments.aspx?CId=251&MId=8394&Ver=4>

Supplementary question

Many thanks to the Cabinet Member for a most detailed and informative response. The 7% figure has been much quoted but excludes those whose necessary journeys begin in the city and end outside, or vice versa, and those whose journeys begin and end within the city but must use personal motor transport. Thus a group much larger than the 7% may experience considerable delays in crossing the city, particularly at peak times. What reduction in journey times might they expect following completion of the ERiC?

Response

The cabinet member noted that the seven percent figure is traffic technically bypassing Hereford. In relation to the other traffic, the cabinet member highlighted the 14% reduction in traffic flows and 23% reduction in congestion as set out in the original response. He agreed to follow up with a figure on reduction in journey times.

Question 3

From: Philip Price, Preston on Wye

To: cabinet member, finance, corporate services and planning

Legacy P was previously blamed on ploughing up swards in the Second World War. Now you are saying that the deposition of legacy P is so great that there is no swift route to river recovery. The views expressed that you don't understand the subject and much has to be done, yet you are going to train and support farmers in the use of appropriate tools to rectify the problem.

Can the Cabinet please explain to the farming community based on this report, how they will engage with them, when this report suggests that the scientific evidence on the movement of Phosphate is so poorly understood?

Response

Mr Price thank you for your question, the Rephokus Report published last year specifically identifies need for further research and tool improvement in a number of areas. At the Commission's suggestion, DEFRA have brought together Lancaster University, the Scottish Rural College, Rothampstead Research and the AHDB to better understand the evidence gaps and develop the tools needed to enable farmers to make better choices about the application of nutrients in the catchment.

EA, NE, NRW and Welsh Government, together with the supply chain, Farm Herefordshire and the Council also participated in these discussions with leading national specialists. They have agreed to take an end to end approach to the scientific evidence and how it can be applied to on-farm solutions.

As of last week their agreed position is, *'We don't have enough evidence of measures that have been and are being taken or required on the levels and movements of P (both legacy and present) to drive community engagement and enact change.'* The DEFRA sponsored group are working up a project proposal to address the evidence gap through new on-farm tools and training. Around this, a comprehensive farmer-to-farmer engagement and consultation process will also

be commissioned to work through the challenges presented by managing down Phosphates including legacy P.

Supplementary question

I have specific interest in the reasons for wanting a clean and healthy River Wye. After at least nine years and hundreds of thousands of pounds spent, all the experts, specialists, consultants and academics across two countries conclude that, as of last week, we don't have enough evidence of measures that have been and are being taken or required on the levels and movements of P, both legacy and present, to drive community engagement and enact change. It is an insult to the farming community, who are making strides to resolve phosphate leach, for you to regularly state that farming is the cause of 70 percent of the problem and only 30 percent to human waste. When there are such gaps in knowledge of how phosphate moves, your omission does not support this spurious claim. Will the cabinet address this statement and deal with the issue of human waste entering the catchment from every public sewer in the River Wye catchment?

Response

Government has made a number of statements recently about the action that it's wanting to take to regulate the release of sewage into river systems by water treatment works by the water companies. Defra is about to consult shortly on proposals to hypothecate the fines that they are capable of issuing to water companies in order to provide a funding source to assist with the clean-up. That's all government activity and as a council we're implementing mitigation measures against phosphate pollution from water treatment works through things like the recently implemented wetland at Luston and wetlands that are planned in the pipeline at Titley and at Tarrington, and hopefully in other places in the county as well, but we don't have the ability to deal with the water companies ourselves. I will investigate what options are open to us and we'll provide a full written response to you.

Question 4

From: Ms Reid, Hereford

To: cabinet member, children and families

Two priorities of the Cabinet are improving Children's Services and wise expenditure on CS etc.

Local Government Interactive Tool show rates of Children Looked After (CLA) per 10,000 children of:

	2021-2022	2020-2021
Herefordshire:	112.0	87.0
Statistical Neighbours' average:	64.3	60.2
England:	70.0	67.0

Respectively for the years the number of CLA in Herefordshire has increased to 378 from 312 (392 at 31/10/22, 24/11/22 Cabinet meeting).

The base budget for CLA in 2023-24 is £28.724m net (£32.671m gross). Average cost per child is expensive (residential: £263,432pa).

Roughly, the number of children in care could be halved thus halving expenditure on CLA.

The rate of care proceedings is about double that of SNs – cost could be slashed.

What is the current number and rate of CLA in Herefordshire (with date) and latest rates for Herefordshire compared with Statistical Neighbours' average (with date)?

Response

We do not accept your assertion in the question that the number of children in care could be halved and that if that were to happen, the budget would similarly be halved.

In answer to your question:

As at Monday 27 February 2023 the number of children in our care was 406 (including 25 Unaccompanied Asylum Seeking Children) giving a rate per 10,000 of 113).

Excluding the number of Unaccompanied Asylum Seeking Children there are 381 children in our care, which equates to a rate per 10,000 of 105.

We receive and support Unaccompanied Asylum Seeking Children as a part of the National Transfer Scheme and the number in our care has doubled in the past twelve months.

England and statistical neighbour averages are published annually and the most recently available data is as you have presented in your question.

Supplementary question

In 2021-22, the rate of Children Looked After (CLA) per 10,000 for Herefordshire was 112.0 but the Statistical Neighbours' average was 64.3. Both rates would have included similar rates of Unaccompanied Asylum Seeking Children (UASC). Herefordshire's very high rate of children in care could be substantially reduced thus slashing expenditure.

The high rate is highlighted in the Commissioner's report. It states:

"Most of the additional funding has met the cost of increased number of placements for looked after children ..."

Will the concerns of the Children's Commissioner about number and cost of children in care be prioritised by at pace implementing Family Group Conferences, increased investment in relatively cheap family support and reunification?

Response

The concerns of the children's commissioner are being prioritised absolutely. As far as unaccompanied asylum seeking children are concerned, it's quite difficult to compare rates between different areas because the mandatory national transfer scheme is fairly recent and not all councils did offer homes to these children so we just have to be a little bit careful about comparing rates. As far as family group conferencing is concerned, yes we are committed to introducing that and to working faster on exploring reunification and all of this is outlined in the improvement plan.

COUNCILLOR QUESTIONS TO CABINET – 2 MARCH 2023

Question 1

From: Councillor Jeremy Milln, Central Ward

To: Cabinet Member, finance, corporate services and planning

The Cabinet Commission report recommends setting up a Phosphate trading scheme for the agricultural sector with a legally binding MoU. It claims that such trading schemes promote nutrient efficiency.

While it is being discussed in relation to Poole and a scheme was set up in 2017 in Holland specifically to manage dairy cattle manure, the UK has no experience of such a scheme for phosphates.

Commodifying pollutants, so the purchase of permission credits become a business cost to continue polluting, does not strongly incentivise change, at least not the rapid progress we need to make on phosphates (or indeed on emissions).

Given the novelty, complexity and risks associated with such a scheme would the Cabinet member agree that it would be better the Commission not progress this aspect, unless it can be demonstrated beyond doubt that it would be effective?

Response

Thank you Councillor Milln, the proposal before Cabinet is to move to the development of an outline business case, during the course of which the further assessments will be undertaken which would be necessary to answer your questions in more detail.

I agree with you - the right regulatory driver needs to be part of the solution.

In such a scheme, the EA could be asked to use the Environmental Permit Regulations to set a mandatory target and require all farms to report annually on their progress to report the leaching of phosphate. With criminal penalties if data is not reported or is falsified.

The link between changing inputs and managing down phosphates is subject to many variables and so a scheme allowing farmer's time to phase in the adjustments would aid transition and secure better buy-in by those impacted.

Such a scheme would represent an inter-farm trading approach during the managed reduction "glide path" phase to delivery of the end-state nutrient targets. Ultimately, all farms would be required to reach the end-state targets, or face prosecution and the imposition of a WPZ at the end of the scheme period - which in Poole's case is ten years - ensuring that trading is only an interim solution between farmers to a complex pan-catchment challenge. All farms will ultimately be required to reach end-state targets.

This is the regulated voluntary approach in operation for the Poole scheme and would be explored as an option during the business case development phase of a viable scheme for the Wye.

Supplementary question

I asked in my original question if the Cabinet member agrees that it would be better the Commission not progress Phosphate trading for the agricultural sector given the novelty, complexity and risks associated with such a scheme. In her response she says she agrees, then enthuses about voluntary 'inter-farm trading', managed as an 'interim solution'. There is no track record for agricultural P trading and the Poole scheme, which is for nitrates, is very different.

Given the fierce objections from FoUW, the Wye Salmon Association, CPRW, the Citizen Science Group and others, would the cabinet member now agree unambiguously that this should not be progressed?

From the joint statement from CPRW and FoUW (1st March 2023):

A phosphate trading scheme will not be sufficient to "restore the Wye to favourable conservation status", the headline aim of the Commission (see ToR). WE DO NOT HAVE 12 YEARS TO DO THIS. There is a high risk that ticking the partial phosphate-trading "solution" box, will actually prevent effective, timely, integrated effort to restore the Wye to favourable conservation status.

Response

I think it's far too early to be ruling anything out. This is a difficult problem where the options need to be considered properly, and my feeling is that it's appropriate that we continue to keep everything on the table including doing difficult things like getting agreement to voluntary phosphate reduction schemes alongside increased regulation and oversight. I wouldn't wish to rule anything out at this stage and so we're continuing to recommend that options are considered and reported back to the July council meeting on an improved view of which options are showing prospect for delivering certainty for our river.

Question 2

From: Councillor Nigel Shaw, Bromyard Bringsty Ward
To: Cabinet Member, Infrastructure and transport

Can I be provided, perhaps in the form of a table, with the amounts that the authority has spent on Beryl bikes, by year, with the source of the funding, and how many bikes were purchased and whether they are still in service?

Response

Summary Table of City Bike Share Spend

19/20	20/21	21/22	22/23
£69,067	£177,390	£88,188	£86,942
Grant: DfT Access Fund	Grant: DfT Access Fund & Towns Fund accelerated projects	Grant: DfT Access Fund	Directorate Revenue

200 pedal power bikes and 72 electric bikes are available to the public. The number of electric bikes is set to increase to 102 over the next few months.

Supplementary question

Thank you for the information provided, can you specifically identify how many pedal power bikes and electric bikes were purchased by each of the funds in each year? In particular how many were purchased against the Towns Fund accelerated projects and how much was expended from that fund?

Can the Cabinet member confirm that all of the bikes purchased are still available?

Response

The short answer is we don't own any bikes at the council, Beryl own the bikes. Our costs are associated with infrastructure put in as part of the deal. I've given him the detail on the spend, I can provide him a little bit more detail if you like it. In relation to bikes that are still available, I think in the entirety of the scheme we've lost two bikes - which is fantastic - one ended up in a tree on fire and one was thrown in the river right at the beginning and since then we have had the lowest level of vandalism in the entire country and world where Beryl have bikes including America and they praise Herefordians and they're very grateful that the phrase 'I'll Beryl it' has entered into our lexicon. Can I take this opportunity to thank the Conservative administration for bringing in the Beryl bikes, I think it was a fantastic scheme, we were very happy to continue and support it. When we have consultations even people who are very let's say road-minded are praiseworthy of Beryl and would like to see more bays so we're working very hard on that.

Question 3

From: Councillor Jennie Hewitt, Golden Valley North Ward

To: Cabinet Member, finance, corporate services and planning

Re proposed phosphate commission Scheme

Please can you describe in outline how this scheme will deal with the legacy phosphate issue in the Wye catchment?

Response

Phosphates can only usefully leave fields by uptake into livestock or uptake in crops, sometimes small amounts are windblown in soil too, otherwise Phosphates remains in situ or leach into water courses, so it is vital that legacy P is managed correctly.

At the Commission's suggestion, DEFRA have brought together Lancaster University, the Scottish Rural College, Rothampstead Research and the AHDB to better understand the evidence gaps and develop the tools needed to enable farmers to make better choices about the application of nutrients in the catchment. EA, NE, NRW and Welsh Government, together with Farm Herefordshire and the Council have participated in these discussions.

Two tools are under development - one of which better measures total phosphates in soils including legacy P, and the other measures leaching of phosphates from farms. Discussions have commenced as to whether these tools can be trialled on the Wye later this year when research reaches that phase.



Findings of the Environment and Sustainability Scrutiny Committee: Waste and Recycling Update

Meeting: Cabinet

Meeting date: 22 June 2023

Report by: Democratic Services

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose:

The purpose of this report is to notify the Cabinet of the findings and recommendations from the Environment and Sustainability Scrutiny Committee on the update regarding the Herefordshire Waste and Recycling Review; The implementation of the Waste Management Review and the Executive Response to the Waste Management Review Scrutiny Report and Recommendations carried out in 2021 - as recorded at its meeting on 19th January 2023 and to request an Executive Response.

Recommendations

- a) That the recommendations on the Waste and Recycling report for Herefordshire, made by the Environment and Sustainability Scrutiny Committee at its meeting on 19th January 2023 be noted.
- b) That an Executive Response to the scrutiny recommendations be prepared for consideration by the Cabinet or an individual Cabinet Member as appropriate, within two months.

Alternative options

None proposed; it is a statutory requirement for the Cabinet to be notified and consider reports and recommendations made by a scrutiny committee.

Key considerations

1. Scrutiny committees have statutory powers to make recommendations to the Executive, and the Executive (Cabinet) has a statutory duty to respond. They may also make reports and recommendations to external decision making bodies.
2. Scrutiny recommendations are addressed to the Cabinet, as the main Executive decision making body of the council (or, where appropriate, an external agency).
3. Cabinet is being asked to note the scrutiny report / recommendations and that an Executive Response to the scrutiny recommendations be prepared for consideration by the Cabinet within two months.
4. The minutes of the meeting of the scrutiny committee provide the record of the scrutiny committee's consideration of the issue and the scrutiny recommendations made during the meeting.
5. The scrutiny committee will be notified of the Executive Response made in respect to the scrutiny recommendations and may track the implementation of the Cabinet decisions and any actions agreed. This enables the scrutiny committee to track whether their recommendations have been agreed, what actually was agreed (if different) and review any outcomes arising.

Waste and Recycling Background

6. In 2020 General Scrutiny Committee formed a cross party Waste Task and Finish group to review the waste management collection service across Herefordshire. Through a process of evidence and information gathering, considering the Frith Resource Management (FRM) review, learning from the experience of other local authorities and considering the needs and aspirations of the council the group considered what the objectives for future improvements should be and different options for providing the service in future.
7. On 28 September 2020 General Scrutiny Committee considered the findings of the Waste Task & Finish group and recommended that a public consultation exercise was undertaken on the two collection models of:
 - a) Option 1 - Three weekly residual collection with twin stream recycling
 - b) Option 2 – Kerbside sort collection
8. This recommendation was accepted in November 2020 and between December 2020 and February 2021 MEL Research undertook a public consultation exercise on the two proposed collection service options for both Public and Business Users. The consultation was promoted on the council's website, social media pages, print media publications and emails were sent to a representative sample of residents with telephone surveys and postal surveys also available. Trade and non-trade waste customers were sent an email to take part in the business survey.
9. Option 1 was supported by a majority of consultee respondents, 53%, whilst 47% of respondents favoured option 2. The survey results were compiled from returns made by 3,498 residents and 181 businesses.

Scrutiny Review of the Herefordshire Waste and Recycling Update

On 19th January 2022 the Environment and Sustainability Scrutiny Committee considered the development of the Waste and Recycling strategy, What the Council and its statutory partners are doing to review waste services in the county and a review of progress made.

10. During the meeting, the committee drew together some findings that it would like the Cabinet to take into consideration in the ongoing development of the Herefordshire Waste and Recycling plan. These are set out here in the attached document at Appendix 1, which was agreed by the committee at its meeting on 19th January 2023.
11. The minutes of the meeting are available [here](#)¹.
12. The findings/recommendations of the scrutiny inquiry are contained in the document attached at Appendix 1.

Procedure for Recommendations from Scrutiny Committees

13. Where scrutiny committees make reports or recommendations to the Cabinet, as soon as this has been confirmed, these will be referred to the Cabinet requesting an Executive Response. This will instigate the preparation of a report to Cabinet and the necessary consideration of the response, the technical feasibility, financial implications, legal implications and equalities implications etc.
14. Where scrutiny committees make reports or recommendations to full Council (e.g. in the case of policy and budgetary decisions), the same process will be followed, with a report to Cabinet to agree its Executive Response, and thereafter, a report will be prepared for Council for consideration of the scrutiny report and recommendations along with the Cabinet's Response.
15. Where scrutiny committees have powers under their terms of reference to make reports or recommendations to external decision makers (e.g. NHS bodies), where they do this, the relevant external decision maker shall be notified in writing, providing them with a copy of the committee's report and recommendations, and requesting a response.
16. Once the Executive Response has been agreed, the scrutiny committee shall receive a report to receive the response and the committee may review implementation of the executive's decisions after such a period as these may reasonably be implemented (review date).

