

Agenda

Cabinet

Date: **Thursday 16 May 2024**

Time: **2.30 pm**

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

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

For any further information please contact:

Samantha Walmsley, Democratic Services Officer

Tel: (01432) 260176

Email: samantha.walmsley2@herefordshire.gov.uk

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

Agenda for the meeting of Cabinet

Membership

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

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

Agenda

	Pages
<p>1. APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
<p>2. DECLARATIONS OF INTEREST</p> <p>To receive declarations of interests in respect of Table A or Table B or Other Interests from members of the committee in respect of items on the agenda.</p>	
<p>3. MINUTES</p> <p>To approve and sign the minutes of the meeting held on 28 March 2024 and 25 April 2024.</p> <p>Minutes of 25 April 2024 to follow.</p>	11 - 36
<p>HOW TO SUBMIT QUESTIONS</p> <p><i>The deadline for submission of questions for this meeting is:</i></p> <p><i>5pm on 10 May 2024.</i></p> <p><i>Questions must be submitted to councillorservices@herefordshire.gov.uk. Questions sent to any other address may not be accepted.</i></p> <p><i>Accepted questions and the response to them will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at https://www.herefordshire.gov.uk/getinvolved</i></p>	
<p>4. QUESTIONS FROM MEMBERS OF THE PUBLIC</p> <p>To receive questions from members of the public.</p>	
<p>5. QUESTIONS FROM COUNCILLORS</p> <p>To receive questions from councillors.</p>	
<p>6. 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> <p>One report:</p> <ul style="list-style-type: none"> • Children and Young People Scrutiny Committee: Fostering services 	
<p>6.1 RECOMMENDATIONS OF THE CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE: FOSTERING SERVICES</p>	37 - 42
<p>7. HEREFORDSHIRE COUNCIL PLAN 2024-2028</p> <p>The council's constitution requires Cabinet to make recommendations to council in respect of budget and policy framework items; the Herefordshire Council Plan forms part of this framework.</p>	43 - 94

8. QUARTER 4 BUDGET REPORT

95 - 130

To report the provisional financial outturn position for 2023/24 for revenue and capital budgets, subject to external audit. The 2023/24 outturn shows a net overspend of £8.7 million after the use of reserves and recovery plan actions.

9. QUARTER 4 PERFORMANCE REPORT

131 - 162

To review performance for Q4 2023/24 and to report the performance position across all Directorates for this period.

The Public's Rights to Information and Attendance at Meetings

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

You have a right to:

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

Recording of meetings

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

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

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

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

Public transport links

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

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

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

Guide to Cabinet

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

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

The Cabinet's roles are:

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

Who attends cabinet meetings?

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

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

1. Selflessness

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

2. Integrity

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

3. Objectivity

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

4. Accountability

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

5. Openness

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

6. Honesty

Holders of public office should be truthful.

7. Leadership

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

Herefordshire Council

Minutes of the meeting of Cabinet held at Herefordshire Council Offices, Plough Lane, Hereford, HR4 0LE on Thursday 28 March 2024 at 2.30 pm

Cabinet Members Physically Present and voting:	Councillor Jonathan Lester, Leader of the Council (Chairperson)
	Councillor Elissa Swinglehurst, Deputy Leader of the Council (Vice-Chairperson)
	Councillors Graham Biggs, Harry Bramer, Barry Durkin, Carole Gandy, Ivan Powell, Philip Price and Pete Stoddart
Cabinet Members in remote attendance	Councillors
	<i>Cabinet members attending the meeting remotely, e.g. through video conferencing facilities, may not vote on any decisions taken.</i>

Cabinet support members in attendance Councillors Dan Hurcomb

Group leaders / representatives in attendance Councillors Liz Harvey, Ellie Chowns, Terry James and Bob Matthews

Scrutiny chairpersons in attendance Councillors Toni Fagan, Liz Harvey, Ellie Chowns

Officers in attendance: P Walker, A Lovegrove, J Coleman (Secretary), R Cook, C Porter, H Hall, D Webb (Secretary), S Cann (Secretary), M Averill, H Doyle, Hancock and G Pickford

97. APOLOGIES FOR ABSENCE
Apologies were received from Councillor Louis Stark.

98. DECLARATIONS OF INTEREST
Councillor Ivan Powell declared an interest in item 11 (New Road Strategy for Hereford) in relation to his role as Chairman of Herford Rugby Club. Councillor Powell stated he would remove himself from the meeting during the discussion on the item.

Councillor Dan Hurcomb - for the purpose of transparency - declared that he was employed by National Highways, which was referenced in the report for item 11 (New Road Strategy for Hereford).

Councillor David Hitchiner, in relation to comments he intended to make during the discussion on item 11 (New Road Strategy for Hereford), declared that his residence was 700 meters from the proposed western roundabout.

99. MINUTES
Resolved: That the minutes of the meeting held on 29 February 2024 be approved as a correct record and signed by the Chairperson.

100. QUESTIONS FROM MEMBERS OF THE PUBLIC (Pages 13 - 24)
Questions received and responses given are attached as appendix 1 to the minutes.

101. QUESTIONS FROM COUNCILLORS (Pages 25 - 26)
Questions received and responses given are attached as appendix 2 to the minutes.

102. REPORTS FROM SCRUTINY COMMITTEES
There were three reports from scrutiny committees for consideration at this meeting.

103. RECOMMENDATIONS OF THE CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE: CORPORATE PARENTING SERVICE AND CORPORATE PARENTING BOARD

(a) Recommendations of the Children and Young People Scrutiny Committee:
Corporate Parenting Service and Corporate Parenting Board

*Recommendations of the Children and Young People Scrutiny Committee:
Corporate Parenting Service and Corporate Parenting Board*

The chairperson for the Children and Young People Scrutiny Committee (CYPSC) detailed that the meeting in March 2024 had focused on the Corporate Parenting Service and in particular the Corporate Parenting Board. The CYPSC felt that the workings of the board weren't very accessible to either councillors or members of the public. It was suggested that the board's website could provide greater accountability by including a quarterly report showing information such as the board's progress, responsibilities and attendance records.

The second recommendation from the CYPSC related to building on and extending opportunities to write letters and cards celebrating the success of Herefordshire Council's looked-after children.

The leader thanked the committee and stated that the recommendations would be noted and responded to by the executive in due course.

104. RECOMMENDATIONS OF THE CONNECTED COMMUNITIES SCRUTINY COMMITTEE: THE POLICY, PRIORITISATION AND DELIVERY OF SECTION 106 FUNDING

(b) Recommendations of the Connected Communities Scrutiny Committee: The policy, prioritisation and delivery of section 106 funding

Recommendations of the Connected Communities Scrutiny Committee: The policy, prioritisation and delivery of section 106 funding

The chairperson for the Connected Communities Scrutiny Committee (CCSC) detailed that the meeting in February 2024 had focused on scrutinising the question of section 106 contributions. The CCSC had looked at two aspects, the first was the strategic focus - the process that decided what sort of projects would go forward for consideration for section 106 funding and how the process of consultation with parishes worked. The second was looking at the implementation of spending section 106 contributions.

In relation to recommendation 1 from the committee, the chairperson of CCSC highlighted concerns that the amounts for section 106 contributions had been set in a 2008 policy document, which had not specified a need for in-line with inflation increases in contributions.

The committee chairperson also highlighted the need for greater involvement with parishes and local residents in setting priorities for section 106, by improving parish councillor and resident engagement with the community wish lists.

The leader thanked the committee for the recommendations and for shining a light on an important function of the council. Recommendations would be noted and responded to by the executive in due course.

105. RECOMMENDATIONS OF THE SCRUTINY MANAGEMENT BOARD: HOOPLE LTD
(c) Recommendations of the Scrutiny Management Board: Hoople Ltd

Recommendations of the Scrutiny Management Board: Hoople Ltd

The chairperson of the Scrutiny Management Board (SMB) detailed that the meeting in March 2024 had focused on Hoople Ltd and how it operated and worked with the council, and how it was overseen. The majority of the recommendations were to the shareholder committee of the council and the SMB had been disappointed to learn that the shareholder committee had yet to meet,

The leader thanked the SMB for its recommendations. The cabinet members voted unanimously to note the recommendations and for a response to be provided in due course.

106. HEREFORDSHIRE AND WORCESTERSHIRE ALL AGE AUTISM STRATEGY 2024-2029

The cabinet member for adults, health and wellbeing provided an overview of the background legislation, explaining that the autism Act of 2009 was the only disability-specific legislation in England. It provided statutory guidance supporting the NHS and local authorities in implementing a local strategy to improve: staff training, identification and diagnosis and transition planning when people moved from children to adult services, employment and criminal justice.

The cabinet member highlighted that in September 2022, work had started on an all-age strategy, in line with the National Autism Strategy, for the Integrated Care System (ICS) in Herefordshire and Worcestershire. Initial co-production of work across the two counties had involved: autistic people, carers and professionals, workshops and online surveys (with over 400 responses received).

A breakdown of the strategy priorities (as set out in para 7 of the [main report](#)) was provided and it was explained that progress would be monitored at the ICS Developing Services for Autistic People Board with oversight from the ICS Learning Disability and Autism Programme Assurance Board, with annual reports being presented to the Health and Well-being Boards in both counties.

The strategy aimed to deliver positive outcomes and improve lives in a number of different areas across local communities. The strategy would provide the platform to elevate the profile of autism and would aim to facilitate significant and meaningful change by enabling the best start in life for children and good mental well-being throughout life.

Cabinet members praised the manner in which personalised knowledge and a focus on lived experience underpinned and enriched the strategy.

Group leaders welcomed and supported the strategy and praised the emphasis that it placed on: the voice of the individual, lived experience and references to academic studies / sources. The accessible and readable format of the report was also welcomed.

A number of suggestions were put forward by group leaders, including numbering rather than bullet pointing high level aims and key actions. A request that the strategy be followed up with an implementation plan was also made.

In response to the suggestions the cabinet member stated that bullet points would be replaced with numbering, if that was the preference. It was also explained that a detailed delivery/implementation plan was already in the pipeline.

The cabinet member for adults, health and wellbeing answered a final question from the cabinet members about how the strategy might help people experiencing issues between diagnosis and accessing services. It was explained that autism assessments were carried out by NHS Herefordshire and Worcestershire Health and Care Trust and that actions to reduce waiting times were contained in the aims of the strategy.

**It was unanimously resolved that:
Cabinet**

- (1) Approves the Herefordshire and Worcestershire All Age Autism strategy, and**
- (2) Delegated authority be given to the Corporate Director for Community Wellbeing and the Corporate Director for Children and Young People to take all operational decisions that fall within the responsibility of Herefordshire Council to complete, as set out within this strategy.**

107. WYE VALLEY TRUST (WVT) INVESTMENT PARTNERSHIP MODEL

The cabinet member for economy and growth provided an overview and update on the progress of the work to develop the education centre at the county hospital in Hereford. It was highlighted that officers from both Herefordshire Council and the Wye Valley Trust had been working together to deliver a full business case in the autumn. The project was an enabler for economic growth, providing an exemplar state-of-the-art teaching facility that would play a critical part in upskilling staff and supporting Herefordshire Council and the Wye Valley Trust to recruit and retrain staff.

The cabinet member for economy and growth highlighted there was greater clarity around the build costs and that Wye Valley Trust had been engaging with NHS England to increase the trust's CDEL limit.