Community Impact

17. In accordance with the adopted code of corporate governance, the council is committed to promoting a positive working culture that accepts, and encourages constructive challenge, and recognises that a culture and structure for scrutiny are key elements for accountable decision making, policy development and review. Topics selected for scrutiny should have regard to what matters to residents. There has been a drive to improve the scrutiny function at Herefordshire, further to the Rethinking Governance review undertaken in 2021-2022.
18. The Waste Management Strategy and associated actions strongly support the delivery of the following County Plan (2020-24) priorities:
 - a. Protect and enhance our environment and keep Herefordshire a great place to live
 - b. Minimise waste and increase reuse, repair and recycling
 - c. Build understanding and support for sustainable living

¹ <https://councillors.herefordshire.gov.uk/ieListDocuments.aspx?CId=1158&MId=8834&Ver=4>

- d. Invest in low carbon projects
- e. Identify climate change action in all aspects of council operation
- f. Support an economy which builds on the county's strengths and resources;
- g. Seek strong stewardship of the county's natural resource
- h. Develop environmentally sound infrastructure that attracts investment
- i. and spend public money in the local economy wherever possible

Environmental Impact

- 19. There are no direct environmental impacts connected with this report or the outcomes it seeks to deliver.
- 20. The Cabinet is requested to provide an Executive Response within two months, at which stage, in considering its response, a full assessment of resource implications should be undertaken.
- 21. The council seeks to treat waste as a resource, supporting a more circular economy for Herefordshire reducing, reusing and recycling materials so that they stay in use for longer, offsetting use of raw materials and reducing carbon emissions.
- 22. The environmental impact of the Waste Management Review has been integral to the development of the new strategy, new waste collection service, waste disposal extension, pilot schemes and future options review. The associated actions will minimise waste, increase re-use, reduce energy and carbon emissions and consider opportunities to enhance biodiversity.
- 23. The modelling undertaken by FRM indicates that the new service should:
 - a. Significantly increase recycling levels from ~40% to 63%. This will result in early delivery of target 2 to reuse or recycle 55% of municipal waste by 202560% by 2030 and will significantly move us towards achieving 65% by 2035, which will position Herefordshire as a national leader.
 - b. Significantly increase recycling quality

Through the WMSC the Council has reduced the amount of waste to landfill from 20% to less than 1%. This achieves the new strategy target three years early. 25. Through the specific requirements for bidders to include zero carbon collection vehicles, such as both electric RCV's and cargo bikes in the city centre this will further reduce carbon emissions, reduce noise pollution, reduce congestion and improve air quality in the Hereford Air Quality Management Area

- 24. Through the WMSC the Council has reduced the amount of waste to landfill from 20% to less than 1%. This achieves the new strategy target three years early. 25. Through the specific requirements for bidders to include zero carbon collection vehicles, such as both electric RCV's and cargo bikes in the city centre this will further reduce carbon emissions, reduce noise pollution, reduce congestion and improve air quality in the Hereford Air Quality There are no specific equalities impacts.

Equality Duty

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

26. A public authority must, in the exercise of its functions, have due regard to the need to –
 - a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
27. 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
28. 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.
29. As a committee report this will not have an impact on our equality duty.

Resource Implications

30. This report provides notification to Cabinet on the scrutiny report and recommendations, which have been referred to the Executive (Cabinet) for an Executive Response.
31. The Cabinet is requested to provide an Executive Response within two months, at which stage, in considering its response, a full assessment of resource implications should be undertaken.

Legal Implications

32. Section 9F (2) (b) of the Local Government Act 2000 provides that a scrutiny committee can make reports and recommendation to the Executive with respect to the discharge of any functions which are the responsibility of the Executive.
33. Section 9F (2) (e) of the Local Government Act 2000 provides that a scrutiny committee can make reports or recommendations to the Executive on matters which affect the authority's area or the inhabitants of that area.
34. The scrutiny report provides the scrutiny recommendations of the committee to be made to the Executive (Cabinet).
35. The Cabinet is requested to provide an Executive Response within two months, at which stage, in considering its response, a full assessment of legal implications should be undertaken.

Risk management

Risk / opportunity	Mitigation
There is a reputational risk to the council if the scrutiny function does not operate effectively.	The arrangements for the notification of recommendations from the scrutiny committees and agreement of an Executive Response should help mitigate this risk.

36. The Cabinet is requested to provide an Executive Response within two months, at which stage, in considering its response, a full assessment of risk implications should be undertaken.
37. The Executive will then need to assess the risks arising from any executive decisions made in respect of the scrutiny committee's recommendations.

Consultees

The Head of environment, climate emergency and waste services, Waste Transformation Lead
The Cabinet Member for Environment and Economy.
The Chairperson of the Environment and Sustainability Scrutiny Committee.

Appendices

Appendix 1: Appendix 1: Recommendations - Waste and Recycling

Background papers

[Waste and Recycling Report](#)

[Browse meetings - Environment and Sustainability Scrutiny Committee - Herefordshire Council](#)

Recommendations – Waste and Recycling

a) There should be additional information provided (via the self serve booking system and located within) local recycling centres, identifying additional opportunities to re-use and repair items that would otherwise be sent to waste or re-cycling.

(i) As part of this, working with charitable sector partners to expand and communicate the diversity of options for re-use.

b) Strengthened communication is provided on the opportunities available to reduce, repair re-use and recycle locally - targeted at those who do not currently process their waste in this method.

c) That the Executive set in place a reporting and communications campaign to ensure that the public are made aware of how each of our waste streams are used (recycling, waste for energy recovery and for disposal to landfill), and explains where each waste stream is directed to and how each stream is re-processed.”

Recommendations – Waste and Recycling

d) That Smart KPIs are agreed with our contractors responsible for recycling, waste for energy recovery and disposal to landfill.

e) Infrastructure is provided at recycling centres to enable and maximise opportunity to allocate their items for re-use.

f) Measures are taken to ensure that when local food outlets are inspected by environment health information is provided about the opportunities and additional options available to them to recycle their waste .

g) Development of the business cases within the proposed capital programme should ensure consistent criteria relating to environmental and sustainability measures applied to their fullest extent in relation to reaching carbon neutrality, and repair and re-use of redundant equipment and buildings.

h) Alongside this, development of a carbon scoring system to be able to assess how specific projects contribute to carbon reduction targets in relation to other options.



Title of report: Ofsted Monitoring Visit Feedback

Meeting: Cabinet

Meeting date: Thursday 22 June 2023

Report by: Cabinet member children and young people;

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

To share the feedback from Ofsted inspectors following their first formal Monitoring Visit conducted March 29-30 2023 and activity to prepare for future Monitoring Visits.

Recommendation(s)

That:

- a) **Cabinet receive this report and note the feedback from Ofsted Inspectors.**

Alternative options

1. There are no alternative options. Herefordshire council children's services are judged as inadequate by Ofsted and will be subject to monitoring visits until considered to be ready for a full ILACS (Inspection of Local Authority Children's Services) inspection where a re-grading will be considered in the future.

Key considerations

2. Children's Services were judged to be inadequate during the Ofsted inspection conducted in July 2022. The inspection report was published on 21 September 2022 on the Ofsted [website](#).
3. When a local authority is found to be inadequate Ofsted carry out monitoring activity that includes an action planning visit, monitoring visits and ultimately a re-inspection. Monitoring visits will focus on where improvement is needed the most. Inspectors will monitor and report on the local authority's progress since the inspection. Inspectors will also check that performance in other areas has not declined since the inspection. If new concerns emerge, inspectors are likely to look at these on the monitoring visits.
4. The first monitoring visit to Herefordshire took place on 29-30 March 2023. We should expect 3 or 4 monitoring visits a year and ordinarily there would be a minimum of 6 monitoring visits before a re-inspection might be considered.
5. Two inspectors carry out the visits. Our lead inspector is Alison Smale, accompanied by Tom Antony. Ofsted do not publish the feedback letter following the first monitoring visit. Feedback letters following the second and subsequent visits are however published on the Ofsted [website](#). By presenting this feedback letter to cabinet, we are putting the letter into the public domain which we believe to be the right thing to do and consistent with the open and transparent approach adopted by the new service leadership over the past eighteen months.
6. The focus of this initial visit was on the arrangements at the 'front door', namely the multi-agency safeguarding hub (MASH); the multi-agency response to risk; the support for children and young people at risk of exploitation or who go missing from home or from care; and early help. The feedback letter is shared with cabinet members as Appendix A.
7. Inspectors concluded that protective responses through the MASH (Multi-Agency Safeguarding Hub) 'have been improved, meaning that most children's needs are now promptly identified and responded to at the point when referrals and contacts are made.' Inspectors noted too that the improvement since the inspection was achieved through increased capacity, partnership changes and strengthened management oversight. This is a significant and positive development as when we were inspected last summer the multi-agency responses to risk, and in particular the organisation of strategy meetings was found to be seriously deficient and a major concern.
8. This was a marked and significant improvement for the MASH and it should be noted that further development and improvement is planned as a new multi-agency dataset is introduced that will allow our partners in other key agencies to further develop their responses to risk through the activity of the [Herefordshire Safeguarding Children Partnership](#) (HSCP).
9. That the early help telephone line (01432 260261) was relaunched earlier this year was seen by inspectors as a positive development alongside the evident strengthening of the interface between early help and the MASH.
10. Despite a small number of children and families having to wait to be allocated within the early help services inspectors concluded that children and families are well supported once they are allocated to early help workers who are agile in the support that they provide. The positive use of direct work in the early help service was also observed.
11. Exploitation risks were recognised in the MASH and return home interviews where children are missing from home were seen to be well used to enhance plans to keep children safe and enable an effective response if they go missing again.

12. The out of hours response provided by the Emergency Duty Team (EDT) was considered to be timely and thorough.
13. As was consistent with our self-evaluation, inspectors found that the practice quality within the assessment service was variable with most assessments sampled continuing to be of a generally poor quality. A minority of assessments were found to be stronger (which was again an improvement on last summer) and it was noted that some families are receiving support and services whilst their assessment is taking place which is good and improved practice.
14. Management oversight was considered to not be sufficiently robust and this together with changes of worker were identified as the primary causes of the disappointing feedback for the assessment service. The potential impact of this is also described in detail by inspectors in their feedback.
15. Addressing the practice quality issues, a *Team Improvement Programme* (TIP) has commenced since the visit, focused initially on practice and management oversight in the four assessment teams whilst a separate frontline manager development programme for our permanent frontline managers across the service which was commissioned earlier this year has also begun.
16. Work with a long-term improvement partner begins in June which will focus initially on developing our practice quality, case auditing, focus group activity, and beginning the work to develop a relational practice approach with the Directorate Leadership Team. Focus at this early stage is also on our edge-of-care and family group conference capacity. This approach has been successfully undertaken by other authorities aiming to improve their service delivery.
17. Inspectors gave positive verbal feedback about improvement that they had noticed in both our performance, and the quality of performance data and also to concur with our own audit findings.
18. There was positive feedback too for the leadership of the service and for the chief executive and director of children's services.
19. It was reiterated, as was expected, but nonetheless disappointingly that the pace of change overall is not yet sufficient, and in some areas is too protracted. The pace of change and progress against the Improvement Plan is monitored by the Improvement Board.
20. During the two-day visit inspectors asked service leaders to look at three cases and to provide a comment which in each case was considered to be satisfactory by inspectors. No cases were raised with service leaders where there was a safeguarding concern (a significant improvement on last summers' inspection).
21. Logistically the event went well the service having engaged in pre-visit planning and preparation. Learning from the activity has been applied to preparation for future visits and to the preparation for an anticipated Area SEND (Special Educational Needs and/or Disability) inspection.
22. Our second monitoring visit is expected later in June, the focus of which will be on support to children in need of help (child in need) and of protection (child protection). Inspectors will also look at the circumstances of children who have recently come into our care and those families who are entering the pre-proceedings process (Public Law Outline).
23. It should be anticipated that this will be a more challenging visit for the service as the difference being made through improvement activity is less evident in this part of the service at this time than was the case in the MASH.

Community impact

24. The Ofsted inspection judgement of 'Inadequate' has a direct and indirect effect on the lives of both current and future children and families in Herefordshire.
25. The County Plan 2020–2024 includes the ambition to 'strengthen communities to ensure everyone lives well and safely together' and more specifically, the council aims to:
 - a. Ensure all children are healthy, safe, and inspired to achieve;
 - b. Ensure that children in care, and moving on from care, are well supported and make good life choices.

Environmental Impact

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

Equality duty

28. There are no equality issues arising from this report.

Resource implications

29. There are no new or additional resource implications arising from this monitoring visit and report.

Legal implications

30. The Ofsted inspection in July 2022 was undertaken under the Framework, Evaluation Criteria and Inspector Guidance for the Inspections of Local Authority Children's Services (ILACS). This contains provisions regarding actions to be taken after an inadequate inspection report. These include monitoring by Ofsted including an action plan, 4-6 monitoring visits, and a re-inspection. The recent March Ofsted visit was the first of the monitoring visits.
31. As noted in the body of this report, Ofsted are not under a legal duty to publish the initial feedback letter following the first monitoring visit. Feedback letters following the second and subsequent visits are however published on the Ofsted website. The result of this is that in presenting this feedback letter to cabinet, the letter is entering the public domain.
32. There is no legal implication for the publication of this initial feedback letter, in fact, as the report notes it promotes the culture of transparency that the new leadership team, as part of the improvement journey, is actively promoting.

Risk management

33. There are no new or additional risks arising from this visit. Risks associated with the wider improvement plan are monitored by the Improvement Board.

Consultees

34. None.

Appendices

Appendix A: Ofsted feedback letter

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	Date 02/06/2023
Finance	Wendy Pickering	Date 08/06/2023
Legal	Tess Burgess	Date 06/06/2023
Communications	Luenne featherstone	Date 05/06/2023
Equality Duty	Harriet Yelling	Date 13/06/2023
Procurement	Click or tap here to enter text.	Date Click or tap to enter a date.
Risk	Click or tap here to enter text.	Date Click or tap to enter a date.
Approved by	Darryl Freeman	Date 09/06/2023

9 May 2023

Darryl Freeman
Herefordshire County Council
Plough Lane Offices
Hereford
HR4 0LE

Dear Darryl

Monitoring visit to Herefordshire County Council children's services

This letter summarises the findings of the monitoring visit to Herefordshire County Council children's services on 29 to 30 March 2023. This was the first monitoring visit since the local authority was judged inadequate in July 2022. His Majesty's inspectors for this visit were Alison Smale and Tom Anthony.

Areas covered by the visit

Inspectors reviewed the progress made in the following areas of concern identified at the last inspection:

- Early help provided by the local authority.
- The multi-agency safeguarding hub (MASH).
- Assessments undertaken by the assessment service.

This visit was carried out in line with the inspection of local authority children's services (ILACS) framework.

Headline findings

Since the last inspection when services were judged to be inadequate, protective responses through the MASH have been improved, meaning that most children's needs are now promptly identified and responded to at the point when referrals and contacts are made. This has been achieved through increased capacity, and partnership changes, combined with clear and helpful management oversight. However, for vulnerable children and families, the impact of this is limited as they experience poorer practice once allocated to a social worker for assessment. Once assessments are completed, workforce churn remains an issue and prevents timely allocation for some children for whom longer term intervention is needed. Leaders understand the scale of improvement and have started to implement a

comprehensive improvement plan. Some evidence of improvement has been seen in this monitoring visit, but the pace of improvement in some areas is too protracted.

Findings and evaluation of progress

The interface between early help and the MASH has been strengthened. The children's help and advice team has relaunched the early help telephone line. The team provides a timely and helpful advice service, signposting families promptly to universal and targeted services, making sure that children and families receive the help they need before needs escalate. Once referred for early help, children and families can wait for up to a month before early help is provided. Management oversight is in place for those children and families. This ensures that if children's needs escalate during this period or they have been stepped down from social care, they are prioritised for earlier allocation.

Children and families with lower-level needs are supported well once they are allocated to family support workers in the early help service who can support families to receive a range of helpful interventions which make a positive difference. Early help workers are agile in the support they provide, visiting at higher frequency when children require this. Positive use of direct work helps children understand their experiences and convey their wishes and feelings.

Since the last inspection, the functioning of the MASH has significantly improved from a very low base, meaning that most children's needs are now promptly identified and responded to when referrals and contacts are made. Effective systems have been established along with increased capacity to gather the information required to decide what is the right level of support to offer children and families.

Parental consent for agency checks are routinely gained. Appropriate consideration is given to historical information, strengthened by the co-location of key partners in the MASH, which enables timely analysis and recommendations. Responses are accelerated, based on a priority rating which is upgraded when emerging information makes it clear that children may be at greater risk. Children's needs are sufficiently understood at this stage to inform decisions on next steps or what actions are needed to help them. Effort is made to speak with parents, including absent fathers and partners. This enables a fuller understanding of the needs of the child or children.

Management oversight of frontline practice in the MASH is evident, with clear evaluation and rationale for decisions at key stages. Social workers in the MASH are given clear direction so that they know what work is needed and the pace that is required to gain a fuller understanding of children's experiences. Most referrals are completed within agreed timescales and systems are in place to enable managers to track timescales. Managers override timescales in only a small number of cases

where some additional information or input may resolve the situation or enable a more informed decision.