It was also highlighted that whilst the centre would not be an asset of Herefordshire Council (as stated in the papers), the council would be working with the trust to minimize any environmental impact.

The cabinet member for finance and corporate services supported the project and described it as a win win/no brainer, which would grow the economy and create a highly qualified workforce, whilst being revenue neutral.

Group leaders acknowledged the importance of supporting investment in skills development within the health service, but raised concerns about the increasing costs involved with the project. It was noted that over the last 8 months, the estimated overall cost of the work had increased by 60% from the original £10.5 million. The loan requested from Herefordshire Council had risen from £6 million to £15 million, whilst during the same period the Wye Valley Trust component appeared to have nearly halved from £4.5 million to £2.5 million.

Concerns were raised that by the time the business case was available, costs could have potentially doubled again and several questions were asked in relation to establishing what factors had driven up the costs of the project. The wording of the report's terminology of an increase in value of the investment was noted as being unhelpfully bureaucratic.

Group leaders asked if similar projects had been operated elsewhere in the country and if they had been successful.

Group leaders also sought clarity as to whether the recommendation in the report was seeking approval for the increased costs of the project or for it to be noted.

Clarity was sought about the repayment terms and a question was asked about why the Wye Valley Trust was using the Council as a 'middle person' for a loan, when the money would still appear to be included in CDEL, rather than borrowing from the Public Works Loan Board.

The cabinet member for economy and growth, explained in response to questions from group leaders, that the Wye Valley Trust had assessed the project and was reporting a cost of £17.5 million, but that this was pending a full business case, which would be available in the autumn. The cabinet was not seeking to approve the loan today and was noting progress.

The cabinet member for transport and infrastructure supported the basis of the project in improving the skill set within Herefordshire, but was disappointed that the cost of the project seemed to be increasing without a clear explanation as to why, this was something the cabinet member hoped would become clearer when a full business case was available.

The cabinet member for finance and corporate services explained, in response to a question from group leaders, that a similar project had been successfully operated in the country and that Wychavon Council had funded a health centre with the NHS in Pershore.

It was unanimously resolved that:

- (a) Cabinet to note progress on the development of the business case to enable the development of an Education Centre at Hereford County Hospital and the potential increase of the capital investment up to £15million subject to final approval of business case and funding.**

108. FOURTH OFSTED MONITORING VISIT FEEDBACK

The leader opened the discussion by thanking the departing corporate director of children and young people for his hard work and dedication over what had been an extremely challenging two year period.

The cabinet member for children and young people provided an overview of the feedback from Ofsted following its fourth monitoring visit to Hereford's Children's Services on 21 and 22 February 2024.

It was explained that the areas covered by the visit were: children in care aged 16 and 17 years old, and care leavers. The Ofsted inspectors had acknowledged that improvements continued to be made, but noted that the pace of change wasn't swift enough and the quality of practice needed to be more consistent.

The cabinet member for children and young people pointed out that two member briefings - regarding the Ofsted feedback - had been delivered on 27 March and that questions and observations from members had been recorded and would be reflected on.

It was pointed out that during the member briefings, discussions had taken place about contributions from partners, and the need to work with and challenge partners to improve the timeliness of service deliveries.

The cabinet member for children and young people read out the headline findings as detailed in [Appendix A](#) of the report.

The inspectors had acknowledged that significant additional funding had been put into the service and agreed for the next few years, but that this had not yet resulted in significant improvement.

It was highlighted that Ofsted inspectors had provided verbal feedback prior to the formal report and the service had already started to respond to this.

The cabinet member pointed out that the improvement plan, which responded to the findings of the inspection of local authority children services in July 2022, had been reviewed and a draft refresh of the plan for the year 2024/25 had been presented and considered by the Improvement Board and its members on the 20th of March 2024, with a view to presenting the refreshed plan at the cabinet meeting on 25 April 2024.

Cabinet members had no questions regarding the report.

Group leaders expressed disappointment at the report and felt that it was another case of one step forward and one step back. It was noted that money, time, thought and effort had been put in to improving the service, but unfortunately this had not appeared to have changed things on the ground.

The group leaders praised the proactive engagement of the cabinet member for children and young people with families and within the directorate. There was also praise for the swift actions taken by the service in response to issues flagged up as requiring immediate action by the inspectors.

Concerns were raised about the quality of managerial guidance and direction given to personal advisors (PAs) and a question was asked about progress being made in relation to partnership working.

The Leader of the Council thanked the group leaders for their comments.

The cabinet member for children and young people responded to the question about managerial guidance and direction for personal advisors, by explaining that there was a public practice standard in place in terms of what was expected from staff and that managers were expected to comply with and enforce these standards.

Regarding partnership working, the cabinet member highlighted the 'Working Together 2023' statutory guidance published in December 2023, which identified the joint and equal responsibility of the local authority, health and police service to work together to safeguard and protect children. It was pointed out that the appropriate mechanism for holding conversations and making sure partners were sharing that joint and equal responsibility was via Herefordshire's Children Safeguarding Partnership.

The cabinet member for children and young people stated he would be meeting with the new Local Government Improvement Advisor for Herefordshire and the Scrutineer of Herefordshire's Children Safeguarding Partnership to discuss how to make improvements in a timely fashion.

In conclusion, the cabinet member acknowledged the pace of improvement had been frustratingly slow and that there was a requirement for more consistent practice.

However, it was important to note that there have not been any immediately at risk children elevated within the service since the first monitoring visit.

It was unanimously resolved that:

(a) Cabinet receive and note the feedback from Ofsted Inspectors' Monitoring Visit letter, at appendix A.

109. OBJECTIVES FOR NEW HEREFORDSHIRE LOCAL TRANSPORT PLAN

The cabinet member for transport and infrastructure gave an overview of the report, in which it was explained that the Local Transport Plan had had a rocky start due to the delay and subsequent cancellation of a new Department of Transport process document.

The link and connectivity between the Local Plan and the Local Transport Plan was highlighted. Referring to the key considerations in the main report, the cabinet member also noted the alignment between the Local Transport Plan and other strategies such as the Big Economic Plan and the joint Health and Well-being Strategy.

It was pointed out that producing a Local Transport Plan was a statutory requirement that needed to be met in order to secure funding from the Department of Transport.

The cabinet member for transport and infrastructure explained that it was hoped the Local Transport Plan would be coming forward in late summer for consideration and drew attention to and read out the recommended objectives of the plan as set out in [para 19 of the main report](#).

The cabinet members welcomed the inclusion of objective (III) at para 19, which focused on tackling climate change and protecting and enhancing the natural built environment. The alignment of environmental themes running through many large plans and the focus on environmental impact at para 21 and 22 were also supported.

The cabinet members noted that objective (I) at para 19 regarding supporting a thriving and prosperous economy, chimed with the views of speakers at last year's County Council Conference, who had suggested that infrastructure was fundamental to growth.

Group leaders discussed the order of the objectives in the report. There was support for a thriving and prosperous economy, but it was felt that the objectives didn't focus heavily enough on people and how transport needs and requirements varied around the county. It was felt that issues such as road safety/reducing road deaths and climate change should be highlighted more specifically within the plan.

Group leaders felt that stronger language in relation to climate change and commitments to net zero was required to ensure that the Local Transport Plan was compatible with national policy.

Disappointment was expressed about the apparent side-lining of recommendations from the Connected Communities Scrutiny Committee (CCSC) regarding engagement with stakeholders on the Local Transport Plan. It was stressed that there was a need to actively reach out and listen to people from across the county about what they needed from strategy documents.

It was noted that there were aspects of each of the recommended objectives that contributed to delivering sustainable communities and there was a need for articulation on how the Local Transport Plan could achieve this ambition.

The cabinet member for transport and infrastructure clarified that the objectives within the report were not listed in any particular order of importance. It was also stated that meeting all of the differing transport needs of residents around the county would be difficult to achieve, but that the plan would aim to meet as many of those needs as was possible.

In response to comments on climate change, the cabinet member pointed to a report from carbon.org about CO2 levels in the world being lower now than in Victorian times. The cabinet member stated that he was unclear whether anything said on the climate subject was accurate or not.

In response to comments on sustainable communities, the cabinet member stated the intention to build on those ambitions as the plan progressed and that ambitions would be shaped by input from people who were asked to consult on what their views were for their communities.

As a closing comment, the cabinet member for transport and infrastructure pointed out that the bypass was a specific project, with its own set of objectives, which would differ from those of the Local Transport Plan.

It was unanimously resolved that:

- (a) Cabinet approves the objectives (as set out at para 19) for the new Local Transport Plan as recommended in the report and**
- (b) Cabinet notes changes to the DfT's anticipated timetable (as set out at paras. 9 and 10) for producing the new Local Transport Plan.**

110. NEW ROAD STRATEGY FOR HEREFORD

The cabinet member for transport and infrastructure provided background information and an overview of the report. It was explained that traffic congestion had been a problem in Hereford for many years, causing journey unreliability and negatively impacting the local economy, environment and health of local residents.

It was noted that the problems were recognised by the Council, Midlands Connect (the sub regional transport body) and National Highways (which was responsible for the A49).

It was highlighted that the official diversion route in the event of the closure of Greyfriars Bridge was 38 miles long, which created issues with network resilience far wider than the city itself.

It was also highlighted that the Herefordshire Economic Plan stated that the county had the lowest productivity of any county in England. Wages were 16% below the national average and traffic congestion created increased costs for business, discouraged investment and created difficulties for residents in accessing training, work, leisure and other services.

The cabinet member pointed out that the draft Local Plan had identified a need for thousands of new homes in the city and additional employment land to support the economy, but highway capacity limits were restricting the full development of key sites. It was stated that congestion on the A49 splits the city in two and that a road link would be an essential part of transport package that would include active travel measures. The cabinet member pointed out that any new road would need to support Cabinet's objectives to: deliver economic benefits, improve network resilience, detrunk the existing A49, deliver traffic benefits, support city centre improvements and support the draft Local Plan.

The cabinet member for transport and infrastructure acknowledged the undoubted merits of the strategic outline business case for the Eastern River Crossing and Link Road. However, following like-for-like comparisons carried out by officers and consultants, the Hereford Western Bypass remained Council policy and the report showed the Western Bypass to be more effective than the Eastern Crossing in addressing the Cabinet's objectives.

The Council was currently in the design and deliver stage for a number of grant funded active travel measures throughout the city, these measures would provide greater choice in how to travel, but would not improve the capacity or resilience of the road network. It was stated that the measure would benefit greatly from the detrunking of the A49, which would only be achievable through the adoption of the proposed Western Bypass.

The cabinet member for transport and infrastructure concluded by pointing out that the report identified both capital and revenue funding to progress both phases of the Hereford Western Bypass. Additionally, the Council had recently been notified of its allocation of over £100 million of local transport funding over a seven year period and was currently engaged with the Department of Transport on how to progress the scheme.

Cabinet members were invited to comment:

The cabinet member for economy and growth supported the strategy and felt that it would resolve road congestion issues, allow for affordable housing and encourage investment in the economy.

Confirmation was sought from the cabinet member for adults, health and wellbeing regarding the percentage of affordable housing that could be achievable on the potential housing land, which would be opened up by the building of the bypass. The cabinet member for transport and infrastructure stated that the figure in Hereford would be up to 35% of affordable homes.