Exploitation risks are recognised in the MASH. Workers in the MASH are alert to potential neglect concerns. Return home interviews when children are missing from home are used well to enhance plans to help keep children safe and enable an effective response if they go missing again. Children benefit from the opportunity to build relationships with workers with whom they have had consistent contact within the specialist Get Safe team, whose members are able to support children to access services and opportunities and reduce the pull of exploitative adults.

Children who require support and protection out of hours receive a timely and thorough response from the commissioned emergency duty service. When there are concerns about children facing significant harm, these staff are knowledgeable and skilled at undertaking strategy meetings, and they liaise with other agencies to develop appropriate safety plans for children.

When children are at risk of immediate significant harm, multi-agency strategy meetings within the MASH are held promptly. Managers in the MASH chair all strategy meetings, which provides oversight and understanding of the most vulnerable children, which, in turn, informs immediate planning to safeguard children. Strengthened relationships with the police and Operation Encompass have improved the identification of children experiencing domestic abuse in their families, resulting in a proportionate response.

Safety planning within strategy meetings is limited to immediate safety and there is an over-reliance on police action in order to prevent alleged perpetrators from having access to children and adult victims. There is insufficient consideration of future risk and how this can best be mitigated in the longer term, when police action such as bail conditions expire.

Once children are allocated for an assessment, practice quality within the assessment service varies considerably. Most assessments in Herefordshire continue to be of poor quality and are not sufficiently effective. This means that children's needs and risks are not sufficiently identified within assessments and some children do not have an adequate response to meeting their needs. Changes of worker and a lack of management oversight and grip mean some children don't receive the level of support and security they need during the assessment process. A minority of assessments are stronger, and some children and families receive services that start to make a positive difference while the assessment is taking place. Services are available and some social workers refer during the assessment to make sure families get the help they need, but this is not consistent across the majority of teams.

Management oversight of assessment practice in most instances is not sufficiently robust. Most managers do not provide critically evaluative oversight, and thresholds

are not consistently applied, including decisions about whether children are at risk of significant harm. Most management oversight and supervision does not consider alternatives or contingencies and affords too little or only partial rationale for decision-making.

Managers give insufficient weight to chronic patterns of concern. Decisions do not take into account that previous practice and decision-making involving children in Herefordshire should be seen in the light of potentially inadequate and unsafe practice. For some families, particularly those for whom there are long-standing concerns relating to domestic abuse, neglect, and substance misuse, decision-making is over optimistic and based on short-term gains during the assessment period. Many of these assessments are characterised by a lack of professional curiosity, not listening to children about their lived experience, minimisation of risks often based on verbal reassurances from the adults caring for children and missing potential disguised compliance. As a result, too many children are closed to the service prematurely and re-referred within a short period for similar reasons or because partners lack confidence. Families experience repeat assessments and children's needs can escalate as they are not met as soon as they could be.

For a small minority of children whose needs were being assessed, stronger management oversight was seen, with evaluations and guidance written by the manager to the child. Where management oversight was stronger, the manager provides helpful direction at the point of allocation and at key points during the assessment, to check progress. When this happens, it reduces drift and delay and enables forward planning if children are likely to need longer term support.

For too many children, their views and experiences are not sufficiently well understood, or opportunities are not made to listen to them during assessment work. There are early signs of a small number of social workers who have had training which has resulted in stronger child-focused assessment practice, enabling children to talk safely about their experiences and providing powerful accounts which inform assessments and plans. They write the assessments to the child, making communication clearer and more child focused. But this is a small minority.

Leaders in Herefordshire are determined and committed to improve services in Herefordshire. The chief executive and director of children's services, along with other senior leaders understand the scale of change based on a realistic self-evaluation. A systematic approach to improvement is being implemented. Leadership capacity and governance has been enhanced by utilising additional resources and a commitment from leaders across the council. Leaders are now more outward looking, proactively learning from better practice within the wider sector nationally. The pace of change within the service is not yet sufficient. Leaders acknowledged the service took too long to transition to face-to-face working following more remote working enough to record as a result of the COVID-19 pandemic. Leaders know they need to improve the recording system, which does not support staff to record well. Helpful

training is now starting to improve the practice of some social workers, but leaders know more needs to be done to develop good social work practice.

A strengthened and more robust approach to understanding the quality of services for children has been implemented, with a new quality assurance programme, which is becoming increasingly well embedded. This is providing senior managers with a more accurate view of practice quality across the service. This is now being further strengthened through child and parent carer feedback. Performance management systems have been strengthened with senior managers, leaders and partners provided with helpful performance reports, enabling more effective scrutiny and challenge arrangements in key internal and partnership-based forums.

A range of strategies and guidance documents have been written at pace which set out a shared vision and guidance to staff and partners. The quality and quantity of some documents mean that they are not all sufficiently clear which could result in confusion.

Staff like working in Herefordshire but there remain considerable issues with high turnover which continue to impact on service quality. Staff are positive about the changes implemented by senior managers and can see the benefits in terms of capacity, improved staff stability, workload and process. It is positive that staff have been consulted and involved in some of these changes. Senior leaders are visible and create opportunities to listen to staff and take action as a result to improve the service. Staff are positive about development opportunities.

I am copying this letter to the Department for Education. As this is the first monitoring visit to your local authority, we will not publish this letter on the Ofsted website. You may share this letter with others if you wish.

Yours sincerely

Alison Smale
His Majesty's Inspector

Title of report: Quarter 4 Budget & Performance Report

Meeting: Cabinet

Meeting date: Thursday 22 June 2023

Report by: Cabinet member finance and corporate services

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

To review performance for Quarter 4 2022/23 and report the provisional financial outturn for revenue and capital budgets for the year ended 31 March 2023, subject to external audit.

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 2022/23 outturn shows a net overspend of £5.6 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 sixty-six per cent. At the end of the quarter, seventy-five per cent 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 outturn for year 2022/23, as set out in the appendices A-F, and identifies any additional actions to be considered to achieve future improvements.**

Further information on the subject of this report is available from
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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 2022/23 outturn shows a net overspend of £5.6 million (3.2 per cent of budget) after the use of reserves and application of brought forward COVID outbreak Management Fund (COMF) monies against eligible expenditure in year.
3. The table below sets out the cabinet portfolio position at 31 March 2023. Further service detail is available in appendix A.

Revenue Outturn	2022/23 Net Budget	2022/23 Outturn	Variance
Portfolio	£'000	£'000	£'000
Health and Adult Wellbeing	66,310	64,994	(1,316)
Children's and Family Services, and Young People's Attainment	52,930	62,548	9,617
Commissioning, Procurement and Assets	16,809	18,200	1,391
Environment and Economy	2,978	2,906	(71)
Housing, Regulatory Services and Community Safety	1,759	1,409	(350)
Infrastructure and Transport	10,591	10,275	(316)
Finance, Corporate Services and Planning	15,329	13,783	(1,546)
Corporate Strategy and Budget	564	507	(57)
Total Portfolio	167,269	174,622	7,353
Central, Treasury Management, Capital Financing & Reserves	8,639	6,844	(1,795)
Total Revenue	175,908	181,466	5,558

4. The Health & Adult Wellbeing portfolio delivered an underspend of £1.3 million. This comprises staffing pressures and overspends within care provision budgets due to increased client numbers and costs within residential and nursing placements offset by underspends as a result of early delivery of savings and management of other care provision services.
5. The £9.6 million outturn position for 2022/23 in Children's and Family Services and Young People's Attainment reflects the significant pressures facing the Directorate in respect of increases in unit cost prices, inflation and rising demand for placements and transport services in 2022/23.
6. Analysis of expenditure of the Children's Improvement Plan Funding up to 31 March 2023 to report the full year outturn position is included below at paragraph 16.
7. The £1.4 million overspend in Commissioning, Procurement and Assets represents additional expenditure in the maintenance of council properties, agency costs and the impact of the above budget pay award in year, offset by additional trade waste income and reduced operational costs.
8. The Environment and Economy portfolio has delivered a broadly break-even position achieved through the application of COMF grant monies against eligible expenditure in year.
9. The £0.4 million underspend in Housing, Regulatory Services and Community Safety represents additional income arising due to increased activity in regulatory services in year.

10. Infrastructure and Transport has delivered an underspend £0.3 million. This underspend comprises increased parking and transport income and positive variances in energy usage costs and concessionary fares offset by increased expenditure on the Masterplan.
11. Finance, Corporate Services and Planning underspend of £1.5 million which includes a reduction in the bad debt and insurance provisions, an underspend in respect of the cost of the council's pension fund deficit recovery contributions and McCloud judgement liability arising following the triennial actuarial valuation offset by additional agency staff costs in the year and reduced planning application income.
12. Corporate, Strategy & Budget has delivered a broadly breakeven position at 31 March 2023 with no significant variances from budget.
13. Central and Treasury Management budgets achieved a total underspend of £1.8 million which represents positive variances as a result of prudent treasury management activities in line with the approved Treasury Management Strategy. The central, treasury management, capital financing and reserves underspend is detailed in appendix C.
14. The overall Dedicated School's Grant (DSG) deficit at 31 March 2023 is £1.0 million (£0.3 million at 31 March 2022). This deficit sits as a negative unusable reserve on the balance sheet as permitted via a statutory instrument.
15. There is currently a temporary statutory override to ring-fence DSG deficits in the statutory accounts. On 12 December 2022, Government announced its intention to extend the statutory override for the Dedicated Schools Grant for the 3 year period from 2023/24 to 2025/26. It should be noted that this extension provides only a short-term response and a longer term solution to address the shortfall in funding and historical deficits remains outstanding.

Children's Improvement Plan Funding

16. Of the £11.5 million Transformation Fund approved by Cabinet, £10.2 million has been spent at 31 March 2023; the remaining £1.3 million will be carried forward to support continued transformation in 2023/24.
17. An analysis of £10.2 million expenditure in 2022/23 is noted in the table below:

Transformation Area	2022/23 Outturn £'000
CP Court Team	519
Assessment Team	928
Corporate Parenting Team	266
Fostering Team	431
Early Help Advanced Practitioners	85
Improvements Leads	181
IRO/CP Chairs	336
Signs of Safety	228
Auditors	1,030
Social Worker Academy	149
Service Managers	931
CiN Teams	851
Newly Qualified Social Workers	64
Managing Practitioners	423

Business Support	166
Social Work posts	98
Advanced Practitioners (Children Looked After)	79
4 Additional Project Teams Equinox	2,468
Social Worker (SEND)	53
Data & Systems Analyst	184
Commissioning Lead	70
Ingson Training	26
Ofsted Investment	591
Total	10,157

Capital Budget

18. The 2022/23 approved capital budget of £99.1 million has been revised to £67.0 million to reflect re-profiled projects of £64.3 million and other approved movements of £5.9 million. The revised capital budget also includes £26.7 million of unspent project budgets brought forward from 2021/22 and £11.5 million of additional grants. A summary breakdown is shown in the Table below.
19. 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	11,455	28,514	16,425	4,426	170	60,989
Revised Capital Budget	66,996	106,859	97,759	47,410	1,570	320,593

20. The outturn spend position is £46.4 million which represents an underspend of £20.6 million against a budget of £67.0 million. Full details for each project are in Appendix B, Table a. This underspend consists of £1.8 million projects that have delivered below the project budget and a further £18.8 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

21. Savings of £1.6 million were agreed by Council in February 2022. As at 31 March 2023, total savings of £1.5 million (91 per cent) have been achieved in year, leaving savings of £0.1 million not achieved. The status of individual savings plans can be found in appendix E, a summary of savings plan status per directorate is noted below:
- Community Wellbeing have delivered 100 per cent of their £0.7m savings

- Economy and Environment have delivered 62 per cent of their £0.4m savings
- Corporate have delivered 100 per cent of their £0.5m savings

Hoople Limited Position and Performance at 31 March 2023

22. The financial position and performance of Hoople Ltd is reported at the company's quarterly Board Meeting. Key officer Membership on the company's Board and the newly formed Shareholder Committee ensures that management receive regular reports of the company's trading performance against budget, its financial position and key risks.
23. The company's draft full year outturn position at 31 March 2023 is a profit of £0.041m, outstanding debtor balances of £0.248m (of which £0.195m is represented by debtor accounts raised within 30 days) and cash balances of £4.5 million. The company accounts are subject to external audit and the audited results will be consolidated in the council's group accounts which are included in the statutory financial statements.

Performance: Economy

24. All the projects are now being captured in detail on delivery dashboard and progress monitored. Of the 22 activities of the delivery plan, 15 are on track or complete (green or blue), 5 are at risk (amber) and 1 are compromised (red).
25. Forty-three per cent (forty-three per cent at Q3) of measures have shown an improvement on the same point last year where comparison can be made. Where targets have been set, seventy-one per cent of performance measures within the theme have met, or exceeded targets.
26. The Big Economic Plan was launched with partners on 2 March 2023, following cabinet approval at the end of January. The Economic Plan has been developed through extensive engagement with businesses and partners over the last 6 months, to create a collaborative partnership strategy which seeks to address the county's long standing economic challenges and realise our great opportunities. The Strategy sets out a 2050 vision for Herefordshire and focusses on 6 'capital' themes. A key recommendation of the strategy is to create a new Economy and Place Board, bringing together public, private, and community representatives from across the county to form a delivery plan and drive forward implementation. The Board will meet in early 2023/24.
27. Over the course of 2022/23 we proactively sought to engage and support businesses from across the county. In the period January to March the council has supported 427 businesses through the Growth Hub, bringing the total to 1,443 for 2022/23. We have also continued to hold quarterly business briefings and six monthly face to face meetings in Hereford, the market towns and the golden valley.
28. The council has also sought significant grant funding for to enable businesses to start and grow. The £6.6m UK Shared Prosperity Fund Investment Plan submitted in July 2022 was approved by government in December 2022. Cross Directorate leads preparing to launch a wide range of grant schemes and procured services from May 2023 such as R&D grants, one to one business support, Festivals and Events grants, creative industries support. The £1.7m Rural Prosperity Fund Addendum submitted in November 2022, approved by government in April 2023. A range of rural area grant schemes will launch in early 2023/24.
29. At the Hereford Enterprise Zone - £5m works to the North Magazine completed, with high level of interest in development ready plots. The £7.4m NMITE Skylon Campus construction was completed, creating the new Centre for Advanced Timber Technology and the Centre for Advanced Manufacturing.

30. The council led Stronger Towns project have also progressed well. The Hereford Museum and Art Gallery has secured £13m of funding from the Towns Fund and the council, final stage detailed application submitted to National Heritage Lottery Fund (£5m), planning and listed building consent applications submitted, Invitation to Tenders published to seek a contractor. The Library and Learning Resource Centre project has secured £3.5m of funding from the Towns Fund and council, the planning application was approved, and contractor procured.

Planning

31. Following extensive engagement the Draft Local Plan (Reg 18) has been produced ready for consultation; the Minerals and Waste Plan has undertaken its Examination in Public stage.
32. The transport modelling work has been jointly commissioned with transportation.
33. 13 evidence base documents have been commissioned to supply the Local Plan production.
34. A further 8 Neighbourhood Development Plans (NDP) have been adopted and 1 awaiting referendum; 3 adopted NDPs have been revised and successful at examination, 1 currently at examination.
35. Overall 2,811 planning applications determined 2022/23; planning permission approved for two substantial solar farms with the ability to power the equivalent of 18,000 homes. In total section 106 monies received 2022/2023 - £5.651 million.
36. The first planning permission issued for 8 dwellings in Luston subject to phosphate credit - £0.064m received; 16 further section 106 phosphate instructions with legal – total phosphate credit value £0.567m.

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-nine per cent of measures have shown an improvement on the same point last year where comparison can be made (eight-three per cent at Q3). Where targets have been set, ninety-one per cent of performance measures within the theme have met, or exceeded targets (eighty-eight per cent at Q3).
39. Masterplan for Hereford City has been approved to move to the next stage of development
40. Public Realm Contract - New Operating Model has been the subject of a member led group that has set the course for the development of the next phase of the contract. The new model will see a number of team members transferred to the Council so that the Council has direct access to subject matter experts.
41. Waste Collection Contract – The project has now been sent out to tender and the team have held successful dialogue sessions with the interested contractors
42. Waste Disposal Contract – The team, working with Worcestershire colleagues, have successfully extended and varied the waste disposal contract. This extension not only delivers significant financial savings but has also delivered our 1 per cent to landfill target two years early and will result in further savings when our new collection service launches next year.
43. Local Transport Plan - work has commenced on the Local Transport Plan, the team awaits official guidance from the DfT, but continues to work in the background collecting data etc. The new plan needs to be in place for April 2024.