The cabinet member for community and assets enquired, in relation to the proposed detrunking of the A49, what assurance would be given from the Department of Transport and National Highways to ongoing maintenance and funding of the road and particularly the bridge, should the Council add the road to its network.

The cabinet member for transport and infrastructure responded to the question by explaining that it would fall within the negotiations with the Council's funding partners. The majority of the development would be externally funded and as part of that, the question would arise about the detrunking and the responsibility of the road that was being detrunked. To be able to give the space and requirement to the city for other modal shift benefits the Council needed that space. The negotiations would determine what would be provided as a funding package and what state the road would be in when it was handed to the Council. The detrunking of the A465 was provided as an example of how a similar situation had been managed historically.

The cabinet member for finance and corporate services supported the Western Bypass proposal and believed that the reduced congestion would reduce costs for local businesses and create a better environment for local inward investment.

Cabinet members agreed that Hereford Council needed to be in control of its own destiny when it came to strategic infrastructure and advancing schemes that prioritise local requirements. The Council could not simply wait for other agencies to come up with schemes, such as duelling the A49 between Hereford and Ross-on-Wye, which was not currently planned.

The Leader of the council noted that consideration of road options in the past had been clear about the strategic value of going west and enquired whether the cabinet member for transport and infrastructure was surprised that the latest officer report had come back with the same conclusions.

In response, the cabinet member for transport stated that he was not surprised and noted that the latest report had been produced by a completely new set of officers, who had compared different schemes on a like-for-like basis and concluded that the Western Bypass project was the only scheme that would allow for the detrunking of the A49, which would provide the city centre with the space required for future active travel. Congestion had been plaguing the county for a very long time and there was no argument not to move forward.

Group leaders were invited to comment and give their group's views:

The group leader of the True Independents referred to a Department of Transport paper warning of dire congestion on access roads in UK towns and cities by 2027. Qualified engineers had warned that a road to the west of the county would increase congestion in the access roads to the Hereford city centre.

The group leader of the True Independents stated there was a need for joined-up working with local MPs to modernise the local rail network and public transport in general. It was suggested that running a bypass through the centre of 18,000 houses would increase carbon emissions, light and noise pollution and contradict objectives as set out in the Local Transport Plan.

The group leader for the True Independents emphasised the need for providing more services locally and proposed the modernisation of Ross-on-Wye Community Hospital and the creation of a new market town to the south of the county, which would reduce traffic flow into the city centre and also reduce medium and long travel distances in line with Local Transport Plan objectives.

The group leader of the Green Party agreed with Cabinet that traffic congestion was a problem (but at specific times) within the county and that doing nothing was not an option. However, the group leader noted that only two options had been considered and that this was a blinkered approach to resolving the problem.

Local people the group leader had engaged with were disillusioned about the idea of a bypass and were doubtful it would ever happen, the cost of £300 million and 15 year timescale involved in building the bypass was also of concern to residents. There was an appetite for solutions that would have an immediate impact on congestion.

The group leader for the Green Party suggested that funding released from the HS2 project could be used to fund quicker and cheaper projects, such as free school transport, which would reduce the number of vehicles on the roads at peak congestion times.

The group leader stated that at £300 million the proposal did not represent good value for money and pointed out that the report showed that the most significant journey reductions times would be just 2-4 minutes, which would 'not make a dent' in the congestion problem.

It was suggested that building more houses would exacerbate congestion in already clogged roads coming into the city from the west, and that the bypass might actually hamper productivity in the county, as people heading North to South and vice versa might avoid the city completely. It was also suggested that traffic currently going down

the M6 and M5 between North and South Wales would be attracted to the A49, which would adversely impact surrounding communities.

Concerns were raised that the cost for walking and cycling measures had been included in the Eastern Bridge proposal, but not the Western Bypass.

It was noted that para 84 of the report didn't contain any information on the actual carbon impacts of the proposal. The embodied and operational carbon impacts of building the bypass had been assessed back in 2020, and the question was asked, why, as a starting point, was information from reports that had already been conducted not being taken forward.

It was highlighted that no reference was made to the environmental performance for route options in the summary table at para 87, which compared the western and eastern routes and that this was requirement of the Department for Trade guidance.

The question was asked why the objectives in the bypass paper were not joined up with those set out in the Local Transport Plan.

The group leader for the Independents for Herefordshire described how strategic planning could assist in making informed decisions and balance out future risks and probabilities.

The Independents for Herefordshire recognised the work that had gone into preparing the decision, but were disappointed that the traffic modelling had not considered the impact of the Eastern River Crossing in combination with the Southern Link Road, as this would have been worthwhile in demonstrating that the eastern route would deliver greater improvement to the city's traffic troubles, in addition to being cheaper, quicker and easier to deliver than the western route.

It was also suggested that the eastern route would benefit the travel experience of people who lived and worked in and around the city, unlike the western route, which aimed mostly to improve the transit of vehicles wishing to avoid Hereford all together.

The group leader for the Independents for Herefordshire raised concerns that the City Masterplan was seemingly being ignored while important decisions were being made.

The group leader for the Liberal Democrats pointed out that 25 years ago the Hereford Times paper had printed a headline 'Go West' in relation to the proposed plans for a bypass and that the public were now sick of the prevarication going on over the bypass issue and just wanted it done.

The group leader for the Liberal Democrats suggested that Hereford needed to be a working place where young people could make a living and prosper. Young people wanted a vibrant economy and they were not going to get it if things carried on as they had been. Each of the market towns including Ross, Ledbury, Bromyard and Leominster had bypasses, and the question was asked why was it that Hereford did not have one, when there was overwhelming public support for it.

Councillor David Hitchiner was permitted by the Leader to speak on behalf of the Stoney Street Ward. It was pointed out that current plans for Clehonger roundabout only featured four arms, which would potentially necessitate a costly and disruptive rebuild to link it up to the western bypass if/when it was built. The Councillor asked the Cabinet if it agreed the roundabout needed to be looked at again and whether it would commission Aon to do the design work.

Councillor Hitchiner also highlighted data set out in para 69 of the report, which anticipated traffic increases of over 80% at Allensmore and Clehonger, with Madley

anticipated to see a reduction of 31%. An explanation for local residents as to what was behind those figures was requested.

On the subject of road safety, Councillor Hitchiner expressed concern about the impact on smaller villages around the county. It was noted that there was reference to the project increasing road safety in Hereford, but that information should also be provided on the impact for residents living outside of Hereford.

The Leader of the Council thanked the group leaders and Councillor Hitchiner for their contributions and gave an assurance that when Cabinet was in a position to make a decision about which strategic route to explore, then it would be able to address all of the issues that had been raised during the meeting.

The Leader of the Council acknowledged the merits of the Eastern link and noted that the Eastern Link shouldn't be referred to as a bypass, as unlike the Western route, the Eastern route cannot connect to the A49.

In response to the Leader's question the cabinet member for transport and infrastructure detailed the many issues he believed would be created by adopting the eastern route and stated that ultimately, based on his personal experience and guidance and data provided by Council officers, he had been reassured that the western proposal was the correct option to support.

It was unanimously resolved that Cabinet:

- (a) Agrees to recommence progress within the existing policy frameworks of the Hereford Western Bypass linking the A49 north and south of the city. Consisting of the Southern Link Road as Phase 1 and the Western Bypass as Phase 2 to realise the county's strategic housing and employment land growth critical to the Herefordshire economy, as set out in the report;**
- (b) Acknowledges the Strategic Outline Case report for the Eastern River Crossing and Link Road;**
- (c) Agrees to draw down and spend £10.3m of approved capital funding for Phase 1 of the Hereford Western Bypass (HWB) and £760,000 of revenue funding for Phase 2 of the HWB as included in this report at para 102 to 107; and**
- (d) Delegates authority to take all operational decisions during the development of the schemes to the Corporate Director for Economy and Environment in consultation with the Cabinet Member for Transport and Infrastructure and the Section 151 Officer.**

The meeting ended at 16:51

Chairperson

PUBLIC QUESTIONS TO CABINET – 28 March 2024**Question 1****1. Mr A Morawiecki, Breinton****To: Councillor Price, Transport and Infrastructure**

“The Hereford Road Strategy clearly shows this Cabinet’s focus on road building and compares outcomes on tackling congestion against “Do Nothing”. Any significant investment in transport infrastructure requires projects to be assessed against what performs best out of public investment across a variety of modes of transport, not road building vs Do Nothing.

Public transport is accessible by people of all ages and abilities and so does not discriminate on age, ability or means. What is the impact on congestion & journey times in and around Hereford, particularly during peak time in school terms, by investing in expanding the public transport offer, particularly buses and reopening the station at Pontrilas?”

Answer: Cabinet Member, Transport and Infrastructure

The previous decision to stop work on the western bypass and pursue the Easter River Crossing and Link Road was taken after considering the Hereford Transport Strategy Review, carried out in November 2020. That review assessed the likely impact of a variety of transport options, including public transport, walking and cycling and road-building, against a wide range of objectives covering the climate emergency, the economy, the environment and society.

The analysis showed that, against those objectives, that no single option would meet all the desired outcomes. The review therefore combined various options into packages. The packages that included a new road crossing of the River Wye showed the greatest reduction in traffic levels and provided much improved resilience of the transport network, and the package including the Hereford Western Bypass performed best of all.

Plans for the Hereford Western Bypass will create the conditions to support more walking, cycling and use of public transport in the city.

Public transport use in Hereford and the rest of the county is among the lowest in the country. I would like to see more people using public transport but the challenge is meeting the annual revenue cost of providing and supporting the extra services needed. As you may know, our Bus Service Improvement Plan bid, submitted in 2021, was not supported by government, although we do have some additional funding through BSIP+ that we are investing to improve bus routes, times and frequencies.

The business case for reopening the rail station at Pontrilas was rejected by the Department for Transport in 2022. However, I believe that a new station has a role to play in a wider transport strategy and we will be working closely with partners to further investigate the case for the station.

Supplementary question

Hereford has not always had low bus use, as in 2001/02 over 2.5million journeys were by bus. However, when the frequency of commercial services was cut 50% by 2005/06 1million passenger journeys were lost. I am therefore heartened that the Council is looking to invest in improving bus services.

In October 2023 Cllr Price said that reopening Pontrilas station was a priority and this was reinforced by the Leaders report at the same time. However, I am unable to find any business case for this scheme on the council website so would he please provide the cost of the scheme and the impact the Pontrilas station reopening would have on reducing car use into Hereford?

Supplementary response

Thank you for the supplementary question. A strategic outline business case was submitted to the Department for Transport in December 2020 and was not successful. However, cabinet later in this meeting, is being asked to allocate funding of £50,000 to review the strategic outline business case, so as to progress this project further, it is only when developing the full business case that we will be able to consider the wider impacts on car use. Capital costs estimated at mid-2020 prices were £12.4 million and operating cost of £130,000 per year.

Question 2

2. Mrs. V Wegg-Prosser, Breinton

To: Councillor Price, Transport and Infrastructure

Noting that the New Road Strategy for Hereford (Cabinet item 11) makes no significant reference to the known substantial decreases in journey time around Hereford during school holidays, that the Hereford City Masterplan is being deferred to the distant future, and that the effectively timed-out Southern Link Road is being revived with no provision for active travel measures, what is the justification for favouring a 3.6km road across open countryside (using potentially the government's Local Transport Fund) rather than a strategic makeover for the Hereford Station transport hub as a gateway for sustainable economic growth, with its concomitant reduction in journey times around the City?