44. 20mph Policy and Strategy work commissioned, this will see an appropriate implementation across the county in 2023/24 onwards.
45. Moving Traffic Enforcement – The bid to obtain the necessary powers has been confirmed by DfT, and will see the enforcement of moving traffic offences transferring to HC from police on 27 June 2023.
46. Levelling Up – Levelling Up – As a part of the Government’s levelling up agenda Herefordshire was awarded circa £20m to progress the council's transport aspirations in the City and wider suburbs. The project will deliver:
 - A new Transport Hub for the city. Centred around the existing railway station the new Hub will provide a convenient and easy to use interchange for train, bus, wheelers and pedestrians accessing the city. A new waiting room will allow users to wait in a secure and safe environment, a new bus layby will be created to facilitate easy bus access and a large number of bike racks provided. As a part of the project we will also see a substantial investment in the public realm adjacent to the station, this will allow for new paving, trees and seating for use by all.
 - Cycling Facilities – the project will see new LTN1/20 (Department for Transport’s revised design guide) compliant cycle schemes on Aylestone Hill, Blue School Street, Commercial Road, Great Western Way and Holme Lacey Road and surrounding streets.
 - Safer Routes for School – the project will seek to deliver a number of “school streets” across the city to encourage parents to walk or wheel their children to school rather than dropping off, by car, at the front gate. In addition, and by working closely with resident groups, the project will also look to introduce healthy neighbourhoods, preventing through traffic and encouraging residents who live within the area to adopt more sustainable means to access their local facilities.
47. City Wide 20mph limits – The Levelling up funding will allow for the introduction of a city wide 20mph limit. The scope and scale has yet to be determined as to which roads will be included. The benefits of a 20mph limit will see a reduction in vehicle emissions, both from the tail pipe and from tyre and brake wear, helping those who suffer with respiratory issues and will also make our streets safer for those adopting active travel methods.
48. Marches Clean Growth Programme - is set to assist 60 businesses, and will provide 40 de-carbonisation plans and deliver 750 tCO₂e reduction through 35 grants
49. Beryl Bike - continue to perform well with record winter usage thanks in part to the introduction of additional e-bikes bringing the total number to 72 with more due in the Spring. Funding secured through UKSPF to support the scheme.
50. Climate reserve – the first business conference was held and attracted around 100 businesses. The team will be arranging further events and will continue to focus on the benefits of good carbon management.
51. Tree management plan – Work has commenced on the countywide tree management plan, this will cover the management of all council trees and will include open space, woodlands and the public highway. The document is an overarching one and will contain appendices for specific issues such as Ash die-back.
52. Working with planning the ecology and environment teams are developing the Natural Environment Evidence Base for incorporation in the Local Plan.

53. Wetlands - Work is nearing completion on the Luston wetland which is a global first for the use of Integrated Wetlands to address phosphate pollution and offset development.
54. Public Rights of Way (PRoW) and the Traffic Management Team are integrated into the council. Despite recruitment issues, which are being addressed, the team have delivered the TRO programme plus additional development work, managing the PRoW and working with the parish councils, Parish Footpath Officers, volunteer groups and the public to improve the network. 12 routes were reopened, 10 bridges installed and a subsidence issue addressed.

Regulation

55. In total 282 high risk food hygiene inspections were undertaken in 2022/23, 232 medium risk inspections.
56. The Environmental Protection Team received 2,634 service requests with 2,132 within the target response time, i.e. 81 per cent in time.
57. The two air quality monitoring stations in Leominster and Hereford were installed on time and under budget. These remain fully operational and provide real time data that we hope will shortly be downloadable from our website.
58. All Licensing Act licences were renewed in accordance with our targets up to the end of the year.
59. Overall 288 out of 292 Community Protection Service requests were responded to in time, giving ninety-eight per cent as an average.
60. Trading Standards undertook 245 food standards inspections and 72 animal feed checks, both meeting their annual inspection plan target at year end.
61. Trading Standards also responded to 58 rogue trader complaints in the year, which is at a similar level to previous years.
62. Death rates were higher than the previous year, meaning increased crematorium and cemetery activity.

Performance: Community

63. Of the 48 activities of the delivery plan, 12 have been completed (blue), 24 are on track (green), and 8 are at risk (amber), 1 is compromised (red) and 3 have been paused (violet).
64. Sixty-six percent of measures have shown an improvement on the same point last year where comparison can be made (seventy-one per cent at Q3). Eighty-three percent of reported performance measures within the theme have met, or exceeded targets (ninety-four per cent at Q3).

Children and Young People

65. Ofsted carried out their first monitoring visit in March 2023 that focus on our 'front door' services (the Multi-Agency Safeguarding Hub (MASH) and assessment teams) and noted improvement in a number of areas and improved performance. They observed too that the quality of practice needed to improve considerably but did find examples of good and improving practice among case files sampled. A second monitoring visit focusing on children in need and child protection is expected later in June 2023. 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. Activity to recruit more social workers has had a positive impact on reducing caseloads but recruiting permanent social workers remains a significant challenge in a very competitive national market. Improvements in practice standards have provided increased opportunities to work more directly with children and young people and for early family engagement. Enhanced management information has been used to drive improvements in working practices to support informed decision making. There has been good overall improvement in visit timescales in all cohorts.

66. The report of the Commission to consider families' experience of children's services in Herefordshire was published on 6 June and provides a unique perspective and important messages for a range of agencies working with families. The panel have posed seven questions for consideration by the council and/or the Herefordshire Safeguarding Children Partnership and a process of reflection and consideration has begun.

Community Wellbeing

67. The Community Wellbeing Directorate delivered an overall underspend of £1.1 million. This comprises staffing pressures and overspends within care provision budgets as a result of increased client numbers and costs within residential and nursing placements, offset by underspends due to the early delivery of savings and close management of other care provision services.
68. Performance against the measures in the delivery plan was on target with two exceptions which reflect the increasing needs of people coming out of hospital. In relation to the rate of permanent admissions to residential care per 100,000 for people aged over 65, the number of admissions increased although the current rate is still below pre pandemic levels. The increase was due to the increased number of people being discharged from hospital with more complex needs which required more specialist support. The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services decreased from 80.9 per cent in 2021/22 to 70.8 per cent in 2022/23. This is due to the increased complexity and acuity of need of people which means that they are unable to remain at home and require more specialist support.

Talk Community

69. Through Round 3 of the Household Support Fund, £1.3 million was allocated to support residents with the cost of living crisis: 6,747 vulnerable households received financial support, 4,900 children in receipt of free school meals received food vouchers during the school holidays, 3,524 households were supported with food and energy costs, 115 care leavers received vouchers to help with energy and heating costs, 575 families in need were supported with food vouchers and 200 pensioners received a one-off payment towards energy costs. A local welfare provision has been set up within customer services to provide emergency payments to the most in need; 197 applications have been received so far.
70. During the Easter Holidays Activity Fund (HAF) programme, 38 providers offered a total of 3,190 spaces for children eligible for free schools meals. 350 places were booked on the HAF family open day with 25 providers offering activities and 7 businesses supplying free food and drink.
71. 'Winter of Wellbeing' events were held by 12 organisations supporting over 1,000 vulnerable families. These have run alongside 17 cost of living roadshows around the county, taking financial advice and support out into our communities.
72. The Healthy Lifestyle team launched an in-patient Stop Smoking Service within Wye Valley Trust where all patients admitted to hospital are offered a personalised stop smoking package with

access to Nicotine Replacement Therapy (NRT) as well as on-going community support following discharge.

73. Working with health, housing, police, fire and rescue, VCSE, leisure and the culture sector we have held two Cost of Living workshops to consider how we can work together to support people affected by the increase in costs. A system action plan has been scoped to consider immediate support through the Household Support Fund and also planning for the winter and as a system we can support people across Herefordshire.

Homelessness

74. Emergency overnight accommodation was successfully delivered, in partnership with a faith based voluntary sector provider, during the winter months and at time of severe weather. Nearly 900 bed nights were delivered at the winter shelter and others were supported into alternative overnight accommodation who would otherwise have been at risk of sleeping rough.

Cultural Services

75. The bid to the National Lottery Heritage Fund of £5m was made in February 2023 to complete the funding package for the new museum. Planning permission and listed building consent for the museum was also submitted. The process for selecting the contractor to deliver the relocation of the City library was finalised and a branding and marketing company to support both projects was appointed.

Public Health

76. In relation to substance misuse services, there have been positive trends across the four treatment outcomes (opiate, non-opiate, alcohol and alcohol non-opiate), with performance for successful treatment for opiates and alcohol non-opiates in the top quartile nationally and the remaining two areas in the second quartile nationally.
77. Needs assessments for children and young people, sexual health and substance misuse have recently been completed which will inform future commissioning intentions and local delivery plans.
78. The number of eligible residents who were invited for a NHS Health Check significantly increased from 2,753 in Q3 to 5,603 in Q4 – this represents 9.6 per cent of the eligible population. 20 per cent of people are required to be invited in any one year. 1,623 people received a NHS Health Check in Q4.

Performance: Corporate

79. 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 F. For measures which have baselines in 2021/22, sixty-four per cent are showing an improvement (fifty-seven per cent at Q3). Fifty-three per cent of measures which have targets set are meeting or exceeding target (fifty-three per cent at Q3).
80. The council continues to manage Freedom of Information and Environmental Information Regulation requests within timescales, achieving over ninety-six percent through the course of the year.
81. The measure used to report completion of mandatory training during 2022/23 combined completion of all modules as a whole and masked the higher completion rate for individual modules which was an average of over 93.3 per cent. For the coming year the measure has been

changed to report the completion rate of each of the mandatory training modules, which will provide assurance that the modules are being completed to a satisfactory rate.

82. In respect of sickness absence, rates have been reported within Appendix F for information, although no target or direction of travel has been reported as comparison would be skewed were any comparison made with absence rates during the peak of the Covid pandemic. However, recent absence linked with the pandemic have reduced and it is felt that the figures in 2022/23 are robust enough to enable a target to be set and comparison to be made. The workforce strategies in place should enable the council to positively manage absence.
83. The revenue budget outturn for the year was an overspend of £5.6 million. This is an improvement from the forecast at the end of the last quarter.

Community impact

84. 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.
85. 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

86. 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

87. 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.

88. 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 which are:

- Address social issues that impact on equality

- Promote our values and acceptable standards of behaviour
- Make fair and equitable decisions
- Recruit fairly and support our workforce
- Make our services accessible
- Provide tailored support

89. 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.

90. 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

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

Risk management

92. 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

93. 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

94. None in relation to this report.

Appendices

Appendix A - Revenue outturn

Appendix B – Capital outturn

Appendix C - Treasury Management outturn

Appendix D – Debt write offs

Appendix E - Savings outturn

Appendix F - 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 06/06/2023
Finance	Click or tap here to enter text.	Date Click or tap to enter a date.
Legal	Sean O'Connor	Date 05/06/2023
Communications	Luenne featherstone	Date 05/06/2023
Equality Duty	Click or tap here to enter text.	Date Click or tap to enter a date.
Procurement	Lee Robertson	Date 09/06/2023
Risk	Kevin Lloyd	Date 05/06/2023

Approved by Click or tap here to enter text. Date Click or tap to enter a date.

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

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

Revenue Outturn	2022/23 Net Budget	2022/23 Outturn	Variance
Portfolio	£'000	£'000	£'000
Health and Adult Wellbeing	66,310	64,994	(1,316)
Children's and Family Services, and Young People's Attainment	52,930	62,548	9,617
Commissioning, Procurement and Assets	16,809	18,200	1,391
Environment and Economy	2,978	2,906	(71)
Housing, Regulatory Services and Community Safety	1,759	1,409	(350)
Infrastructure and Transport	10,591	10,275	(316)
Finance, Corporate Services and Planning	15,329	13,783	(1,546)
Corporate Strategy and Budget	564	507	(57)
Total Portfolio	167,269	174,622	7,353
Central, Treasury Management, Capital Financing & Reserves	8,639	6,844	(1,795)
Total Revenue	175,908	181,466	5,558

	2022/23 Net Budget	2022/23 Outturn	Variance
Health and Adult Wellbeing	£'000	£'000	£'000
Services for Vulnerable Adults (Care Provision)	57,436	57,068	(368)
Commissioning and Operational Service Delivery	8,278	7,330	(948)
Public Health	597	597	0
Total	66,310	64,994	(1,316)

	2022/23 Net Budget	2022/23 Outturn	Variance
Children's and Family Services, and Young People's Attainment	£'000	£'000	£'000
Post 16 Education, Training and Skills Development	(486)	(486)	0
Children and young people's education and attainment	5,365	6,515	1,150
Services for vulnerable young people/children/families	48,051	56,519	8,468
Total	52,930	62,548	9,617

	2022/23 Net Budget	2022/23 Outturn	Variance
Commissioning, Procurement and Assets	£'000	£'000	£'000
Registration Services	(214)	(241)	(27)
Waste Collection & Disposal	13,598	13,450	(148)
Corporate Support Services	1,260	1,298	39
Community services: Leisure Services	60	30	(30)
Council Property Services	315	1,723	1,409
Cultural services	1,790	1,939	149
Total	16,809	18,200	1,391

	2022/23 Net Budget	2022/23 Outturn	Variance
Environment and Economy	£'000	£'000	£'000
Economic Development and Regeneration	1,349	1,301	(49)
Broadband	212	212	0
Environmental promotion, protection and sustainability	1,416	1,393	(23)
Total	2,978	2,906	(71)

	2022/23 Net Budget £'000	2022/23 Outturn £'000	Variance £'000
Housing, Regulatory Services and Community Safety			
Community Safety including the Community Safety Partnership	3	3	(0)
Animal health and welfare	43	52	9
Bereavement services including coroner services	(832)	(1,166)	(334)
CCTV	124	113	(10)
Environmental health and trading standards	1,668	1,625	(43)
Gypsy and Traveller Services	271	253	(17)
Licensing	(430)	(462)	(32)
Markets and Fairs	(122)	(66)	56
Strategic housing, homelessness, housing allocation and condition	298	315	17
Communications and Web Presence	736	741	5
Total	1,759	1,409	(350)

	2022/23 Net Budget £'000	2022/23 Outturn £'000	Variance £'000
Infrastructure and Transport			
Building Control	(228)	(228)	0
Car parking policy and services	(4,523)	(4,708)	(185)
Highways & community services	476	499	23
Land drainage, flood alleviation, rivers and waterways	19	46	26
Land use strategies including Core Strategy	1,070	1,139	68
Traffic Management	361	232	(129)
Transport and highways policy strategy and operations	13,416	13,296	(120)
Total	10,591	10,275	(316)

	2022/23 Net Budget £'000	2022/23 Outturn £'000	Variance £'000
Finance, Corporate Services and Planning			
Planning and conservation	434	1,013	578
Council ICT services	3,619	3,627	7
Human Resources	1,766	1,713	(52)
Equality and Human Rights	95	58	(37)
Land Charges	(13)	(37)	(24)
Information Governance and Modern Records	436	414	(22)
Health and safety, Emergency Planning and Business Continuity	88	89	0
Performance and Intelligence	(631)	(136)	495
Legal and Democratic Services including Member Development and Training	5,713	5,608	(106)
Financial Policy, Fees and Charging Policy, Financial Control and Reporting	3,821	1,435	(2,386)
Total	15,329	13,783	(1,546)

	2022/23 Net Budget £'000	2022/23 Outturn £'000	Variance £'000
Corporate Strategy and Budget			
Corporate Budget	564	507	(57)
Total	564	507	(57)

Appendix B

**Table A - 2022/23 Capital Programme Outturn
Position March 2023**

					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	Q3 Forecast £000s	Outturn £000s	Outturn Variance to Current Budget £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	719	3,469	2,258	2,246	-1,223	£400k Slippage on Strategic Housing projects into 23/24 due to timeframe & £360k of Home Improvements and a late increase of £450 inclusion of single capital pot grant. Ring-fenced grant so has to be carried forward.
Super Hubs	2,000	0	-2,000	0	0	0	0	0	
Unified Tech Fund – Digitising Social Care Prog	0	0	0	75	75	75	75	0	
Rough Sleepers Accommodation Programme	0	-280	0	423	143	143	143	0	
Total Community Wellbeing Delivery Board	4,000	1,009	-2,540	1,218	3,687	2,477	2,464	-1,223	
Hillside	150	261	0	0	411	391	289	-121	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	0	-100	No site was chosen and project now agreed to not progress in its current state.
Empty Property Investment & Development	1,088	226	-900	0	414	414	395	-19	
Gypsy & Traveller Pitch development	575	547	-1,092	0	30	30	26	-4	
Strategic Housing Development	10,000	1,541	-10,289	0	1,252	530	72	-1,180	Underspend due change of expected funding of 1 property purchase being mainly paid out of S106 which reduce requirement of this budget and other acquisitions did not go ahead as anticipated.
Private sector housing improvements	146	28	0	0	174	144	63	-111	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	846	-1,535	
PC Replacement	349	-251	0	0	98	98	98	0	
Electronic Document Management Storage	0	168	-65	0	103	103	91	-12	
Capital Development Fund	750	250	-500	0	500	0	0	-500	No projects have been approved to use this funding.
Key Network Infrastructure (Core Data Centre Switches & Corporate Wi-Fi)	490	0	65	0	555	33	143	-412	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	272	-63	Work to be delivered under budget.
Total IT Services Partnership Board	1,924	167	-500	0	1,591	547	604	-987	
Flexible Futures	568	115	0	0	683	439	102	-582	Awaiting decision on work to be done at Ryefield centre, will slip into next year. Also the work on the childrens area in plough lane that will complete in 23/24.
Technology Enabled Communities	1,000	462		-1,462	0	0	0	0	
My Account	313	0	0	0	313	33	11	-302	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	113	-883	
Schools Capital Maintenance Grant	1,195	2,003	0	66	3,265	2,171	1,513	-1,751	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	4	-96	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	161	-177	Procurement started later than planned due to funding agreement delays.
High Needs Grant	0	648	-1,878	1,530	300	78	77	-223	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.
Basic Needs Funding	3,426	63	-3,230	0	259	62	81	-178	Kingstone expansion has not progressed, therefore delays while the decision to expand Aylestone was taken. Ring-fenced grant so has to be carried forward.
Preliminary works to inform key investment need throughout the county	0	316	0	0	316	14	13	-303	Awaiting schedule of works to be delivered.
School Accessibility Works	0	141	0	0	141	126	138	-3	
Estates Capital Programme 2019/22	1,628	1,681	-1,810	0	1,499	1,302	988	-511	A number of projects have delayed due to non return of tenders, contract dealing delays and a pause on some projects during the asset strategy review.
Residual property works identified in the 2019 condition reports	1,292	0	-93	0	1,199	766	40	-1,159	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	174	-1,155	A number of projects have delayed due to non return of tenders, contract dealing delays and a pause on some projects during the asset strategy review. Also a significant amount of the budget is for Shirhall refurbishment works that were put on hold.
Upgrade of Hereford West Side CCTV Cameras	0	27	0	15	42	42	38	-4	
Hereford Library	0	200	-200	0	0	0	0	0	
Total Asset Management Delivery Board	15,708	5,366	-10,511	-1,776	8,787	5,722	3,228	-5,560	
E & E's S106	0	425	0	907	1,332	1,332	477	-855	Delay to the appointment of professional services.
C & F's S106	0	118	0	1,082	1,200	1,094	841	-359	Delay to the appointment of professional services.
Total Planning Delivery Board	0	543	0	1,989	2,532	2,426	1,319	-1,213	
Local Transport Plan (LTP)	12,272	0	0	3,194	15,466	15,466	15,310	-156	
Priority Flood Repair Works	1,627	598	0	0	2,225	1,399	1,067	-1,159	Contingency and Whitney delivered under budget due to competitive tenders, waiting for final drainage works that will complete next financial year and compensation payments.

Extra Ordinary Highways Maintenance & Biodiversity Net Gain	930	1,352	-392	0	1,891	1,891	1,874	-16	
Public Realm Maintenance - Mitigating Risk on the Network	3,685	0	-1,210	0	2,475	1,147	1,101	-1,374	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	0	-532	Lead time for purchase of equipment is 26 weeks, therefore slipping.
Highways Equipment	548	0	0	0	548	10	41	-507	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	97	-255	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	66	-60	Work delivered under budget.
Total Highways Maintenance Delivery Board	19,594	2,077	-1,561	3,505	23,615	20,046	19,556	-4,060	
Integrated Wetlands	1,159	150	0	100	1,409	1,309	1,561	152	Increased spend on Luston has meant more was spent in 22/23 than forecast.

Solar Photovoltaic Panels	1,142	293	-1,175	0	260	260	163	-97	Delays to planned works due to ecology issues.
Wye Valley AONB	0	0	0	96	96	96	55	-42	
SEPUBU Grant	255	101	-290	0	66	12	12	-54	Not enough schemes have come forward to utilise the grant.
Warm Homes Fund	0	381	0	0	381	20	18	-363	Not enough schemes have come forward to utilise the grant. Project now closed.
Air Quality Monitoring Station Resource Imp	0	192	0	0	192	107	101	-91	Work to be delivered under budget.
Green Homes Grant - Local Authority Delivery	0	1,340	0	495	1,835	644	526	-1,309	Not enough schemes have come forward to utilise all the grant, but extended until May and a number are still to be paid.
Home Upgrade Grant	0	0	0	1,725	1,725	1,460	522	-1,203	Not enough schemes have come forward to utilise all the grant, but extended until May and a number are still to be paid.
Total Environment & Sustainability Delivery Board	2,556	2,457	-1,465	2,416	5,964	3,909	2,957	-3,006	
Hereford Enterprise Zone	500	1,357	-200	0	1,657	1,557	1,436	-221	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	1,000	-340	Slippage into 23/24 due to weather.
Employment Land & Incubation Space in Market Towns	9,265	0	-8,765	0	500	0	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	-496	1,104	1,104	929	-176	Delay on progressing the public realm works as expected.
Safer Streets / CCTV	0	278	0	104	383	383	340	-43	Some work completed early April.
Herefordshire Hoard	1,500	0	0	-724	776	776	776	0	
Fastershire Broadband	7,020	6,561	-10,299	0	3,282	4,959	4,833	1,551	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	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	-1,115	9,067	9,941	9,314	247	
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	750	248	0	400	1,398	1,898	1,533	135	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	81	3	

UK Shared Prosperity Fund	0	0	0	81	81	0	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	0	
Stronger Towns Fund - Maylord Orchard Redevelopment and Learning Resource Centre	620	149	0	-2	767	767	433	-334	Construction did not start as early as expected.
Total Major External Funded Delivery Board	1,600	397	-152	479	2,323	2,742	2,047	-276	
Hereford City Centre Transport Package	1,880	800	869	0	3,549	3,087	2,193	-1,356	CPO came in less than forecasted, with professional fees still to be agreed and delay on transport hub expenditure
Hereford City Centre Improvements (HCCI)	2,947	131	-942	0	2,135	1,737	1,528	-608	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	0	
Emergency Active travel Fund	0	119	0	0	119	0	0	-119	Awaiting formal approval from DFT - process to get a formal

									approval has taken the project over to the next financial year
LUF - Active Travel Measures (north of river)				250	250	250	251	1	
LUF - Active Travel Measures (south of river)					0	0	2	2	
Passenger Transport Fleet (Electric)	7,800	0	-7,800	0	0	0	0	0	
Total Sustainable Transport & Place Making Delivery Board	12,627	2,049	-8,873	250	6,053	5,074	3,973	-2,080	

Total	99,094	26,697	-64,299	5,504	66,996	54,934	46,420	-20,576
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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.	-18,790
Project to deliver under budget or not spend full grant allocation	-1,786
	-20,576

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	3,469	2,540	2,000	0	0	8,009
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	3,687	4,540	2,000	0	0	10,507
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	1,409	900	0	0	0	3,000
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	5,964	2,445	80	0	0	10,534
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	1,104	1,833	0	0	0	3,104
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	9,067	9,980	20,532	12,045	0	99,678
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	0	1,000	0	0	0	1,000
Emergency Active travel Fund	19	119	0	0	0	0	137
LUF - Active Travel Measures (north of river)	0	250	1,026	3189.85	0	0	4,466

LUF - Active Travel Measures (south of river)	0	0	4,038	5158.85	0	0	9,197
Passenger Transport Fleet (Electric)	0	0	7,800	15,600	15,600	0	39,000
Total Sustainable Transport & Place Making Delivery Board	37,022	6,053	17,827	23,949	15,600	0	100,451

Total	98,060	66,996	106,859	97,759	47,410	1,570	418,654
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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	11,455	28,514	16,425	4,426	170	60,989
Revised Capital Budget	66,996	106,859	97,759	47,410	1,570	320,593

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
Levelling up fund for North and South ATMs		850	856			1,706
Integrated Wetlands - NHB	250	5,064	8,349			13,662
LHAZ reduction	100	900				1,000
DFG 22/23 increased to include single capital pot	(496)					(496)
	451					451
	11,455	28,514	16,425	4,426	170	60,989

Other Movements

2022/23 2023/24 2024/25 2025/26 2026/27 £000s

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)

Total Grants and other movements

5,504 33,537 15,719 4,426 170 59,355

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.

Annual Treasury Management Report 2022/23

1. Introduction

- 1.1. The council's treasury management activity is underpinned by CIPFA's Code of Practice on Treasury Management. Before the start of every year the Code requires local authorities to produce Prudential Indicators and a Treasury Management Strategy Statement detailing the policies and objectives of the council's treasury management activities for the forthcoming year. This outturn report compares actual activity to those policies and objectives.
- 1.2. The council borrows and invests substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of these risks are central to the treasury management strategy.

2. Economic Background

- 2.1. **Growth:** Against a backdrop of stubborn inflationary pressures, the easing of Covid restrictions in most developed economies, the Russian invasion of Ukraine, and a range of different UK Government policies, the last year has been challenging. The UK unemployment rate fell through 2022 to a 48-year low of 3.6%, and this was despite a net migration increase of c.500k. However, with many economic participants registered as long-term sick, the UK labour force shrunk by c.500k in the year to June. Without an increase in the labour force participation rate, it is hard to see how the UK economy will be able to grow its way to prosperity, and with average wage increases running at over 6%, the Bank of England UK Monetary Committee will be concerned that wage inflation will prove just as challenging as major supply-side shocks to food and energy that have endured since Russia's invasion of Ukraine on 22 February 2022.
- 2.2. **UK Monetary Policy:** The Bank Rate commenced the year at 0.75% in April. It then moved up in stepped increases of either 0.25% or 0.50%, to try to curb inflationary pressures, to reach 4.25% by the end of the financial year and there is the potential for a further one or two increases in 2023/24.
- 2.3. In February 2022 the Bank of England decided to not only start reversing Quantitative Easing (QE) by no longer reinvesting the proceeds from its maturing gilts in line with its previous guidance and in November 2022 it began selling the bonds it had purchased.
- 2.4. **Inflation:** The UK inflation rate continued to rise and, as at March 2023 the CPI was 10.1%, which was down from 10.4% in February, having peaked at 11.1% in October. Hopes for significant falls from this level will very much rest on the movements in the gas and electricity markets, as well as the supply-side factors impacting food prices with most commentators expecting the CPI measure of inflation to drop back towards 4% by the end of 2023.

Annual Treasury Management Report 2022/23

3. **Borrowing**

- 3.1. The council continues to choose to utilise accessing lower cost short-term loans from other local authorities, should it need to, rather than more expensive longer term debt due to the differential between short and longer-term interest rates. This policy is expected to continue in 2023/24 but should this differential decrease and short term borrowing costs increase, the council will begin securing additional fixed long term debt to fund its borrowing requirements.
- 3.2. In 2022/23 the council did not undertake any new borrowing. The weighted average interest rate paid on council borrowing was 3.95% (4.00% in 2021/22) reflecting the higher cost of older long term borrowing.
- 3.3. It is council strategy to maintain borrowing and investments below their underlying levels by using “internal borrowing”, utilising usable reserves. This maintains borrowing and investment balances to a minimum level, reducing interest cost and counterparty exposure risk.
- 3.4. The premium charged by the PWLB for the early repayment of PWLB debt remained too expensive for existing loans in the council’s portfolio to be repaid and rescheduled. No rescheduling activity was undertaken in 2022/23, this option will continue to be constantly considered.
- 3.5. Borrowing activity during the year is summarised below:

Borrowing Activity in 2022/23	01/04/22 Balance £m	New Borrowing £m	Debt Maturing £m	31/03/23 Balance £m
Short-term borrowing	0.0	0.0	0.0	0.0
Long-term borrowing	129.4	0.0	(6.8)	122.6
TOTAL BORROWING	129.4	0.0	(6.8)	122.6
Other long-term liabilities*	44.5	0.4	(4.9)	40.0
TOTAL EXTERNAL DEBT	173.9	0.4	(11.7)	162.6
<i>*Other long term liabilities represent existing commitments under PFI arrangements included in the medium term financial strategy</i>				

- 3.6. Total borrowing decreased by £6.8m representing repayments made during the year.
- 3.7. The council’s underlying need to borrow is measured by the Capital Financing Requirement (CFR). As at 31/03/2023 this totalled £304.4m. The difference of £141.8m between the CFR and total external debt shown in the table above represents internal borrowing from usable reserves, working capital balances and the outstanding loan balance with Mercia waste of £31.3m.

Annual Treasury Management Report 2022/23

3.8. The council's capital financing costs in 2023 were as follows;

Capital financing costs for 2022/23:	Budget	Outturn	Over / (under) spend
	£m	£m	£m
Minimum Revenue Provision (provision for repayment of loan principal)	9.7	9.2	(0.5)
Interest payable on all loans	5.2	5.0	(0.2)
TOTAL	14.9	14.2	(0.7)

3.9. The underspend has arisen from a slippage in the capital investment budgeted spend in 2022/23.

4. Investments

4.1. The council invests significant funds, representing income received in advance of expenditure plus balances and reserves. During 2022/23 the council's investment balances averaged at £91m and ranged from £54m in March 2023 to £107m in August 2022.

4.2. Security of capital remained the council's primary objective. Investment income remains slow to react to the changes in the interest rate environment.

4.3. Investments held at the start and end of the year were as follows:

Investments	31/03/22 Balance £m	Investments Made £m	Maturities/ Withdrawals £m	31/03/23 Balance £m
Instant Access Accounts	36.69	331.12	(349.71)	18.10
Notice Accounts	13.00	-	(3.00)	10.00
Fixed Term Deposits	30.00	90.50	(93.00)	27.50
Total	79.69	421.62	(445.71)	55.60
Reduction in investments				(24.09)

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4.4. There are a growing number of financial institutions promoting environmental, social and governance (ESG) issues. The council invested in the following ESG 'green' deposits during 2022/23:

Start Date	Counterparty	Investments Made £m	Interest Rate %	Term
	Barclays Green Deposit	5.0	0.80-4.30	95-day notice Account
04/10/2021	Standard Chartered Sustainable Deposit	5.0	0.19	182 days
04/04/2022	Standard Chartered Sustainable Deposit	5.0	1.46	183 days
04/10/2022	Standard Chartered Sustainable Deposit	5.0	4.23	182 days

4.5. Interest received during the year was as follows:

Month	Average amount invested		Average rate of interest earned		Interest earned £000	Budget £000	(Surplus) /deficit £000
	Actual £m	Budget £m	Actual %	Budget %			
Apr-22	86.9	40	0.64	0.01	45	-	(45)
May-22	89.9	40	0.82	0.01	62	-	(62)
Jun-22	90.3	40	0.97	0.01	72	-	(72)
Jul-22	101.6	40	1.12	0.01	97	-	(97)
Aug-22	99.3	40	1.46	0.01	123	-	(123)
Sep-22	92.7	40	1.70	0.01	129	-	(129)
Oct-22	96.7	40	2.16	0.01	177	-	(177)
Nov-22	98.3	40	2.77	0.01	224	-	(224)
Dec-22	88.1	40	3.05	0.01	217	-	(217)
Jan-23	94.1	40	3.31	0.01	264	-	(264)
Feb-23	88.2	40	3.71	0.01	251	-	(251)
Mar-23	63.0	40	3.94	0.01	211	-	(211)
Outturn					1,872	-	(1,872)

4.6. The interest received in the year was higher than the budget due to uncertainty post Covid-19. Interest rates dropped in response to the Covid-19 pandemic and then have risen following the Bank of England rate increases.

4.7. The average interest rate achieved during 2022/23 was 2.11%, higher than budgeted.

4.8. In addition to interest earned on balances interest has been accrued in relation to the energy from waste plant loan to Mercia Waste. This totalled £2.2m, the net loan position is set aside to fund increased waste disposal costs in future years.

5. Compliance with Prudential Indicators

5.1. The council complied with its Prudential Indicators, Treasury Management Policy Statement and Treasury Management Practices for 2022/23 as detailed in Annex 1. A prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

Annual Treasury Management Report 2022/23

Annex 1

Performance Indicators**1. Treasury Management Indicators**

The council measures and manages its exposures to treasury management risks using the following indicators.

1.1 Maturity Structure of Fixed Rate Borrowing

This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.

Maturity Structure of Fixed Rate Borrowing	Lower Limit %	Upper Limit %	Actual Fixed Rate Borrowing 31/03/23 £m	% Fixed Rate Borrowing 31/03/23
Under 12 months	0%	10%	3.13	3%
12 months and within 24 months	0%	10%	6.94	6%
24 months and within 5 years	0%	25%	17.77	14%
5 years and within 10 years	0%	35%	21.44	17%
10 years and above	0%	80%	73.29	60%
Total			122.57	100%

Two LOBO (“Lenders Option then Borrowers Option”) bank loans of £6m each are repayable in 2054 however if the lenders seek to increase the interest rate charged, currently 4.50%, the council has the opportunity to repay the loans.

1.2 Upper Limit for Total Principal Sums Invested Over 364 Days

The purpose of this limit is to contain exposure to the possibility of financial loss that may arise as a result of the council having to seek early repayment of the sums invested.

Upper Limit for Total Principal Sums Invested Over 364 Days	2022/23 Approved £m	2022/23 Actual £m	2023/24 Estimate £m	2024/25 Estimate £m
Total	5	0	5	5

During 2022/23 no long-term investments were made for a period exceeding 364 days.

2. Prudential Indicators**2.1 Estimates of Capital Expenditure**

This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on council tax.

Capital expenditure has been and is expected to be financed or funded as follows:

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Capital Financing	2022/23		2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000
	Estimate £000	Actual £000			
Capital grants	43,590	31,609	66,573	57,400	16,026
Capital receipts	2,655	4,571	13,557	15,362	2,932
Prudential borrowing	20,751	9,980	26,729	24,998	28,453
Total	66,996	46,160	106,859	97,760	47,411

Generally prudential borrowing finance is provided where the return on the investment exceeds the debt financing cost.