Thank you for your consideration.

Answer: Cabinet Member, Transport and Infrastructure

There are significant traffic reductions expected in the city as a result of the Hereford Western Bypass. I believe that the scale of the traffic reductions and improvements in journey times are the key to encouraging economic growth and tackling the barriers to businesses to improve productivity.

The reductions in traffic will also support active travel and bus priority measures that would help to improve connectivity to the new Transport Hub, which is currently being delivered using Levelling Up Funds from the Government and the Council's own capital funding investments.

Phase 1 of the Hereford Western Bypass – the Southern Link Road – will form part of a package of complementary measures that aim to support more walking, cycling and bus use in the city.

Question 3

3. James McGeown, Weobley

To: Councillor Price, Transport and Infrastructure

If I understand correctly there are plans to make the area in front of the railway station an integrated transport hub.

What other forms of transport are intended to be integrated with rail services to Hereford (county bus, city bus etc)?

At present the area is a mess and very unwelcoming for those leaving the train and arriving in Hereford.

The front of the building is totally hidden so could Lorries etc. be re-sited away from the front of the lovely Victorian building.

Answer: Cabinet Member, Transport and Infrastructure

The Transport Hub forms an integral part of the Council's work to improve access to sustainable transport in the city, linking trains with buses, taxis, bicycles and walking facilities. The proposed design will provide a mix of hard and soft landscaping as well as much needed shelter for bus users. Particular attention has focussed on preserving the view of the Grade II listed station building. The landscaping and lighting in the forecourt has been designed to ensure minimum obstruction of the building for users approaching the hub.

Supplementary question

The new Herefordshire Local Transport Plan objectives support active travel and the use of public transport. The Dilwyn DW20 Footbridge farce illustrates Council's inability to support active travel to Weobley. How about public transport, the last bus for Weobley departs Hereford integrated transport hub at 18:15, one minute later, the train from Birmingham Queen Elizabeth Hospital and Worcester arrives at 18:16. So, if travel back to Weobley is required you'd better finish your Birmingham business or hospital appointments early, you couldn't make this up.

Can the Council use the influence with this county bus operator, to have departures five minutes after the train arrives? Therefore creating an extra productive hour. If the simplest Integrations of transport hub are not possible, then the reasonable conclusion would be that the plan has fine words on many pages, but no deliverable substance. Thank you.

Supplementary response

Thank you for the question. I will ensure that officers take this up with the actual operators, because this is an operational issue. I find it absolutely incomprehensible that the last bus leaves a minute before the train arrives. We will take on-board your point and get officers to ensure that they have discussions with the train and bus

people concerned. When the transport hub comes online we will make sure that we don't have mishaps in timetables of this manner. Thank you for your question.

Question 4

4. Dr Nichola Geeson, Hereford

To: Councillor Price, Transport and Infrastructure

We read in the Hereford Times that Councillor Price has been “horrified” at the cost rise of an eastern road bridge to over £100 million. He prefers a bridge over the River Wye at Warham. However, this would need to be a high level bridge on pillars as the River Wye at that point is in a deep valley. As Warham is so rural, only reachable by narrow winding lanes, there would need to be lengthy specific access roads built for large construction traffic bringing in bridge-building cranes and materials including concrete. There must be preliminary costing figures for a western bridge available from previous bypass plans. How much would it now to cost to build just a western bridge, and construction access to it at Warham? Such a figure is needed to compare with the eastern bridging option.

Answer: Cabinet Member, Transport and Infrastructure

The costs for the bridges required for both the Hereford Western Bypass and the Eastern Link Road and River Crossing have been identified and included in the overall scheme costs in the Cabinet report.

The cost of the bridge, road and all other costs, including construction access, for Phase 2 of the Hereford Western Bypass is £201m at today's prices, and £232m when combined with Phase 1, the Southern Link Road. Cost estimates for the various options for the Eastern River Crossing and Link Road range from £84m to £158m at current prices, depending on the route and whether active travel measures are included alongside the road.

All road options and costs have been evaluated with The Western Bypass showing, more benefits in traffic reduction, better access to key housing and employment sites and the opportunity to de-trunk the A49 through the city – more than justifying the additional cost.

We will be working closely with the Department for Transport, Midlands Connect and National Highways to develop the business case and funding package.

Question 5

5. Peter McKay, Leominster

To: Councillor Price, Transport and Infrastructure

Will your strategy for the local transport plan include raising an integrated map showing our paths and highways both those maintained by Council and privately maintained,

together with our open spaces (with site boundaries), again both those maintained by Council and privately maintained, so that we may see where can go on one webpage?

Answer: Cabinet Member, Transport and Infrastructure

Whilst it is very early days in the planning for delivering the Local Transport Plan, I will take this idea on board and pass it to the teams responsible. We have recently added council owned play areas and property links to the Highways and Public Rights of Way Map which was in response to a previous request. I will ask the teams to investigate the feasibility and resources required to implement the potential to widen the scope of the data covered under the programme.

Supplementary question

Thank you for taking my suggestion 'on board', and may I ask that you draw the teams attention to the fact that sections of the Highways and Public Rights of Way Map can be printed, but sections of the Parks, Play Areas and Sports Pitches Map and Properties Map cannot be printed, and ask that development of this enables map sections to be printed facilitating constructive discussion?

Supplementary response

Thank you for the supplementary question. We strive to make Council information as accessible as possible and will investigate the practicalities of enabling personal printing thank you.

Question 6

6. Mr Banks, Hereford

To: Councillor Price, Transport and Infrastructure

The New Road Strategy for Hereford acknowledges that progressing the Hereford Western Bypass will strain the council's internal resources, requiring staff to dedicate significant time and effort to this complex infrastructure project. Given the desire to minimize reliance on costly external consultants, what steps will the Council take to ensure adequate in-house technical expertise and project management capabilities? What is the Council's strategy to leverage its own workforce and limit the need for external support, thereby reducing overall project costs? Additionally, how will succession planning and knowledge transfer be addressed to mitigate risks around key staff turnover that could otherwise necessitate even greater external consultant expenditure?

Answer: Cabinet Member, Transport and Infrastructure

I recognise the benefits of increasing the knowledge and expertise of our own staff and reducing dependence on consultants. I also understand the importance of our employees working alongside experts to ensure experience growth and knowledge transfer forms part of the programme.

The organisation has a 'grow our own' approach to existing internal resources through apprenticeships, training, development and offering up internal development

opportunities. I am expecting to grow our technical team in the future and I am reassured that we already have significant project management experience.

However, with such a large and complex scheme as the Hereford Western Bypass that requires specialist knowledge and expertise, we must rely on consultants to provide a significant proportion of the resources for the project, working in conjunction with the objectives above.

Supplementary question

Thank you for highlighting the council's efforts to develop internal resources and expertise while acknowledging the necessity of external consultants for the Hereford Western Bypass project. Given the importance of fiscal responsibility, could you elaborate on the measures in place to ensure that consultant costs remain within reasonable bounds and that value for money is achieved?

Additionally, how does the council plan to assess the effectiveness of these cost-control measures and ensure transparency in consultant expenditures throughout the project's lifecycle?

Supplementary response

Thank you for highlighting the council's efforts to develop internal resources and expertise while acknowledging the necessity of external consultants for the Hereford Western Bypass project. Given the importance of fiscal responsibility, could you elaborate on the measures in place to ensure that consultant costs remain within reasonable bounds and that value for money is achieved?

Additionally, how does the council plan to assess the effectiveness of these cost control measures and ensure transparency in consultant expenditures throughout the project's life cycle?

The council follows its financial guidelines and a set of contract procedure rules that ensure value for money is achieved in all contracts and that all expenditure on consultants is both transparent and managed effectively. I will furnish you with the links and they will be found on the minutes of this meeting when they are published thank you.

[Part 4 Section 6 Contract Procedure Rules.pdf \(herefordshire.gov.uk\)](#)

[Part 4 Section 7 Financial Procedures Rules.pdf \(herefordshire.gov.uk\)](#)

Question 7

7. Jeremy Milln, Hereford

To: Councillor Price, Transport and Infrastructure

Transport engineers have long understood three important principles: 1) adding roads to a network frequently, if counter-intuitively, increases traffic congestion and reduces overall performance (Braess's Paradox); 2) increasing road supply leads to the same result through inducing demand (Jevons Paradox) and 3) traffic increases without limit until alternative/ public transport is made the more viable option (Downs-Thompson Paradox).

It is the application of these principles which have led more progressive administrations to avoid making such fiscally irresponsible and environmentally disastrous transport choices as implied by the 'Roads Strategy' decision report at item 11 of today's agenda. Does Herefordshire Council recognise these principles and, if so, how does it propose to apply them so as to demonstrate enlightenment rather than regression?

Answer: Cabinet Member, Transport and Infrastructure

I fully recognise that building new road capacity can lead to induced demand and additional traffic. As with the previous plans for the Southern Link Road and the Western Bypass, a package of complementary measures will be included to encourage more walking, cycling and use of public transport.

The draft Hereford Masterplan contains city-wide proposals for such measures that would benefit from the reductions in traffic and increased road space.

I expect further details to be developed as part of the business case for the Hereford Western Bypass as a whole and the new Local Transport Plan.

Supplementary question

My substantive question explained how prioritising the building of motor roads worsens traffic congestion and emissions, largely through induced demand, an effect long understood by transport planners. I am pleased to hear the Cabinet Member accepts that.

In a meeting last week (19 March) he was reminded of his promise complementary active travel measures and public realm improvements (a 'boulevard') would be delivered for the Commercial Road/Blue School Street corridor conditional on the City Link Road. They were designed ten years ago but not delivered due to overspend on the CLR. Now they have been redesigned but without the same level of ambition for modal shift to sustainable travel in view of the lack of challenge to the induced increase in car traffic since the CLR was opened, an entirely predictable result.

What has the Cabinet Member learned from this experience which should be applied to his 'New Roads Strategy'?

Supplementary response

I remain committed to maximising the advantage of the traffic reductions in the centre of Hereford that the Hereford Western Bypass will deliver. Active travel measures will encourage more walking and cycling by making it safer and more attractive, thereby supporting economic growth in the city. These measures will also help to minimise any induced traffic that might arise as a result of reduced congestion and improved journey times.

Active travel measures in the city will be designed to meet current LTN1/20 guidance wherever possible. In an historic city like Hereford, what can be achieved is a delicate balance between ambition, available road space, design standards and budget. I believe that the proposals for Commercial Street accurately reflect that balance for the constraints we face today and for the funding that is available. 90% of the feedback from the stakeholder briefing was positive and I shall continue to strive to deliver what is both practical and affordable.

Question 8

8. Carol-Ann Banks, Hereford

To: Leader of the Council

"Are there any plans actually in place to review the limits of public questions at Council Meetings?"

Answer: Leader of the Council

There are currently no plans to review the limits of public questions at Council meetings.

Supplementary question

"Thank you for your reply. However, as Herefordshire Council only permit the public 1 minute and 140 words to pose a question I did a little research in neighbouring counties.

- Worcestershire allow 3 minutes per question and no word limit
- Powys have no limit to words or time except for 1 minute time limit for the supplemental question
- Shropshire permit up to 250 words per question
- Gloucestershire allocates 30 minutes for public questions without any limits on words or time per question.

I clearly recall the Chairman of the Council saying at the meeting on 8th December last year, that they would have to review the Constitution regarding public questions in discussion with Group Leaders. Isn't about time that you did review this issue as your current policy does not compare favourably with others?"

Supplementary response

Thank you very much for the question Mrs Banks and thank you for the comparisons that you've set out with other authorities. It's my understanding that the constitution will be reviewed, which will include reference to questions to members of the public and we will bear this in mind when we come to that review, thank you.

Question 9

9. David Pugh, Leominster

To: Councillor Swinglehurst, Environment

"Reporting" in the local and national press confirms worrying and ongoing damage, pollution and declining water quality in the scenic river WYE causing considerable public concerns.

A natural and beautiful resource for the county, the river, its flood plains, banks, meandering course and wonderful and important wildlife habitats include places of

special scientific interest and other reserves that are home to myriad flora and fauna, far too much of which is threatened.

Will the council resolve in all circumstances to give this ancient river described above total and ongoing protection, put it at the heart of council policy, and defend this legacy environment in totality both now and in the future along its ancient course through Herefordshire.

Answer: Cabinet Member, Environment

Herefordshire Council values and shares with our residents a passion for clean rivers and high levels of environmental protection. At the same time, we also need to create a sustainable and prosperous rural economy.

Herefordshire Council will continue to collaborate with all agencies, Non-Governmental Organisations, landowners and businesses who are able to secure change.

We expect all those causing river pollution to work as quickly as possible to deliver their fair share of pollution reduction measures and we want to see them equipped with the tools and support to achieve that.

Whilst we are committed to swift action, we also need to be honest with ourselves and each other that there are no quick or simple solutions. Full river recovery may take several decades and will require changes from our agency partners, national government in England and Wales and our rural businesses and residents too.

The River Wye presents a complex challenge and the causes of poor water quality are varied with no simple solutions available to achieve recovery. As you can see, from the examples below, no one organisation has ultimate responsibility for the state of the River Wye -

- Environmental policy for the English Wye is set by the UK Government
- Environmental policy for the Welsh Wye is devolved and determined by Welsh Government
- Enforcement Policy of pollution events in England by the Environment Agency
- Enforcement Policy of pollution events in Wales is set by Natural Resources in Wales
- Farm support to make in improvements to protect our rivers is set by Natural England in England and in Wales by Natural Resources Wales
- The level of investment in Sewage treatment made by water companies is set between the Environment Agency and Ofwat whilst permitted discharges in Wales are set by Natural Resources Wales permitting arrangements.
- Diffuse agricultural pollution itself comes from many thousands of farms across England and Wales many of whom are not breaking the present rules.

All of the above examples sit beyond the Council's remit to direct and take action. For this reason, the Council has been pressing government in England and Wales for a Cross Border Task Force to take control of the problem and provide direction for a single coherent plan. In the event that such an approach does not work then sadly, I see no alternative but to press the Environment Agency and Natural Resources Wales to propose that their respective governments introduce a Water Protection Zone, a process which of itself would be controversial and would take years to come into effect.

I am grateful to the work of our communities for keeping the River Wye in the spotlight and placing pressure on all decision makers wherever they are to secure improvement for our river.

Supplementary question

While the explanation went at length about what was outside the council's ability to alter, little was said about where it had power and influence. The council currently have propositions including building beside the River Wye. One proposed development, were it to be approved, stands on the floodplain of the Wye and squarely next to a site of special scientific interest - proposing permission for the building of 350 houses, with little or no protective infrastructure for either locals or the river. Given the council's rhetoric over protection of the river, can it be assured, after such rhetoric, that Herefordshire Council will not entertain development in this or similar situations in future, under their planning control, refusing both adoption or approval?

Supplementary response

Thank you for your question and thank you for attending in person. Planning is a quasi-judicial process, so therefore there's a process of application and planning officer judgement inputs, environmental constraints will be identified and if they can't be mitigated then that will be a material consideration, so this is not for the cabinet to make a decision here and now. It's a planning application, so therefore has to go through the process of all planning applications and therefore I can't say here and now what the outcome of that would be, because it would be prejudicial to the application. Thank you

Question 10

10. Mrs Morawiecka, Breinton

To: Councillor Price, Transport and Infrastructure

The New Herefordshire Local Transport Plan Objectives says that this is an opportune time for the Council to support wider ambitions such as the Joint Health & Wellbeing Strategy and for the Council to demonstrate reductions in transport carbon emissions and progress in the areas of active travel (walking and cycling) and the use of public transport.

Despite going through new housing developments and employment sites, the New Road Strategy for Hereford is purely a road scheme for motorists and does not allocate any funding for public transport or active travel measures and excludes both from the plans. How does the road proposal take advantage of this opportune time to reduce carbon emissions and promote better health & wellbeing, and link new housing with employment and services via public transport or active travel measures?

Answer: Cabinet Member, Transport and Infrastructure

The new road will bring about significant reductions in traffic volumes and journey times in the city.

Measures to make best use of these improvements – to encourage more walking, cycling and use of public transport – will be part of the overall package and will

complement the road scheme itself. These measures benefit the local environment and people's health.

On Monday we launched the public consultation into proposals for the draft Local Plan alongside public engagement for the new Local Transport Plan. The Local Plan and LTP will work together to encourage better walking, cycling and public transport links for new developments in order to manage traffic growth.

We are already delivering active travel measures across the city that will improve walking and cycling provision, and provide Safer Routes to School. More of these schemes can be introduced across Hereford as a result of traffic that doesn't need to be in the city transferring to the Western Bypass.

Supplementary question

The road modelling shows the average journey time saving on the longer routes through Hereford is 1.5 minutes and just 0.5 minutes on the shorter journeys, neither of which would be thought to be significant by most Herefordians, especially at a cost of £0.23 billion for a road, ahead of any other interventions.

To reduce carbon emissions across Herefordshire, the Council would get a much better return on investment by tackling the 50% of emissions arising from journeys between 10-50 miles. Why then is the Council not considering the needs of the whole county, investing in an integrated network of public transport connected to a safe, active travel across Herefordshire, improving access and opportunity for everyone and sharing the benefits of such a high level of transport investment whilst meeting their Local Transport Plan Objectives?

Supplementary response

Thank you Mrs Morawiecka for your supplementary question. There's a lot that has been asked for here, but in response, the next stage of the Local Transport Plan development is to develop a longlist of options, to assess them against their ability to deliver the objectives and then produce a shortlist of the best performing options. This assessment process will determine the extent to which public transport, active travel and other measures contribute to the objectives, including providing viable low emission options for most journeys. Thank you

Question 11:

11. Mr. E. Morfett, Hereford

The objectives for the New Local Transport Plan set out clear targets for carbon reduction in Figure 4 Appendix C of the report. The report states, even under the most optimistic EV uptake scenarios, local transport emissions are still likely to over-shoot the upper national Net Zero Strategy Delivery Pathway and the Lower Delivery Pathway. Therefore, EVs cannot solve the carbon challenge on their own.

How does the Council intend to implement such a wide range of different interventions such as a safe cycling network and new rail stations to meet carbon targets, outlined under its new objectives, when its New Road Strategy for Hereford can never be completed within the targeted time frame?

Answer: Cabinet Member, Transport and Infrastructure

I fully anticipate that the Hereford Western Bypass will be completed within the timeframe of the new Local Transport Plan.

The reduction of traffic and improved journey times because of the new road will be integral to the delivery of wider Council goals and will support more walking, cycling and use of public transport

The Local Transport Plan objectives provide a means by which schemes are reviewed, prioritised and programmed. The Plan will include schemes for all transport modes and will incorporate an electric vehicle strategy, a local walking and cycling infrastructure plan, proposals to improve public transport and many other initiatives, as well as the new road.

Supplementary question

The western bypass is justified by building thousands of houses in the catchment of flood zones, upstream of the City. Who will be liable for the much higher environmental impact costs from flooding, developing the road and lands west of the City, higher in the catchment of the City flood zone?

Supplementary response

Thank you Mr Morfett for your supplementary question. The development of the Hereford Western Bypass and the development of any future housing sites, will require planning permission and approval of the Environment Agency to take account of flood risk and will need to include measures to mitigate those risks. Thank you.

COUNCILLOR QUESTIONS TO CABINET – 28 March 2024

Question 1:

To: Councillor Price, Transport and Infrastructure

1. Cllr Mark Woodall – member for Leominster South

Many residents are hoping that a bypass will relieve the daily traffic congestion in the city. They have not been crying out for a bypass in order to have more housing or economic growth. It's always been about relieving the slow and painful passage of traffic and they want improvements as soon as possible, not in 2033 when the bypass may or may not be ready. Will the council be able to provide the necessary city centre improvements mentioned in the LTP, such as lowering congestion and carbon emissions and improving road users' safety and health, over the short to medium term without diverting all our funding and resources to a hugely expensive out-of-town project which will not by itself resolve the problem of congestion?

Answer:

It is clear that many residents are keen on a bypass in order to support a reduction in city centre congestion, pollution and severance.

The ability to provide city centre improvements, including lowering congestion and carbon emission, improving road users' safety and health, place-making and active travel are premised on the diverting of substantial quantities of traffic away from the city centre. These measures can only be implemented if traffic numbers are considerably reduced in the city. Currently there is nowhere else for traffic to go.

The Hereford Growth Corridor is a substantial package of measures which would either not be achievable, or have very limited impact, if the measures were delivered in a piecemeal manner. The ability to lower congestion comes as part of long-term strategy, focused on delivering strong outcomes, such as improved air quality

Question 2:

To: Councillor Price, Transport and Infrastructure

2. Cllr Stef Simmons – member for Ledbury South

Paragraph 22 states that the "LTP will include a strategic environmental assessment [SEA] as part of its development. Analysis of the current carbon baseline and the assessment of work programmes and measures that will deliver carbon reductions will identify the carbon impact of future transport proposals". SEA is an iterative process and as per DfT guidance and Statutory Regulations should run alongside development of the LTP including at broadest level of objective setting. Given decisions are being made in cabinet regarding route options for a bypass for inclusion in the LTP - has the SEA commenced to enable meaningful consideration of environmental performance and if so where is the evidence to support Cabinet's decision making process?

Answer:

An SEA ensures that environmental and sustainability impacts are considered appropriately in any policy, plans or projects. As such, a draft SEA Scoping Report has been prepared and we recognise the requirement to forward this for formal consultation with statutory consultees on its completion. During the early stages of forming the objectives and the subsequent stages of the LTP development both the

environmental assessment and the quantified carbon reduction work (included in Appendix C) are an integral part of the process. This includes during the appraisal process of identifying a long list and short list of transport proposals for Herefordshire. The final LTP will include a comprehensive SEA to support its delivery.

The proposal for the Hereford Western Bypass is consistent with objectives in both the current Local Transport Plan (LTP) and the emerging new LTP. The scheme will reduce traffic levels in the city, improve journey times, increase the resilience of the transport network and allow the detrunking of the A49. In doing so, it will support the Local Plan to deliver economic growth, enable delivery of new housing and employment land, assist city centre improvements, promote active travel and reduce severance across the city.