3. Capital Financing Requirement (CFR)

Estimates of the council's cumulative maximum external borrowing requirement for 2022/23 to 2024/25 are shown in the table below:

Capital Financing Requirement	2022/23 Estimate Approved £000	2022/23 Actual £000	2023/24 Estimate £000	2024/25 Estimate £000
Total CFR	366,552	304,444	345,299	356,623

Total debt is expected to remain at or below the CFR during the forecast period.

4. Authorised Limit and Operational Boundary for External Debt

The Local Government Act 2003 requires the council to set an Affordable Borrowing Limit or Authorised Limit. This is a statutory limit which should not be breached.

The Operational Boundary is based on the same estimates as the Authorised Limit but reflects the most likely, prudent but not worst-case scenario without the additional headroom included within the Authorised Limit.

	2022/23 Approved Operational Boundary £m	2022/23 Approved Authorised Limit £m	Actual External Debt as at 31/03/23 £m
Borrowing	340.0	350.0	122.6
Other Long-term Liabilities	60.0	70.0	40.0
Total	400.0	420.0	162.6

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5. Ratio of Financing Costs to Net Revenue Stream

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2022/23 Approved %	2022/23 Actual %
Net Revenue Stream	175,908	181,467
Financing Costs	14,868	14,104
Percentage	8.5%	7.8%

6. Adoption of the CIPFA Treasury Management Code

This indicator demonstrates that the council has adopted the principles of best practice.

The council has incorporated the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes 2021* into its treasury policies, procedures and practices.

Debt write offs for the period 1 October 2022 to 31 March 2023

- 1 The Financial Procedure Rules (FPRs) stipulate that the Chief Financial Officer must approve the writing off of debt exceeding £20k. For the period 1 October 2022 to 31 March 2023 there were five cases exceeding £20k (0 cases for the period 1 April 2022 to 30 September 2022) as follows.
- £24,796.21 – Client contribution debt for a client who passed away in 2016 and who did not have capacity. Debt relates to invoices raised between 2013 and 2017. Social Care Act and the statute of limitations prevents us from furthering recovery after 6 years.
 - £21,084.23 – Commercial rent account where business entered into liquidation in 2017.
 - £20,410.85 – Commercial rental account. Property Services confirmed debt could not be chased due to a clause within the lease.
 - £53,043.76 – Direct payment incorrectly paid. Client passed away September 2021. Meetings held with Legal, Fraud, Revenues, Social Care and Deputy Section 151 Officer to decide viable option. Due to age of debt and there being no viable form of recovery via executors and no assets held decision was made to write off the debt.
 - £29,211.61 – Client contribution debt which covers two accounts for one client (one at £15,657.36 and the other £13,554.25). Indications are that the client did not have capacity prior to the Court of Protection taking over the client's finances; therefore was not in a position to agree care etc. at the point of access. The debts are also over 6 years old (some dating back to 2013) therefore due to the Social Care Act and the statute of limitations we have no viable recovery options.
- 2 Individual debts written off in the period 1 October 2022 to 31 March 2023 totalled £404k (£34k for the period 1 April 2022 to 30 September 2022) as shown in the table below. Debts are only written off once full debt recovery processes are completed, occasionally debt previously written off becomes payable if the debtors circumstances change. The council works closely with statutory bodies when deciding to write off debt. Legislative processes can take many months, or even years, if the debtor is on low income, to conclude before a write off is sanctioned.

1 October 2022 to 31 March 2023	Council Tax	NNDR	Housing Benefit over- payments	Sundry debtors	Total
	£000	£000	£000	£000	£000
Total debts written off	129	12	31	232	404

- 3 Debts written-off represent a very low proportion of income collected per annum as shown in the table below. The debts written off have fallen this year for Council Tax and Business Rates as a result of the allocation of resources to implement and administer the Energy Rebate Scheme. Focused work in the Revenues team throughout 2022/23 has resulted in further investigation of aged debtor balances and improvements to processes have been identified to continue to ensure that the council maximises debt collection.

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Total amount written off	772	571	727	438
Percentage of Total Income	0.3%	0.2%	0.3%	0.2%
Council tax charged	131,598	137,175	144,538	150,635
Business rates charged	48,134	19,963	34,585	44,273
General debtors charged	60,004	72,635	72,691	87,422
Total Income	239,736	229,772	251,814	282,330

Appendix E: Savings proposals approved by Full Council on 11 February 2022
Savings
Status at 31 March 2023

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

	Appendix B Savings £'000	Savings achieved at Quarter 4 £'000	2022/23 Variance/ Shortfall £'000
Community Wellbeing (S1 to S3)	718	718	0
Economy and Environment (S4 to S19)	405	251	154
Central (S20)	500	500	0
Total	1,623	1,469	154

Overview

At 31 March 2023, £1.469 million (91%) of the £1.623 million savings for the year in Appendix B have been achieved.

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 £'000	2022/23 Savings achieved £'000	2022/23 Full year Variance £'000	Narrative
S1	Recommissioning Supported Living Service	123	123	0	Savings achieved in 2022/23.
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 achieved in 2022/23.
Total		718	718	0	

Economy & Environment

Ref	Savings scheme	2022/23 Savings Target £'000	2022/23 Savings achieved £'000	2022/23 Full year Variance £'000	Narrative
S4	Energy charges: stop free electric vehicle charging increase charges for solar energy	5	5	0	Savings achieved in 2022/23.
S6	Waste collection charges increases	25	25	0	
S7	Introduce parking charges in Kington	22	0	22	Savings not achieved in 2022/23.
S9	On street parking charges expansion in Hereford	29	0	29	Savings not achieved in 2022/23.
S10	Moving traffic enforcement by camera	34	0	34	Savings not achieved in 2022/23.
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	0	10	Savings not achieved in 2022/23.
S16	Invest to save	34	0	34	Savings not achieved in 2022/23.
S17	Review of charges, increase income for skips, scaffolds & drop kerbs	5	0	5	Savings not achieved in 2022/23.
S19	Home to School-College Transport Efficiency	40	20	20	Savings partially achieved in 2022/23.
	Additional Savings	16	16	0	Savings achieved in 2022/23.
	Total	405	251	154	

Central

Ref	Savings scheme	2022/23 Savings Target £'000	2022/23 Savings achieved £'000	2022/23 Full year Variance £'000	Narrative
S20	Efficiencies in treasury management and pensions	500	500	0	Savings achieved in 2022/23.
	Total	500	500	0	

Savings

Status at 31 March 2023

-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	c Savings delivered to 31/03/23	d Full Year Variance to 31/03/23 (b-c)	g Delivery Status at 31/03/23
Community Wellbeing	S1	Recommissioning Supported Living Service	123	123	123	0	Blue
Community Wellbeing	S2	CHC/S117 – Continuation of the 'Fair and Consistent Care & Funding Pathway'	250	250	250	0	Blue
Community Wellbeing	S3	Demand Management	345	345	345	0	Blue
Central	S20	Efficiencies in treasury management and pensions	500	500	500	0	Blue
Economy & Environment	S4	Energy charges - stop free electric vehicle charging and increase charges for solar energy	5	5	5	0	Blue
Economy & Environment	S6	Waste collection charges increases	25	25	25	0	Blue
Economy & Environment	S7	Introduce parking charges in Kington	22	22	0	22	Red

Economy & Environment	S9	On street parking charges expansion in Hereford	29	29	0	29	Red
Economy & Environment	S10	Moving traffic enforcement by camera	34	34	0	34	Red
Economy & Environment	S13	Increase New Roads and Street Works Act income	85	85	85	0	Blue
Economy & Environment	S14	Review capital/revenue splits in line with activity	100	100	100	0	Blue
Economy & Environment	S15	Plant utilisation	10	10	0	10	Red
Economy & Environment	S16	Invest to save	34	34	0	34	Red
Economy & Environment	S17	Review of Charges Increase income for skips, scaffolds & drop kerbs	5	5	0	5	Red
Economy & Environment	S19	Home To School-College Transport Efficiency	40	40	20	20	Red/Blue
Economy & Environment		Additional Savings	16	16	16	0	Blue
		Total	1,623	1,623	1,469	154	

*RAG Rating – to show confidence in delivery of savings

Blue	Full savings have already been achieved (complete)
Red	Savings not delivered in 2022/23

Delivery

Ambition	Action	Lead Officer	Progress	RAG			
				Q1	Q2	Q3	Q4
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	SPF Project leaders are ensuring that all governance for their projects is provided and spend is forecasted to ensure oversight and accountability. Project Board 09.03.23. 26.04.23 - UKSPF project leaders setting up project boards and ensuring governance for spend. PM to oversee project as a whole arranged by PMO. Budget revisions provided to accountable body to reprofile spend into 23/24 and accepted.	GREEN	GREEN	GREEN	GREEN
	Deliver the detailed business case for Greening the City	Director of Economy	Grant application process complete with 8 applications. 6 applications are considered capable of offer. With underspend of £9k. Project team will speak to accountable body to see if we can reprofile into next year. Bus shelters will be ordered before end FY and GWW improvement design due to be received 10.03.23 26.04.23 Bus shelters installed, detailed design received for GWW, aligning with LUF funding for works. Grants allocated, one applicant rejected who is querying.	GREEN	GREEN	GREEN	AMBER
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	No funding agreements received yet which is a concern as almost at end of FY. As Q3 update. FF&E procurement initiated for library fit out. Construction ITT evaluated and preferred bidder (sole bidder) identified. Negotiations with bidder continue as bid was heavily based on assumptions/caveats and dependent on clarification response it may be deemed non-compliant. 26.04.23 contract for MO due to be issued. SPM providing support and guidance to Wyese Project on behalf of HC. PM also providing support/guidance to Southside.	GREEN	GREEN	GREEN	AMBER

<p>Produce and submit detailed proposals for investment in the Hereford Museum and Art Gallery, Maylord Orchard Library and the Learning Resource Centre</p>	<p>Director of Economy</p>	<p>Maylords - FF&E procurement initiated for library fit out. Construction ITT evaluated and preferred bidder (sole bidder) identified. Negotiations with bidder continue. HMAG - NLHF bid submitted. Construction market testing has identified lack of interest from providers due to major projects within W Midlands. One interested provider only and they have concerns regarding access and temp works. Project Team working hard to mitigate issues and risks. Planning Application submitted. 26.04.23 MO construction partner on board. Construction to commence 06/23 with 34 week programme. FF&E procurement re-tendered to ensure quality. Marketing & branding ongoing workshops taking place. HMAG ITT to be issued as NEC4 D&B contract to mitigate lack of interest. Comments from Built Heritage team received for planning app.</p>	<p>RED</p>	<p>RED</p>	<p>AMBER</p>	<p>AMBER</p>
<p>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</p>	<p>Director of Economy</p>	<p>Following extensive engagement with Town Councils and local stakeholders, 5 Market Town Investment Plans have been produced for Leominster, Ross, Bromyard, Kington and Ledbury. UK Shared Prosperity Fund feasibility funds will be allocated to each town in order to help take projects forward. Feasibility discussions were held around several prospective economic development sites, but challenges with regard to landowner willingness and financial viability led to all being ruled out. Ross Enterprise Park was included in the bid for Levelling Up Fund grant funding, which would have addressed the financial shortfall and made this site viable. However this element of the LUF bid was not successful. The project remains on hold pending wider investment strategy decisions within the council and on-going discussions with potential private sector occupiers.</p>	<p>RED</p>	<p>RED</p>	<p>RED</p>	<p>RED</p>

Pursue potential sites for new commercial employment land uses in market towns.	Director of Economy	<p>Following extensive engagement with Town Councils and local stakeholders, 5 Market Town Investment Plans have been produced for Leominster, Ross, Bromyard, Kington and Ledbury. UK Shared Prosperity Fund feasibility funds will be allocated to each town in order to help take projects forward.</p> <p>Feasibility discussions were held around several prospective economic development sites, but challenges with regard to landowner willingness and financial viability led to all being ruled out. Ross Enterprise Park was included in the bid for Levelling Up Fund grant funding, which would have addressed the financial shortfall and made this site viable. However this element of the LUF bid was not successful.</p> <p>The project remains on hold pending wider investment strategy decisions within the council and on-going discussions with potential private sector occupiers.</p>	RED	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	As part of business-as-usual activity by the service, routine engagement with Herefordshire businesses (over 1,300 in 2022/23) via the Marches Growth Hub has been and continues to be delivered, along with organised business briefings every 6 months in each of the 5 market towns (plus, since March 23, a 6th briefing in the Golden Valley area).	GREEN	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	Regular engagement with local businesses via the Business Energy Efficiency Programme (BEEP), providing real-world support, technical assessment and grant advice to help them on the journey to make their businesses more sustainable (delivered in partnership with Worcestershire Councils, Telford & Wrekin Council, Shropshire Chamber of Commerce, Herefordshire & Worcestershire Chamber of Commerce and Shropshire Council). First Business Energy Climate Conference held in Hereford in Jan 23. 25 Businesses so far signed up to the '30 for 2030' low-carbon business programme. Farm Carbon toolkit procured and Farm carbon audits in delivery going into 23/24.	GREEN	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	Buyers have been identified for all 12 plots on the newly development north magazine. These will be progressed with aim of completing a substantial number of the sales within 23/24 financial year.	GREEN	GREEN	GREEN	GREEN
	Complete North Magazine Civil Works with first plots sold for development	Director of Economy	The HEZ infrastructure works are largely complete with just minor landscaping and other works taking place whilst sales progress. Some additional plot raising works is also likely to take place during 2023/24.	GREEN	GREEN	GREEN	GREEN
	Complete NMITE's Skylon Park campus including the Centre for Advanced Timber Technology and Centre for Automated Manufacturing	Director of Economy	NMITE Skylon Park campus building successfully delivered and project complete.	GREEN	GREEN	BLUE	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	SPF Project leaders are ensuring that all governance for their projects is provided and spend is forecasted to ensure oversight and accountability. Project Board 09.03.23. 26.04.23 - UKSPF project leaders setting up project boards and ensuring governance for spend. PM to oversee project as a whole arranged by PMO. Budget revisions provided to accountable body to reprofile spend into 23/24 and accepted.	GREEN	GREEN	GREEN	GREEN
	Implement a new recruitment platform for council employees, to attract skilled workers to the county	Director of HR and OD	The new system is managed by our partner Hoople. Further to its implementation, processes continue to be developed and refined. Further phases to bring on additional functionality are being scoped.	GREEN	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	<u>No update provided.</u>	GREEN	GREEN	GREEN	GREEN
	Provide more apprenticeship, supported internship and work experience opportunities, including through the council's direct contracts	Director of HR and OD	National apprenticeship week was successful. The council's external webpages and information have been updated, as have the internal intranet pages and resources. Apprenticeships featured in the Herefordshire now publication and there has been a number of new apprenticeship requests that are progressing which increases numbers across the council.	GREEN	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 SAV unit has been installed at the hub and a handover of the building is due in the coming weeks. Engagement activities with young people are being organised to support development of the Youth Employment Hub's branding which will be used on the physical hub, website and any other promotional materials. The DWP (Department for Work & Pensions) application has been submitted and currently waiting for approval to secure funding to recruit a Coordinator for the hub and service.	AMBER	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	Tendering for additional delivery of the unallocated funding closed 25-January and 17-February. The Cart Shed will provide provision from April and there are other providers (to be confirmed) who will deliver additional community learning courses for the summer term. It is planned to consult on a new strategic plan following local elections. A future delivery model options appraisal has been undertaken to be presented at Children's DLT in April. The report and recommendations will then go forward to CLT.	GREEN	GREEN	GREEN	GREEN
EC4 - Enhance digital connectivity for communities and business	Secure at least 15 businesses taking up the new business grant, provide new household grants to eligible residents, and at least 100 residents improving their digital skills	Head of Operations (Broadband)	<u>No update provided.</u>	GREEN	GREEN	GREEN	GREEN
	Commission Age Concern to deliver support older people to improve their digital skills. Including 288 places for 6 week computer café course, 60 attending 1-2-1 course and 50 tablet loans	Head of Operations (Broadband)	Project complete.	GREEN	GREEN	GREEN	BLUE
	Increase superfast and full fibre broadband coverage in the county, and move to new stage of gigabit capable speeds.	Head of Operations (Broadband)	<u>No update provided.</u>	GREEN	GREEN	GREEN	GREEN