Title of Report: Recommendations of the Children and Young People Scrutiny Committee: Fostering Service

Meeting: Cabinet

Meeting date: 16th May 2024

Report by: The Statutory Scrutiny Officer

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose:

The purpose of this report is to notify the Cabinet of the recommendations from the Children and Young People Scrutiny Committee, made at its meeting on 7 May 2024, and to request a response from the executive.

Recommendations

- a) **That the recommendations on the Fostering Service, made by the Children and Young People Scrutiny Committee at its meeting on the 7 May 2024, be noted.**
- b) **That an executive response to the scrutiny recommendations be prepared for consideration by the Cabinet within two months.**

Alternative options

None; 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.

Fostering Service

6. The Children and Young People Scrutiny Committee received an introduction to fostering from officers leading the service, a key improvement and development priority for Herefordshire Council. The committee received an update on the service's efforts to improve and develop:
 - a. the capacity of the fostering service workforce
 - b. the retention of existing foster carers
 - c. the recruitment of new foster carers and
 - d. the overall sufficiency (number, type and choice) of provision to meet the needs and circumstances of local children in our care
7. At the end of its consideration of this issue, the committee made six recommendations to the Cabinet, as set out at Appendix 1 to this report.

Procedure for Recommendations from Scrutiny Committees

8. 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.
9. 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.
10. 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.

11. 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

12. 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.

Environmental Impact

13. There are no direct environmental impacts connected with this report or the outcomes it seeks to deliver.

Equality Duty

14. There are no specific equalities impacts.
15. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:
16. 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.
17. 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.

Resource Implications

18. There are no resource implications arising from this report, however, fulfilling the recommendations and considerations outlined in the report may require investment from the council and wider partners.
19. Resource implications should be considered as part of the requested report to Cabinet on the Executive Response to the scrutiny recommendations.

Legal Implications

- 20. The council is required to deliver a scrutiny function.
- 21. There are no specific legal implications arising from this report.

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.

Consultees

None.

Appendices

Appendix 1: Children and Young People Scrutiny Committee - Introduction to Fostering Recommendations

Background papers

None

Summary of recommendations to the executive and executive responses
Children and Young People Scrutiny Committee
7 May 2024

Recommendation 1	That Herefordshire Council appoints and promotes an elected member champion for foster carers.				
Executive Response					
Action –	Owner	By When	Target/Success Criteria	Progress	

Recommendation 2	That Herefordshire Council works with the Diocese of Hereford to promote fostering to families who had accommodated Ukrainian families.				
Executive Response					
Action	Owner	By When	Target/Success Criteria	Progress	

Recommendation 3	That Herefordshire Council works with the Diocese of Hereford to learn lessons from their successful accommodation of Ukrainian families.				
Response					
Action	Owner	By When	Target/Success Criteria	Progress	

Recommendation 4	That Herefordshire Council provides an account of the Children and Young People Scrutiny Committee of 7 May 2024 to social workers in the fostering service.				
Executive Response					
Action	Owner	By When	Target/Success Criteria	Progress	

Recommendation 5	That Herefordshire Council provides a permanent home for the fostering panel and related activities.				
Executive Response					
Action	Owner	By When	Target/Success Criteria	Progress	

Recommendation 6	That Herefordshire Council amends its internet pages to ensure that the council encourages recruitment of foster parents from a diverse range of foster carer households.				
Executive Response					
Action	Owner	By When	Target/Success Criteria	Progress	



Title of report: Herefordshire Council Plan 2024-2028

Meeting:	Cabinet
Meeting date:	Thursday 16 May 2024
Cabinet member:	Leader, Corporate Strategy and Budget
Report by:	Director of Strategy and Transformation
Report author:	Director of Strategy and Transformation

Classification

Open

Decision type

Budget and policy framework

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

Wards affected

(All Wards);

Purpose

The council's constitution requires Cabinet to make recommendations to council in respect of budget and policy framework items; the Herefordshire Council Plan forms part of this framework.

Recommendation(s)

That:

- (a) **The Herefordshire Council Plan 2024-2028, as set out at appendix A, is approved by Cabinet to go forward to the annual Council meeting for agreement;**

Alternative options

Further information on the subject of this report is available from
Amy.Pitt@herefordshire.gov.uk, Helun.Sandifort@herefordshire.gov.uk

1. Not to do a Council Plan, this is not recommended as the Council is required to have a corporate plan in line with the council's constitution. The Herefordshire Council Plan forms part of the budget and policy framework.
2. To amend the proposals; it is open to Cabinet to recommend alternatives to the vision, ambition and priorities to those proposed. However, any alternatives should be informed by the evidence base available and the prevailing financial and policy context.

Key considerations

3. The Herefordshire Council Plan has been developed to set the vision for the council following public consultation and engagement with cabinet members and staff. Nearly 1000 people have been engaged through a range of events, targeted workshops throughout the county and an online survey.
4. The plan provides the strategic framework for the council that outlines the vision, priorities and objectives over the next four years, and informs how our resources and budgets are prioritised.
5. Through the development of the Herefordshire Council Plan, four corporate priorities have been identified. These are:
 - I. People – We will enable residents to realise their potential, to be healthy and to be part of great communities who support each other. We want all children to have the best start in life.
 - II. Place – We will protect and enhance our environment and ensure that Herefordshire is a great place to live. We will support the right housing in the right place, we will support access to green spaces and we will do everything we can to recover the health of our rivers.
 - III. Growth – We will create the conditions to deliver sustainable growth across the county; attracting inward investment, building business confidence, creating jobs, enabling housing development along with providing the right infrastructure.
 - IV. Transformation – We will be an efficient council that embraces best practice, delivers innovation through technology and demonstrates value for money.
6. Recognising that these priorities do not exist in isolation we will work in collaboration with residents and communities, businesses and partners, to build on the strengths of the county and on the strong partnerships that we have developed to deliver the vision and objectives for Herefordshire. Partnership approach underpins the priorities and objectives set out in the plan and will guide future service design, planning and policy making.
7. The Herefordshire Council Plan, alongside the Medium Term Financial Strategy, provides the overarching policy framework within which decisions will be taken and resources allocated by Herefordshire Council over the next 4 years.
8. This plan has been developed and informed through a process of engagement with the public and key stakeholders. Details of the consultees can be found in Consultees section of this report.
9. The purpose of the consultation was to gather feedback on the objectives which encapsulate the plan's priorities for the next four years, including what people felt were missing from the

ambitions' objectives. There were 600 people who engaged in the events and 390 responses from the online survey, the top 5 objective statements which participants felt should be responded to most urgently were:

- I. Ensure people feel safe and respected in their communities.
 - II. Ensure that residents are enabled to live healthy lives within their communities.
 - III. Protect the county's biodiversity, value nature and uphold environmental standards.
 - IV. Tackle inequality by focusing on early intervention and prevention activities that support people to live independent and fulfilling lives.
 - V. Expand the transport and infrastructure network to improve access across the county.
10. A report summarising the findings of the public engagement and consultation can be found at appendix B. Feedback resulting from the engagement process has been included in the shaping and developing of the plan, vision, ambition and priorities.
11. A key consideration in developing the plan are the strategic documents for the council that will enable the plan to be delivered. There are a number of key strategic documents that align to the priorities of the plan and which will support delivery. The plan provides a diagram that articulates these documents set against these priorities. Some of these strategic documents are:
- I. Big Economic Plan, The Local Plan, Integrated Waste Strategy, Health and Wellbeing Strategy, Children's Improvement Plan, Medium Term Financial Strategy, Capital Strategy, Carbon Management Plan, Hereford City Masterplan.

Community impact

13. The Herefordshire Council Plan 2024-2028 has taken into account the key characteristics of Herefordshire, as outlined on Understanding Herefordshire (the council's Joint Strategic Needs Assessment). Factors such as rurality, the aging population and social mobility for our young people are key drivers at the heart of the vision, priorities and objectives.
14. Within the community ambition, the approach is focussed on strengthening communities with the aim of connecting people to their local communities; this will be developed over the duration of the plan.

Environmental Impact

15. The Herefordshire Council Plan continues the focus and responsibility to deliver the council's [environmental policy commitments](#) and the following success measures have been included within the plan:
- I. Value nature and uphold environmental standards.
 - II. Minimise pollution and maximise biodiversity.
 - III. Reduce waste, increase reuse and increase recycling.

- IV. Work towards reducing county and council carbon emissions, aiming for net zero carbon by 2030 and work with partners and communities to make the county more resilient to the effects of climate change.
16. Climate change is the greatest challenge of modern times. Herefordshire Council declared the climate and ecological emergency in 2019 and has been working over the long term to reduce the county's and council's carbon footprint. The plan provides an overview of how we will endeavour to meet our commitment to be carbon neutral by 2030/31 and work collaboratively to support county wide reductions in greenhouse gas emissions.
17. Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.
18. The development of this project has sought to minimise any adverse environmental impact and will actively seek opportunities to improve and enhance environmental performance.

Equality duty

19. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:
- A public authority must, in the exercise of its functions, have due regard to the need to –
- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
20. The Equality Act 2010 established a positive obligation on local authorities to promote equality and to reduce discrimination in relation to any of the nine 'protected characteristics' (age; disability; gender reassignment; pregnancy and maternity; marriage and civil partnership; race; religion or belief; sex; and sexual orientation). In particular, the council must have 'due regard' to the public sector equality duty when taking any decisions on service changes.
21. Improving equality of opportunity and access, and reducing inequality underpins the plan. Individual elements of activity and delivery with the plan will complete equality impact assessments as a fundamental element to planning, decision making and implementation of the change.

Resource implications

22. The recommendations of this report have no direct financial implications, however the priorities within the plan set the strategic direction for the council. Proposals from the Herefordshire Council Plan 2024-2028 will be delivered within the budget and Medium Term Financial Strategy as agreed at Council in February.

Legal implications

23. There are no legal implications arising directly from the recommendations of this report. The legal implications of any decisions to be taken by the executive in implementing the Herefordshire Council Plan will be set out within the relevant decision report.

Risk management

24. The Herefordshire Council Plan has integral elements of the council's performance and risk management framework. Risks associated with objectives and projects are entered onto the relevant project, service or directorate risk register and escalated as appropriate. The corporate risk register is a living document and reviewed regularly by Management Board, Cabinet and Audit and Governance Committee.
25. The financial challenge and capacity to deliver the corporate priorities, whilst delivering the necessary savings, remains a significant risk; this will be mitigated by ensuring that there is regular oversight and monitoring as detailed in the performance and risk framework.

Consultees

26. The Herefordshire Council Plan has been developed and informed through engagement with partners, stakeholders and residents across the county. Both in person and online events have been held, along with a survey on the council's website.
27. The purpose of the consultation was to gather feedback on the objectives which encapsulate the plan's priorities for the next four years, including what people felt were missing from the ambitions and objectives.
28. The events commenced in December 2023 and were completed at the end of February 2024 and covered over twenty events throughout the county including targeted events for:
 - I. Young people
 - II. People with disabilities
 - III. Environmental groups
 - IV. Low-income families
29. Events for business representatives, the community sector, ward members, parish/town councils and other key stakeholders were also held. These events were delivered in workshop style to explore the top 5 objectives and identify gaps.
30. Participants were also asked to describe the Herefordshire they would like to see in 2028 in three words. Safe, happy and healthy were the words most commonly used by respondents. These are reflected in the objectives above and the vision for the plan.
31. The development of the plan has been reviewed by Scrutiny Management Board Working Group this will be reviewed by Scutiny Management Board.
32. An all member briefing was held in December 2023 and March 2024, the session in March gave the opportunity to review and feedback on the draft plan.

Appendices

Appendix A Draft Herefordshire Council Plan 2024-2028

Appendix B Summary of key findings from formal consultation

Background papers

None identified

Report Reviewers Used for appraising this report:

Governance	John Coleman	Date 26/04/2024
Finance	Karen Morris	Date 23/04/2024
Legal	Georgina Coley	Date 25/04/2024
Communications	Luenne Featherstone	Date 26/03/2024
Equality Duty	Harriet Yellin	Date 25/04/2024
Procurement	Lee Robertson	Date 27/03/2024
Risk	Lee Washbrook	Date 25/03/2024
Approved by	Paul Walker	Date 08/05/2024

The Herefordshire Council Plan 2024-2028

www.herefordshire.gov.uk



Herefordshire Council Plan 2024-2028

Contents

- Leader's foreword
- Herefordshire Council
- Overview of Herefordshire
- What you told us
- Priorities and objectives:
 - People
 - Place
 - Growth
 - Transformation
- Where our money is from and how we spend it
- Delivering the plan
- Monitoring the delivery of the plan
- What has been achieved 2020-2024

Cover image credit:
(Kington) Roger Cornfoot / Market House and clock tower, Kington / CC BY-SA 2.0
(Ross-on-Wye) Ben - stock.adobe.com

Vision

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

Leader's foreword



This plan sets out how the council will make its contribution to achieving a better and more successful Herefordshire and is the beginning of a much longer ambition that is centred on the drive for improvement.

We are fortunate in Herefordshire to live in such a beautiful county which is defined by its people and places.

We want to deliver the best for Herefordshire in everything we do. We want children to have the best start in life. We will work to increase prosperity, protect the environment and provide those services that people need.

We want to develop a council that engages with the communities it serves, and we are committed to working with partner organisations to make people's lives better.

Our priorities are focused on: People, Place, Growth and Transformation.

People - We will enable residents to realise their potential, to be healthy and benefit from communities that help people to feel safe and supported.

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

Growth - We will create the conditions to deliver sustainable growth across the county. We want to attract inward investment, create more jobs, enable housing development and provide the right infrastructure to keep Herefordshire moving forward.

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

Herefordshire is a wonderful county. It is blessed with beautiful rural areas and rivers, unique market towns and villages, and a historic cathedral city. It is a great place to live. Our communities are friendly and full of innovation. Life expectancy is higher than the national average. Herefordshire is a hub for farming, business activity and tourism, and we are a county with true entrepreneurial spirit. We have a strong educational offer and this is a great place to raise a family.

We have a focus on working with our partners and are determined to ensure that Herefordshire achieves its ambitions. We will be an organisation that is efficient and able to address the challenges we face.

We must move forward in ways that embrace change. We will work hand in hand with our partners to improve the way we do things. Our residents, the voluntary, community and public sectors along with businesses have a vital role to play in Herefordshire's success. I am confident that we can all thrive together.

Councillor Jonathan Lester
Leader Herefordshire Council

Herefordshire Council

Introduction to the council's role

We are responsible for a wide range of services including:

- economic development
- education
- environmental health and animal welfare
- highways
- housing
- leisure and culture
- local tax collection
- passenger transport
- planning
- public health
- social care (adults and children)
- strategic planning
- trading standards
- transport planning
- waste collection and disposal

We are responsible for the economic, social and environmental wellbeing of the county. The council is the 'corporate parent' to children and young people in its care.

Many of the services we provide are statutory, meaning we must provide the service in line with the policies of central government. Some services are discretionary, meaning we have a degree of choice over the type and level of service to provide.

Structure of Herefordshire Council

We operate a leader and cabinet model of governance. We have 53 councillors who are elected every four years and meet together as a full council to set the policy framework, agree the budget and spending plans, set the Council Tax, elect the leader of the council and make constitutional decisions. It is also a forum for debate on major issues affecting the council and the county.

The leader of the council appoints and chairs the cabinet. Each cabinet member has a specific area of responsibility, called a portfolio.

The portfolio areas are:

- Adults, health and wellbeing
- Children and young people
- Community services and assets
- Corporate strategy and budget
- Economy and growth
- Environment
- Finance and corporate services
- Roads and regulatory services
- Transport and infrastructure

We employ over 1,000 staff who are responsible for delivering the council's policies and for the day-to-day operation of the organisation. We also work in partnership with and commission organisations to deliver our services.

<https://www.herefordshire.gov.uk/council/herefordshire-council>

[https://www.herefordshire.gov.uk/downloads/file/8993/how_the_council_works#:~:text=As%20a%20unitary%20authority%20Herefordshire,care%20\(adults%20and%20children\)%2C](https://www.herefordshire.gov.uk/downloads/file/8993/how_the_council_works#:~:text=As%20a%20unitary%20authority%20Herefordshire,care%20(adults%20and%20children)%2C)

Overview of Herefordshire

Herefordshire is big hearted, welcoming and friendly. We have strong and independent communities and idyllic countryside, situated in the South West Midlands and bordering Wales. The county sits between Worcestershire and the Malvern Hills to the east, and Bannau Brycheiniog (the Brecon Beacons) in Wales to the west. Historically Herefordshire has been the gateway to the Marches.

We embrace partnership working. We are a member of the Marches Forward Partnership, which is a cross border collaboration between Herefordshire, Monmouthshire, Powys and Shropshire who are collectively working to secure funding to invest in the region.

The quality of Herefordshire's natural environment is recognised through a number of sites being classified as 'National Landscapes' (formerly known as Areas of Outstanding Natural Beauty), Sites of Special Scientific Interest or Special Areas of Conservation. Such recognition speaks to the heritage, cultural features,

biodiversity and landscape quality of the sites which are considered to be of national and international significance.

The River Wye has been voted the nation's favourite river, and it's easy to see why. The river and tributaries across the county provide vital habitat to a wide array of species.

Hereford is a walled medieval cathedral city surrounded by five distinctive market towns: Bromyard, Kington, Ledbury, Leominster and Ross-On-Wye. The county is a popular tourist destination.

Herefordshire is a famously rural county. It has a population of 188,700 the fourth lowest population density in England and there is a strong sense of pride, community and belonging. It is a great place to live, work and visit.

Source:
<https://understanding.herefordshire.gov.uk/>
<https://www.talkcommunitydirectory.org/talk-community-directory-news/herefordshire-community-wellbeing-survey/>
www.herefordshire.gov.uk



STRENGTHS

Herefordshire has many strengths. We will work with residents, communities, businesses and partners to build on them.

- The county's landscape and natural environment is a huge benefit for our residents. Living and working in such beautiful surroundings supports residents to live healthy lives both emotionally and physically.
- Herefordshire is known to be a great place to live, raise a family and grow older.
- Employment rates are high across the county and a high proportion of people are employed locally.
- The number of businesses in Herefordshire is steadily increasing with a greater number per head of population than the West Midlands.
- Entrepreneurial talent is flourishing with 90% of businesses being small and a higher than average number self-employed than the West Midlands.
- Levels of employment in agriculture and manufacturing are higher than nationally.
- Herefordshire is amongst the safest counties in the UK and with strong, close communities.
- Overall Herefordshire has low levels of deprivation, although there are pockets of deprived areas.
- Herefordshire has highly effective schools, most pupils attend a good or better Ofsted rated setting.
- Herefordshire has an excellent higher, vocational and further educational offer, with a range of specialist faculties.
- Life expectancy for both males and females is higher and mortality rates are lower than the national average.
- Vibrant community and voluntary sector with over 2,300 organisations.
- Wonderful and growing tourism destination with a strong, renowned cultural and heritage offer.

CHALLENGES

Herefordshire faces a number of challenges. We will work with residents, communities, businesses and partners to address them.

- Housing affordability is an issue. High house prices together with low average earnings make it difficult for people to get on the property ladder.
- Average earnings in the county are significantly below the national and regional averages.
- The rural nature of the county makes it difficult to deliver cost-efficient services.
- Poor transport connectivity impacts on inward investment, travel and economic growth.
- The condition of the road infrastructure across Herefordshire has significantly deteriorated.
- The decline in the condition of both the River Wye and River Lugg, has led to a halt to house building in the Lugg catchment.
- Young people leaving the county creates a skills gap in the workforce.
- Flooding across the county causes significant disruption.
- Herefordshire has an ageing population. Providing the right care, to the right people at the right time and at the right place is key.
- Health inequalities are felt across the county. Improvements are needed in areas such as dental health, mental wellbeing, diet and inactivity.
- Around 19.2% (c.16,300) of households in Herefordshire were in fuel poverty in 2021: a higher proportion than in England (13.1%) and the West Midlands (18.5%).
- In 2019 32% of homes in Herefordshire were poorly insulated and in need of retrofitting to improve their energy efficiency.
- Unprecedented growth in demand for social care and the challenging national economic environment continue to impact on the council's financial position and resilience.

What you told us

The council's plan has been developed with residents, partners and stakeholders across the county.

We consulted widely to gather feedback on our priorities for the next four years. We held in-person and online events, along with a survey on the council's website.

Nearly 1,000 people took part in the consultation over 20 direct engagement events including voluntary and community groups, parish and town councils, the sixth form college and a wider range of groups.

Top five objectives

The top five objectives that participants felt should be responded to most urgently were:

1. Support people to feel safe and respected in their communities.
2. Ensure that residents can live healthy lives within their communities.
3. Value nature and uphold environmental standards.
4. Tackle inequality and facilitate social mobility by focusing on early intervention and prevention activities that enable people to live independent and fulfilling lives.
5. Expand and maintain the transport infrastructure network in a sustainable way to improve connectivity across the county.

What Herefordshire will look like in 2028

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



55

People - Helping the most vulnerable is important - help those who need it

Place - Tackling pollution of the River Wye, making the built environment more attractive

Growth - Road infrastructure needs to happen before employment land is developed to enable growth in a sustainable way

Transformation - Departments working better together, for the customer

Our priorities

Our priorities for the next four years are described in this plan.

They are arranged into four interdependent areas - People, Place, Growth and Transformation:

56

PEOPLE



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

GROWTH



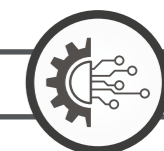
We will create the conditions to deliver sustainable growth across the county; attracting inward investment, building business confidence, creating jobs, enabling housing development and provide the right infrastructure.

PLACE



We will protect and enhance our environment and ensure that Herefordshire is a great place to live. We will support the right housing in the right place, access to green spaces and we will do everything we can to recover the health of our rivers.

TRANSFORMATION



We will be an efficient council that embraces best practice, delivers innovation through technology and demonstrates value for money.

UNDERPINNING THEME - PARTNERSHIP WORKING

Partnership working is central to Herefordshire Council's success and to delivering the best results for our residents. We are stronger together and the council will always work to build strong, effective partnerships to ensure our county is much more than the sum of its parts.

PRIORITIES AND OBJECTIVES



PEOPLE

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





Our residents are central to all that we do.

Understanding the concerns of local residents is paramount to ensuring that they are able to live healthy and fulfilling lives, and we aim to be flexible in how we respond to their needs.

We know that if children have the best start in life they will feel safe, healthy and grow up with confidence. They will have access to support that will ensure their physical and emotional needs are met. We want people to live in Herefordshire within vibrant and supportive communities.