<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>To date, and through challenging stages during the uncertainty and restrictions resulting from the pandemic, the HAZ scheme has delivered using Historic England grant funds::</p> <ul style="list-style-type: none"> - A range of cultural and community outreach projects, in partnership with the Town Council. - Town Wi-Fi and footfall counter. - A Leominster web/phone app for visitors. - Refurbishment of the historic facade of 3 buildings within the conservation area. - An architectural feasibility study to define a prospective refurbishment and repurposing of the Old Priory (now in Town Council ownership). - A Leominster Conservation Area Appraisal. - Feasibility, consultation and design development for prospective public realm improvements. - A Traffic Regulation Order (TRO) process to begin implementation of public realm changes. <p>The scheme will continue through 23/24, anticipating some further small-scale historic building improvements and the development of a conservation management plan. A major part of the 23/24 programme will be to implement the consulted-upon public realm improvements to High St and Corn Sq, using HC match funding. However challenges from a small number of local businesses look likely to jeopardise or at least delay the TRO process, which restricts what can be done by March 24 and would compromise current aspirations and timescales.</p>	<p>GREEN</p>	<p>AMBER</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>UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund bids successfully achieved. Both schemes will provide grants to businesses, and UKSPF includes tourism marketing support and grants for festivals and events to be developed.</p> <p>Support for the Hereford BID and Herefordshire County BID.</p>	<p>GREEN</p>	<p>GREEN</p>	<p>GREEN</p>	<p>GREEN</p>

■ complete
 ■ on target
 ■ at risk
 ■ compromised

Performance Measures

Ambition	Measure	Lead Officer	Q4	Improve-ment?	Target Met?
EC0 -	The number of businesses engaged and supported	Economic Development Manager	2,098		
	The value of grants paid to businesses to support viability, or enable growth	Director of Economy	£599,837	n/a	n/a
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	Measure deleted and redefined for 2023/24		
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	£676,457		
	The number of jobs created (directly and indirectly) as a result of council investment	Marches Building Investment Grant Programme Manager	75.97		
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	98%		
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)	94.45%		
			71.14%		

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		n/a
	The number of people reached by tourism marketing	Tourism Business Engagement Officer	Measure deleted		
EC6 - Spend public money in the local economy wherever possible	The social value attributable to council procurement	Head of Corporate Services	£684,851	n/a	n/a
	The percentage of the council procurement budget spent locally	Head of Corporate Services	40%	n/a	

■ 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	Likelihood	5 Certain				CRR.83	
CRR.69 Hereford City Centre Improvement Programme		4 Likely				CRR.63; CRR.69; CRR.70; CRR.71; CRR.80;	CRR.82
CRR.70 HCCI - delivery within LEP timescale		3 Possible					
CRR.71 HCCI - decision making and VfM		2 Unlikely					
CRR.80 Supply chain capacity		1 Rare					
CRR.82 Contractual payments							
CRR.83 Contract fleet lease expiry							

Delivery

Ambition	Action	Lead Officer	Progress	RAG			
				Q1	Q2	Q3	Q4
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	Feedback from the 3 major consultations considered in the Part 1 Local Plan will be reported to Cabinet Briefing on 9 March 2023. This includes a set of strategic policies, a spatial strategy, place based policies for Hereford, rural areas and market towns, a vision and objectives covering the environment, community and economy.	GREEN	GREEN	GREEN	GREEN
	Deliver full draft of the Core Strategy Update ready for pre-examination public consultation (Regulation 19)	Corporate Director, Economy and Environment	A draft Part 1 Local Plan paper is ready and will be reported to Cabinet Briefing on 9 March 2023. Plans are in motion to prepare for the Regulation 18 consultation on the Part 1 in Summer 2023. Regulation 19 will kick-off in early Quarter 4 of 2024, once the Transport Model and other evidence are ready and/or updated.	GREEN	GREEN	GREEN	GREEN
	Implement the new Supplementary Planning Documents for Agriculture and Planning and Environmental Building Standards	Corporate Director, Economy and Environment	The consultation on the Agricultural SPD ended on 24 February 2023 and the consultation responses will be considered to see whether amendments should be made to the draft SPD. The Environmental Building Standards SPD has been amended following consultation in 2022 and reports are currently being prepared for adoption/approval.	GREEN	GREEN	GREEN	GREEN
	Progress the Minerals and Waste policy through to examination and adoption.	Corporate Director, Economy and Environment	The Minerals and Waste Local Plan is still undergoing Examination in Public by Independent Inspectors. Hearing sessions were held in November 2022. A set of Main Modifications are still expected to be agreed by the Inspectors shortly. If that is the case, Adoption should take place in Summer 2023.	GREEN	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	A 5 year extension to the current waste disposal contract (joint working with Worcestershire) has been finalised, with a joint working agreement signed in Dec 22. Procurement for the new waste collection service has been developed and initiated during 22/23, with evaluation and due diligence in progress at the time of writing for the 3 bids secured. Anticipate formalising the appointment and contract during Aug 23, leading to a mobilisation period towards implementation June 24. Negotiation has been carried out for an extension to the existing collection service to cover Nov 23 through to June 24, with a final deed of variation now agreed. This will be finalised during the remainder of 2023 ahead of the extension period.	GREEN	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	A progressive communications campaign has been delivered, and will continue and intensify in the run up to the new collection service. Recruitment for a dedicated waste communications officer has been initiated.	GREEN	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	Phase 1 of the re-useable nappy scheme has been successfully delivered, and a second phase using remaining resources is proposed during 23/24. A project to engage with a representative sample of flat occupants over collection services has been delivered which has been successful in the lessons it has delivered and the engagement achieved. A further phase is planned for 23/24 to implement and test what has been learned through the first phase. 2 rounds of repair cafe engagement have now been delivered, leading to 2 schemes due to go live in Dinedor and Marden in the early part of 23/24. Engagement with 3 other organisations continues, with the hope that 5 schemes may be live by March 24.	GREEN	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	The draft masterplan has been considered by the cabinet and received broad based cross party agreement. We are now planning the public consultation ready to advance following the elections. The final version of the masterplan is on track to be completed and adopted by the end of the current financial year (2023/24). Note however that further funding is needed to advance these activities further which is currently being considered by the SRO.	GREEN	GREEN	AMBER	GREEN
	Deliver active travel programmes to encourage more walking and cycling along with measures to improve air quality and travel plans with businesses	Service Director, Highways and Transport	The HEZ Quiet Routes detailed designs are profiled completion in July 2023, ready for the construction phase to commence by the end of Summer 2023. This will see upgraded cycle routes across the southern wye area with the majority of works profiled for completion in 2023/34.	GREEN	GREEN	GREEN	GREEN
	Install new cycle routes for St Owen's Street and on Aylestone Hill in Hereford	Service Director, Highways and Transport	St Owen's street cycle contraflow has been completed. The designs and detailed designs for Aylestone Hill are profiled for completion in 2023/24, ready for the construction phase to commence using available LUF funding in 24/25.	GREEN	GREEN	GREEN	GREEN
	Complete feasibility study of route options for Eastern river crossing.	Service Director, Highways and Transport	The SOC (Strategic Outline Case) is due to be completed in 2023/24, as well as overall Hereford Transport Model (HCM), which will then inform the business case activities which will continue to develop throughout 2023/24.	GREEN	GREEN	GREEN	GREEN
	Introduce an additional 70 eBikes as part of the Beryl Bike scheme	Head of Environment, Climate Emergency and Waste Services	42 additional e-bikes put into circulation by March 23, with the remainder to be delivered and put into use early in 23/24.	GREEN	AMBER	AMBER	AMBER
	Consult on design options for the city Transport Hub	Service Director, Highways and Transport	The tender for the construction phase has now been advertised with works profiled to get underway in Summer 2023. It is anticipated that the majority of works will be completed prior to the end of 2023/24 financial year.	GREEN	GREEN	GREEN	GREEN
	Complete design for Holme Lacy Road improvements	Service Director, Highways and Transport	Detailed design work for HLR ATMs is now profiled completion July 2023. Construction is expected to commence Autumn 2023.	GREEN	GREEN	GREEN	GREEN
	Commence construction of Hereford Enterprise Zone Quiet Route	Service Director, Highways and Transport	The detailed designs are scheduled for completion by July 2023. Funds are in place to commence the construction phase which is profiled to commence Summer 2023.	GREEN	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	All existing charge points within scope of the concession have been changed by March 23, except one problematic one which may have to be taken out of scope due to tenant resistance. New charge points will be delivered during 23/24, where electrical grid capacity allows.	GREEN	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	An effective communications campaign has been delivered via a dedicated website and social media which will run until Nov 23, with a proposed extension to Nov 24 if current levels of engagement continue. The campaign has taken on extra traction through its link to the separate Citizens Assembly projects currently in delivery.	GREEN	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	Keep Herefordshire Warm channels continue to engage, supporting other retrofit initiatives which benefit accordingly (LAD3 & Home Upgrade Grant). As of the last quarterly return at the end of December, 2313 households had been supported through Keep Herefordshire Warm against the delivery plan target of 1000. An expansion of the scheme to include financial advice is proposed in 23/24.	GREEN	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	The Local Authority Delivery phase 1a & 2 schemes (LAD1a/LAD2) delivered retrofit upgrades to 12 and 31 homes respectively, but had been impacted by COVID lockdowns and uncertainty, lack of take-up and issues with industry capacity. The follow-on Sustainable Warmth scheme (made up of Local Authority Delivery 3 (LAD3) and Home Upgrade Grant (HUG) has in contrast during 22/23 delivered 230 installations across 139 properties (many properties now have multiple upgrade measures installed to target a 'whole-home' improvement). A further 5 properties are targeted for completion by the scheme end in May 23. A further scheme, HUG2, is just mobilising, with funding of up to £7.74m due to start flowing in April 23, to be spent by March 25. 40% of this is allocated to be spent by March 24. The delivery plan target to support 150 homes then has been surpassed, and continues.	RED	RED	AMBER	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	Delivery of the Herefordshire element of the SEPUBU grant has been challenging, in part due to some fluidity in the council's property investment strategy, in part due to many buildings not being suitable for works which would be eligible under the grant, but mainly due to the need to contribute match funding from other council capital budgets. To take forward under the SEPUBU grant a building must be suitable, but also have capital funding available for 50% of the works proposed. In general the council's own priorities for the capital funding available for property maintenance have not been compatible with works that would be eligible under SEPUBU. Procurement has been carried out in 22/23 for one property (Ryefield Centre) which will see retrofit of efficient lighting and controls by the scheme end date in June 23.	AMBER	RED	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	Solar photovoltaic systems have been successfully installed at 3 schools (Blackmarston, Almeley and Earl Mortimer). A contractor has been procured and mobilised for the next phase, due to be delivered during the summer holidays 23 and including another 3 schools at Marlbrook, Fairfield and John Masefield, Feasibility assessment is ongoing for a further phase beyond that to include 3 schools at Aylestone, Weobley and Kington. Whether installation of these is within the 23/24 period will depend on outcome of feasibility, ecology restrictions and whether the work must be during school holidays.	GREEN	GREEN	GREEN	AMBER
	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	<u>No update provided.</u>	GREEN	GREEN	GREEN	GREEN

<p>EN6 - Seek strong stewardship of the county's natural resources</p>	<p>Respond to the citizens' climate assembly recommendations and agree a funded programme working with partner organisations</p>	<p>Head of Environment, Climate Emergency and Waste Services</p>	<p>21 sub-projects have been actively progressed since the project started. Further projects within scope of the governance and budget will be developed during 23/24 in accordance with identified priorities. Progress up to March 23:</p> <ol style="list-style-type: none"> 1, Active Travel - Walking: contracts placed for the Get Walking and Walk to School contracts and moving into delivery. Led Walks contract to be placed in April/May 23. 2, Home Energy Efficiency Audits: SPF bid successful and procurement planned for June 23 for the next phase. 3, Decarbonisation plan for corporate buildings - delivery underway. 4, Feasibility decarbonising the school transport fleet: in-house research and feasibility work in progress with a view to developing a meaningful tender specification for procurement in April 23. 5, On-street EV charging: this workstream has paused as will now be linked up with the separate Local Electrical Vehicle Infrastructure work. 6, Business Energy/Climate Conference 2023 - event was held 18 Jan 2023 and was successful with good attendance. Work underway towards a similar event later in 2023 aimed at farming businesses. 7, Climate website: governance stage completed and delivery commencing. 8, PAS 2035 retrofit training support: Discussions with other regional authorities to develop a joint 	<p>GREEN</p>	<p>GREEN</p>	<p>GREEN</p>	<p>GREEN</p>
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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	To date, the first wetland site in Luston has been substantially completed and the release of phosphate offsetting credits from this site to developers has been ongoing since late in 2022. The first on-hold planning application to benefit from this has been approved, giving the green light to 8 new homes by an established Herefordshire housing developer. More planning approvals will follow progressively as applications complete the planning process. The final stage of construction for this wetland site has been held due to the weather, but is due to complete during May/June 23. This will achieve the delivery plan objective of delivering the first wetland scheme. Another 3 wetland sites beyond the delivery plan target are in varying stages of development to ensure the backlog of planning applications can continue to be cleared - 2 sites have been acquired and a third in negotiation. 1 of those already acquired has gained planning consent, while the other is currently in for planning.	AMBER	AMBER	AMBER	AMBER
	Adopt a new nature strategy for the county	Head of Environment, Climate Emergency and Waste Services	The new nature strategy has been completed and is in consultation phase with a view to adoption during 23/24.	GREEN	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. Soft landscape tree planting complete but early estimates for hard landscape programme have exceeded budget constraints forcing a reduction in scope.	AMBER	AMBER	AMBER	AMBER

■ complete
 ■ on target
 ■ at risk
 ■ compromised

Performance Measures

Ambition	Measure	Lead Officer	Q4	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	348.95		
	(Increase) the percentage of waste sent for recycling (12m rolling average)	Waste Services Manager	37.94%		
	(Reduce) the percentage of waste sent to landfill (12m rolling average)	Waste Services Manager	0.62%		
EN2 - Improve and extend active travel options throughout the county	The total kilometres cycled using Beryl's Bikes	Principal Sustainability & Climate Change Officer	222,291km		
	The number of children trained through Bikeability	Principal Sustainability & Climate Change Officer	1,652		
	Kilometres of new quiet route cycle route within the county (Annual)			Year-end outturn not yet available	
	Kilometres of new segregated cycle route within the county (Annual)			Year-end outturn not yet available	
	The total number new EV charging points	Principal Sustainability & Climate Change Officer	9	n/a	n/a
	The value of investment in sustainable active travel measures			Year-end outturn not yet available	
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		
	Provide free and impartial home energy advice to 1,000 residents through the Keep Herefordshire Warm service.	Sustainability & Climate Change Manager	1,534	n/a	
	(Increase the) total number of signatories to the Herefordshire Climate and Nature Partnership	Principal Sustainability & Climate Change Officer	422 <i>(352 signed up during the YTD)</i>		n/a
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	129		
	(Increase) the £ and percentage of investment that contributes significantly to climate and nature goals	Sustainability & Climate Change Manager	£3.95m	n/a	n/a
EN5 - Identify climate change action in all aspects of council operation	(Reduce) the energy consumption across all council operations	Principal Sustainability & Climate Change Officer	165,776		
	(Increase) the KWh saved as a result of capital investment and grants	Principal Sustainability & Climate Change Officer	497,770		
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	Measure to be reported going forward following establishment of wetlands		
	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		
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	Year-end outturn not yet available		
	(Increase the) number of trees planted as a result of direct council intervention	Service Manager Built and Natural Environment	Measure deleted and redefined for 2023/24		

Environmental standards	(Increase the) percentage of planning applications submitting a full ecology checklist	Lead Development Manager	Measure deleted
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■ on target/improvement
 ■ within 10% of target/small decline
 ■ missed target by more than 10% /significant decline
 ■ Not Available

Corporate Risks						
Risk		Impact				
		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Significant
CRR.67 Ash Dieback (Chalara) CRR.68 Waste Collection Vehicles - lead time for supply of new vehicles CRR.79 Herefordshire Fuel Poverty Level	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	Q4
CO0 - 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	Commissioning of bespoke services on track to take place 2023/24 and put in place for improved efficiency and service provision.	RED	GREEN	GREEN	GREEN
	Develop 20mph speed limit policies and programme for the county to cover significant villages and market towns.	Service Director, Highways and Transport	The 20mph strategy for the County has been commissioned and expected to be in place by end of Summer 2023. This will then inform wider rollout which will commence prior to end of 2023/24 and continue throughout 24/25.	RED	AMBER	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 will be delivered following adoption of the above strategy.	RED	RED	GREEN	GREEN
	Enhance the Cathedral and River Wye quarters of the city	Service Director, Highways and Transport	Outline design work continues to progress and will be completed in the current financial year (2023/24).	RED	AMBER	GREEN	GREEN
	Make Improvements to the city street scene in Widemarsh Street and High Town in Hereford	Service Director, Highways and Transport	The construction phase is currently underway and profiled for completion by Summer 2023.	RED	AMBER	GREEN	GREEN
	Roll out and embed hybrid operational working model for employees, creating effective flexible working arrangements.	PMO Delivery Director	MAO desktop IT kit and furniture offer has now been standardised which offers a flexible hybrid working option for staff. Work has commenced on delivering a committee room to have capacity to host both public and governance committees. Preparation work has commenced on delivery of dedicated children's hub space within Plough Lane corporate offices.	GREEN	GREEN	GREEN	GREEN
	Develop and implement updated Digital Strategy for improved customer experience, communication and connectivity.	Head of Chief Executive's Office	Work has commenced on defining a new Target Operating Model (TOM) for the council which is focusing on all aspects of how services are delivered. The work is also helping to explore how to meet the budget challenges.	GREEN	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	Work is progressing with the development of the Community Wellbeing directorate site. Branding has now been developed which is in the process of being signed off.	GREEN	GREEN	GREEN	GREEN
Produce asset management plans for each council owned property based on up to date knowledge of conditions	Strategic Assets Delivery Director	Full review of compliance activities and asset review completed. New process for compliance is in place and operational.	GREEN	GREEN	GREEN	GREEN	

	Plan capital works for the Shirehall to bring back into council and community use	Strategic Assets Delivery Director	RIBA Stage 3 design commissioned and completed. Capital funding bid submitted. Remedial works to damaged roof trusses in Court Rooms 1 and works to lath and plaster and removal of scaffold in Court Room 2 to be completed by September 2023.	GREEN	GREEN	VIOLET	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	The partnership continues to develop through the Children's Improvement Board, Herefordshire Safeguarding Children's Partnership (HSCP) and the re-establishment of the Children and Young People's Partnership (CYPP) Board to support delivery of the Improvement Plan. A further Partnership Summit was held on 18.01.23 and the re-established CYPP Board has now had its second meeting (27.02.23) with terms of reference and membership agreed. They will be developing an action plan driven by the Health and Wellbeing Strategy (approved by Health and Wellbeing Board in April), the Improvement Plan and Voice of the Child. A workshop took place on 30.03.23 to focus on developing the action plan. HSCP are also currently developing a one year business plan aligned to the Improvement Plan with key priorities around the front door, neglect and contextual safeguarding. The partnership continues to develop through the Children's Improvement Board, Herefordshire Safeguarding Children's Partnership (HSCP) and the re-establishment of the Children and Young People's Partnership (CYPP) Board to support delivery of the Improvement Plan. A further Partnership Summit was held on 18.01.23 and the re-established CYPP Board has now had its second meeting (27.02.23) with terms of reference and membership agreed. They will be developing an action plan driven by the Health and Wellbeing Strategy (approved by Health and Wellbeing Board	GREEN	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 Children's Help & Advice telephone line (CHAT) has launched; and a total of 229 calls have been received with the majority of these calls being provided with information and guidance; and 51 resulted in an Early Help Assessment being generated. Children Centre services continue to work with HVOSS to increase the number of volunteers running prevention groups, and they are also working with Talk Community to increase opportunities for families.	GREEN	GREEN	GREEN	GREEN
Training programmes for 200 staff on oral health.	Senior Commissioning Officer	Complete.	BLUE	BLUE	BLUE	BLUE
Deliver a training programme of road safety including pedestrian training for school pupils	Service Director, Education, Skills and Learning	Ongoing programme being offered to schools on road safety education.	GREEN	GREEN	GREEN	GREEN
Tender construction of new school building at Peterchurch Primary School	Service Director, Education, Skills and Learning	Feasibility studies and RIBA Stage 3 design have been completed with Cabinet approval to proceed to construction stage. By the end of the current County Plan, a planning application for the new building will have been submitted with technical design completed. Construction of new school will be completed and occupied by September 2025.	GREEN	GREEN	GREEN	GREEN
Tender refurbishment and expansion of The Brookfield School	Service Director, Education, Skills and Learning	RIBA Design Stages 2 and 3 have been completed, planning approval for the works received and in principal agreement received from the DFE for funding towards the project costs and construction tender issued. Completion of the project will be by December 2024.	AMBER	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	Feasibility studies at 17 schools were commissioned and completed within the County Plan period.	GREEN	GREEN	BLUE	BLUE
Seek approval for the rebuild of Westfield School and move to design stage	Service Director, Education, Skills and Learning	Feasibility work was commissioned and completed for the re-development of Westfields School and capital funding bid submitted. As a separate exercise, a bid was submitted to the DFE for funding which has been successful. Details of the delivery year for the DFE funding project are yet to be confirmed.	GREEN	BLUE	BLUE	BLUE

Conduct feasibility work to inform increase capacity across Hereford Pupil Referral Service and Blackmarston School	Service Director, Education, Skills and Learning	Feasibility works at Hereford Pupil Referral Service, Blackmarston School and Hampton Dene Primary School have been commissioned and completed as sites for investment to address service need. Upon confirmation of sites to proceed for development, design work will be commissioned and progressed to planning applications where required.	GREEN	GREEN	GREEN	AMBER
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 training is now complete with all 40 schools locally within Herefordshire.	GREEN	GREEN	GREEN	BLUE
Develop a range of traded services to support increase in number of schools who operate as a academies	Service Director, Education, Skills and Learning	Meetings were held with schools considering joining the LA Trust and expressions of interest received from a number of schools. Project is on hold as the Government White paper has been paused.	GREEN	GREEN	AMBER	VIOLET
Improve the educational outcomes for those pupils with Education and Health Care plans	Service Director, Improvement	Timeliness improved to 74%. Outcomes for attainment and progress are annual not quarterly.	GREEN	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	The Engagement & Participation Framework and Strategy is currently being reviewed / developed; and also reviewing Participation Team resource and manager role. It is anticipated that the Engagement and Participation Framework will be launched in the summer following successful recruitment to the team. Work continues with young people to re-establish the Children in Care Council and Your Voice Matters and there is various engagement activities taking place such as the Reading Group, CV Writing Group, Football Team and the Parent and Child Group.	GREEN	GREEN	GREEN	GREEN
Integrate a "Right Help – Right time" approach within the Talk Community programme, so families are supported within communities	Service Director, Improvement	The Early Help and Prevention Strategy and implementation plan has been developed and approved by Children's DLT and the CYPP (Children & Young People's Partnership). A new Early Help and Prevention Delivery Group has been formed to support delivery of the implementation plan. First meeting is due to take place in April where leads will be identified for the delivery areas.	GREEN	GREEN	GREEN	GREEN

Provide more support for the Children's Rights and Advocacy Service.	Service Director, Improvement	The service has doubled its capacity with 4 newly recruited officers who started in post in March. Three of these staff are starting their Level 3 Advocating on Behalf of Children & Young People course; and the fourth member will start the course in June. Also, three out of four of the staff are case sharing meaning all young people are being supported with a qualified advocate. The additional staff also means support will be expanded to support children who are classified as homeless under the Section 20 Act, care leavers who become parents, and longer term will be looking at none instructed advocacy. Once the new staff are trained the service will be increasing it's engagement and raising awareness by going into schools and GP practices for example, to ensure young people are aware of the service. The service will also be attending its first engagement activity on 3rd May at the LFJB (Local Families Judicial Board) annual conference, where the theme is Voice of the Child. The team are also supporting unaccompanied asylum seekers.	GREEN	GREEN	GREEN	BLUE
Increase the number of social workers with new retention and recruitment approach.	Service Director, Improvement	Recruitment of social workers continues and advertising to support this recruitment has increased with adverts being placed via Community Care/Spirit of Herefordshire and Hoople website. The contract for Community Care (to support recruitment to social worker vacancies) has been renewed. The Children's Workforce Strategy is currently being finalised for approval and will be approved following local elections. The career progression scheme has been reviewed and launched, and two panels have taken place with two members of staff successfully progressing to the next level. A three-year sustainability plan is currently being developed alongside a recruitment and retention plan.	AMBER	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	Engagement continues with foster carers with a focus on retention. A proposal has been agreed and the Fostering Network have been commissioned to undertake a TNA (Training Needs Analysis) for fostering team members and foster carers and a virtual session took place in March to launch the Fostering Network TNA. The Fostering Network have also issued a survey to staff and foster carers about training and support, the aim being to put in place a clear training structure and pathway to professionalise and attract more foster carers. A Recruitment Strategy and Recruitment Action Plan has been developed and also currently progressing the recruitment of a Comms Marketing Officer. Fostering Fees Cost of Living paper has been developed and agreed with Children's DLT - and is currently with Finance.	RED	RED	RED	RED
	Improve the range of level of support for care leavers.	Service Director, Improvement	The Corporate Parenting strategy and care leaver offer has been approved by the Corporate Parenting Board and by Children's DLT and is now with finance to confirm the costings. A young person friendly version will be produced and the strategy will be formally launched in the summer following local elections and approval by Cabinet.	GREEN	GREEN	GREEN	GREEN
	Progress plans to build a children's residential home.	Corporate Director, Children and Young People	A sufficiency exercise has been undertaken and completed. An options appraisal is being prepared for Cabinet in summer 2023.	GREEN	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	Consultants commissioned to develop the Herefordshire Homes Standard completed. HRA explored via consultants. Engagement with developers and land owners on larger sites has been undertaken and will continue in order to feed into the Local Plan.	GREEN	GREEN	GREEN	AMBER

	Submit planning applications for 2 housing sites on council land	Housing Delivery Manager	Design consultants commissioned. Pre planning submission on both sites with outline planning in progress for Holme Lacy site. Holme Lacy outline planning application will be submitted with decision on delivery method confirmed. Commence commissioning for Holme Lacy	GREEN	GREEN	GREEN	AMBER
	Support at least 230 additional affordable properties in the county		Consultants appointed to develop the pipeline of sites. A number of proceedable sites identified for development. Holme Lacy proceeding out of pipeline. Continuation of acquisition of third party sites.	GREEN	GREEN	GREEN	AMBER
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 was undertaken on the site at Merton Meadow as part of the wider site development. Additional site searches and site appraisals undertaken with further high level feasibility work completed on 4no. potential sites.	GREEN	GREEN	GREEN	GREEN
	Develop and agree a Food Charter for the county.	Health Improvement Practitioner	Complete.	GREEN	GREEN	GREEN	BLUE
	Submit application for the Sustainable Food Place Bronze award	Health Improvement Practitioner	Work continues on developing the full application as well as gathering the evidence to support the submission. Timescales have been revised due to the Sustainable Food Places amending the timescales for the application process, hence delivery will now be in 2023/24.	GREEN	GREEN	GREEN	GREEN
	Produce a Physical Activity Strategy that outlines plans and programmes to aid health through fitness.	Health Improvement Practitioner	Complete.	GREEN	GREEN	GREEN	BLUE
	Offer maximum council tax reduction scheme for eligible pensioners and people of working age	Director of Economy	Rebates to residents eligible under discretionary scheme.	GREEN	GREEN	GREEN	BLUE
	Work with partner organisations to produce a plan to tackle health inequalities and lead health equity audit process for commissioned services		The Health and Wellbeing Board approved the Strategy in March. The implementation work will now be scoped, and will include a system approach to the HEAT work.	GREEN	GREEN	GREEN	BLUE

	Work with NHS and Public Health partners to implement the Integrated Care system approach agreed for Herefordshire & Worcestershire		Consultation on the new Integrated Care Strategy concluded at the end of March 2023 and the Strategy will be approved at the ICS Partnership in April 2023 for publication. This will coincide with the proposed approval of Herefordshire's Health and Wellbeing Strategy (due for approval by the Health and Wellbeing Board in April). Work to manage winter pressures has continued through Q4 where there has continued to be significant demand on the hospital and wider health services. This has also resulted in increased demand on adult social care provision.	GREEN	GREEN	GREEN	BLUE
	Establish Hoople Care to delivery care services for the council	Service Director, All Age Commissioning	Project complete.	GREEN	BLUE	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	Improvement works at Hillside were commissioned, works tendered and completed on site (Phase 1). Phase 2 (Demo Centre) will be completed by Autumn 2023.	GREEN	GREEN	GREEN	GREEN
	Create 50 bespoke wellness packages using a technology enabled 'proactive and preventative' care model	Service Director, All Age Commissioning	Implementation of an initial test and learn phase has begun with equipment deployed in March 2023. This initial pilot has a focus on supporting carers by enabling monitoring information for users that promotes self-care and wellness to support people to take an active role in managing their wellbeing. Four additional test and learn pilots have been approved and a specification for each has now been developed. The procurement process for the Alarm receiving centre required to support these pilots will commence mid-May.	GREEN	GREEN	GREEN	GREEN
	Move the existing Telecare Service to a digital delivery model	Service Director, All Age Commissioning	Phase 1 of the switchover which covers residents who have base units that manufacturers have confirmed are not compatible with digital lines is nearly complete with just two outstanding cases. These cases are awaiting equipment and will then be completed. Phase 2 began 1st April 2023 this will work through the remaining units to be swapped over. It is estimated that this will take 12 months.	GREEN	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 has stalled and will now be finalised in the summer. In the meantime, work has begun on developing a digital switch page on the existing website and upgrading the content within the existing site. Costings for development of the existing self assessment portal with NRS have now been received and are being developed into a proposal for consideration and implementation in 2023/24.	GREEN	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	An initial TEC (Technology Enabled Communities) awareness training session has been developed and has been delivered to 9 staff within the Community Wellbeing directorate with further sessions being scheduled over the coming months. The e-learning platform has now been agreed and development of the first module is currently underway. Further modules are currently being scoped for development in 2023/24.	GREEN	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	There are now 77 talk community hubs live across the county.	GREEN	GREEN	GREEN	BLUE
	Deliver 2 integrated service hubs using existing community facilities that includes working with the whole family	Service Director, Communities	Initial engagement with Community Groups and Key Partners is now underway. The grant criteria and expression of interest paperwork is currently being drafted with a view to launching and inviting expressions of interest May – June 2023; and full applications from September onwards.	GREEN	GREEN	GREEN	GREEN
	Make investment and improvements to libraries and museums	Director of Economy	HNLf bid submitted. Planning application process in progress. Party wall negotiations and access arrangements for HMAG initiated. There is concern that this could hold up progress. HMAG ITT to be issued as NEC4 D&B contract. Maylord Orchard FF&E ITT out. planning appn approved, one contractor bid received, governance received and contract drawn up to be issue 28.04.23.	RED	RED	AMBER	AMBER

■ complete
■ on target
■ at risk
■ compromised

Performance Measures

Ambition	Measure	Lead Officer	Q4	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	Year-end outturn not yet available		
	Percentage of Category 2a defects managed within timescale	Commercial and Contract Manager	84.86%		
	Percentage of construction materials reused and recycled	Commercial and Contract Manager	Year-end outturn not yet available		
CO1 - Ensure all children are healthy, safe and inspired to achieve	The percentage of school leavers that are (a) not in education, employment or 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	87%		
	The percentage uptake of children's 2.5yr ages and stages review	Corporate Director, Children's and Young People	94%		
	The number of early years settings signed up to and implemented a supervised brushing programme	Corporate Director, Children's and Young People	40		
	The percentage of children receiving social care services after an assessment	Corporate Director, Children's and Young People	23%		
	The percentage of child and family assessments completed within statutory timescales	Corporate Director, Children's and Young People	84%		
	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) 97.1%		
			b) 100%		
			c) 93.5%		
	The percentage of referrals which are re-referrals (within 12 months of a previous referral)	Corporate Director, Children's and Young People	30%		
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		

Good life choices	Improve the timeliness of the children who are adopted	Corporate Director, Children's and Young People	94%		
	The rate of Children in care	Corporate Director, Children's and Young People	110 / 10,000		
	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	287		
	The number of empty properties brought back in to use	Strategic Housing Manger	39		
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	956		
	(Increase the) number of new tenancies developed for independent living	Corporate Director, Community Wellbeing	61		
	(Reduce the) local count of Herefordshire homelessness	Corporate Director, Community Wellbeing	23		
	(Increase the) number of cases where homelessness has been (a) prevented and (b) relieved	Corporate Director, Community Wellbeing	43		
78					
CO5 - Use technology to support home care and extend independent living	(Reduce the) rate of admissions to care homes for clients aged under 65	Corporate Director, Community Wellbeing	19.07		
	(Reduce the) rate of admissions to care homes for clients aged 65+	Corporate Director, Community Wellbeing	517.6		
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	75		
	(Increase) the number of hits on the Talk Community Directory	Corporate Director, Community Wellbeing	107,200		

■ 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	Q4	Improve-ment?	Target Met?
Average days sickness per FTE		Director of HR & OD	8.77 days	n/a	n/a
Percentage of mandatory training completed		Director of HR & OD	69%	n/a	
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 Assurance	£5,558k overspend		
Percentage of capital budget spent		Director of Resources and Assurance	69%		
Percentage of savings delivered, or on track to be delivered		Director of Resources and Assurance	91%		
Percentage of invoices paid on time		Director of Resources and Assurance	90.06%		
Percentage of complaints responded to within timescales		Head of Information, Compliance and Equality	85.12%		
Percentage of FOIs & EIRs responded to within timescales		Head of Information, Compliance and Equality	96.79%		
Percentage of (a) major and (b) minor planning applications managed within statutory timescales		Lead Development Manager	86.00%		
		Lead Development Manager	74.11%		
Number of fly tipping incidents reported		Trading Standards Service Manager	1,044		
Percentage of programmed high risk (A-C) food hygiene inspections undertaken		Environmental Health Service Manager	225.90%		
Percentage of food premises with a Food Hygiene Rating Score at 3 (satisfactory) or above.		Environmental Health Service Manager	98.20%		
Percentage of parking income budget achieved		Parking Enforcement Manager	96.66%		

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

Corporate Risks						
Risk						
	Likelihood	Impact				
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	5 Certain					
	4 Likely					
	3 Possible					
	2 Unlikely					
	1 Rare					