Sometimes children and families need our help. We are committed to improving children's services and providing support to residents who need it when they need it.

We will work to help residents stay healthy, and encourage them to be economically, physically and culturally active.

The evidence is clear that there is a strong link between income, health and wellbeing. We will tackle inequalities and make the most of opportunities so everyone has the chance to fulfil their potential and live their best life.

Herefordshire has many vibrant and inclusive communities. There are 137 parish councils which includes five town councils and one city council.

We are fortunate to have a range of great voluntary, community and social enterprise organisations. There are over 2,300 community organisations reaching over 100,000 residents.

'Talk community' is our approach to working in partnership with local residents, groups and organisations to build stronger, more connected communities. We will work with the voluntary and community sector to help residents stay independent for longer, improve their wellbeing and reduce inequalities.

PEOPLE objectives

We will:

- Support all children to have the best start in life.
- Support all residents to live healthy lives within their communities.
- Tackle inequality and improve social mobility through timely intervention and prevention activities which allow residents to live independent and fulfilling lives.
- Enable people to support themselves and each other by providing the right help at the right time.
- Work with residents and partners to build connected and resilient communities.
- Support people to feel safe and respected in their communities.



PLACE

We will protect and enhance our environment and ensure that Herefordshire is a great place to live. We will support the right housing in the right place, we will support access to green spaces and we will do everything we can to recover the health of our rivers.





Herefordshire has a rich cultural heritage and boasts a varied environment. Who we are, our sense of place, and our landscape, villages, high streets, town centres and rural areas are all deeply intertwined.

Hereford provides regionally important employment, retail, leisure, healthcare and learning opportunities. We will work with others to create the transport network that the county needs

We want to provide more homes, reduce congestion and increase employment opportunities. We will work with others to create the transport network that the county needs. This will include active travel, rail connectivity and improved road infrastructure.

Herefordshire has a remarkable and rich range of cultural, arts and heritage activities, buildings, organisations, and natural assets. Our plans for an innovative museum, art gallery and library will put learning and culture at the heart of the county.

Herefordshire Council declared a climate and ecological emergency in 2019. We will endeavour to meet our commitment to reach net zero by 2030/31. Mitigation and adaptation measures will be central to how we become more sustainable. We will work with others to support county-wide reductions in greenhouse gas emissions

and support communities to become more resilient.

We will continue to work with partners to support communities to adapt to climate change, and further investment will be made to improve drainage and infrastructure, including nature based solutions (natural flood management).

The health of our rivers is of great importance. We will continue to do all within our powers to support their recovery and improve river health. We will work with governments, all neighbouring local authorities and the River Wye Nutrient Board and other partner organisations to achieve this aim.

Herefordshire Council has pioneered a nature based solution to the housing moratorium which also provides improved water quality to the river.

The council will be working with partners to maximise the potential benefits of biodiversity net gain.

These measures will ensure that we are able to deliver the housing and growth that Herefordshire needs.

PLACE Objectives

We will:

- Develop Herefordshire as a place for growth, prosperity and communities to thrive
- Expand and maintain the transport infrastructure in a sustainable way and improve connectivity across the county.
- Value nature and uphold environmental standards to minimise pollution and maximise biodiversity.
- Reduce waste, increase reuse and increase recycling.
- Work towards reducing county and council carbon emissions, aiming for net zero by 2030/31 and work with partners and communities to make the county more resilient to the effects of climate change
- Support our local culture and heritage and make Herefordshire a thriving, safe and attractive place to live and visit.



GROWTH

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





Entrepreneurial spirit is alive and well in Herefordshire. Rates of self-employment are higher than the regional and national averages. The county is home to roughly ten thousand enterprises, of which 90% are micro enterprises. It's encouraging to see independent and Herefordshire-based businesses line our high streets.

To support market towns to be vibrant hubs we will work collaboratively with businesses, local organisations and residents. We are committed to working alongside partner organisations to grow the tourism economy.

We want Herefordshire to be a connected county. This means enabling residents to move around the county as efficiently as possible with the expansion of the transport infrastructure. New infrastructure will facilitate growth through increasing opportunities for housing, inward investment and unlocking employment land.

We will accelerate work to further improve superfast broadband coverage to improve the digital experience for residents and help attract more businesses to the county.

To address the need for affordable housing across the county we will work with housing partners to meet the target of 16,100 homes being built by 2041. We will be building on the growth of the Hereford Enterprise Zone (HEZ) and Shell Store by continuing to increase the enterprise opportunities and infrastructure across the county, with prospects for an additional 1,000 jobs resulting from the growth plans of HEZ businesses.

Agriculture makes up a much larger proportion of the economy in Herefordshire than nationally. 77% of Herefordshire is farmed. The renowned Hereford cattle and cider industry has a world-wide reputation.

To ensure residents have the skills needed for the workplace, we will work with stakeholders to provide training opportunities. Herefordshire has a strong further education offer across a number of establishments.

GROWTH Objectives

We will:

- Develop employment land to unlock new business opportunities and generate local jobs.
- Support market towns and Hereford city to be vibrant hubs through working with residents, local organisations and businesses.
- Support residents to access skills development, training and employment opportunities.
- Work with partners to provide high quality and affordable housing to meet all needs.
- Enhance the rollout of improved broadband across the county towards a fully digital Herefordshire.
- Work with our partners and businesses to facilitate growth across the county.



TRANSFORMATION

We will be an efficient council that embraces best practice, delivers innovation through technology and demonstrates value for money.





We want to deliver the best possible services for our residents, businesses and communities. To do this we need to have better systems and ways of working.

We will work with those who use our services to improve their experience and increase satisfaction.

We believe partnership working is key to achieving the best results. We will work with our residents and partners so that communities can come together to help themselves and each other. We will provide resources to manage the need for services, while protecting services for those who need them.

We are on a transformation journey to be a sustainable, modern and fit for the future council. We have already started this work and we need to continue delivering with pace, energy and enthusiasm in the coming months and years.

We will invest in our staff who work so hard on behalf of our residents, communities and businesses. We want them to stay with us, have a strong sense of pride in the organisation and build careers in the county.

We will modernise how we interact with our customers and improve our channels of contact to add more value to the customer experience.

We will embrace new technologies, test ideas and develop a culture of innovation to improve services and deliver value for money.

We will provide our staff with the digital tools to enable them to be connected, informed, supported, and engaged in an effective and proactive way which empowers them to conduct business and obtain information when and how they need it.

To support the transformation we will rethink our approach from strategies and delivery models through to data and performance management, to become an intelligence-led organisation.

We want to be a council which thrives, is resilient and excels when meeting the challenges we face.

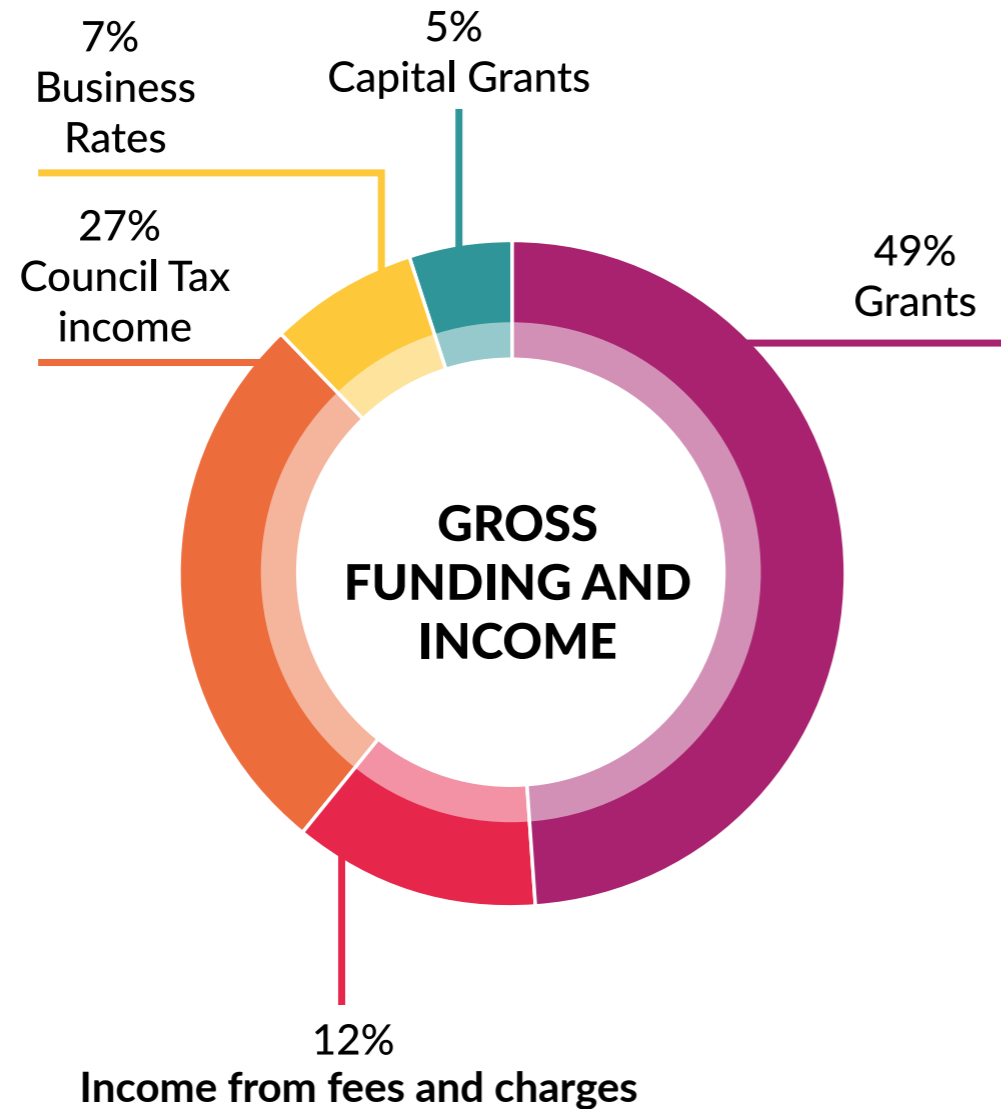
We are looking forward with confidence, ready to do our best for the people and places of Herefordshire.

Transformation

We will:

- Change and transform the organisation to be fit for the future and work efficiently.
- Attract and retain an excellent workforce through effective approaches to recruitment and retention.
- Work collaboratively with our residents, communities and businesses to achieve the best results together.
- Improve the way we use technology across our services.
- Strengthen the council's strategy ensuring alignment and delivering the future vision.
- Build a data and intelligence led culture to inform decisions, improve efficiency and manage demand.

Where our money comes from



The council has an annual budget of £210m and receives funding from five main sources. The chart shows the funding that will be received in 2024/25.

66

...and how we spend it



Charges per month (average Band D property)
2024/25 monthly Council Tax receipt

** Local government running costs **	
* IT, Council Tax and Benefits admin, invoices and payments	9,79
* Insurance and property maintenance	3,48
* Election, governance and legal services	3,49
* Organisational administration	3,36
* Capital financing	11,05
** Daily life **	
* Schools and education	128,07
* Waste, Cleansing	12,62
* Public, School and community transport	5,62
* Roads and bridges	4,37
* Environmental Health and public spaces	3,24
* Libraries, records and customer services	1,63
** Looking after Adults **	
* Vulnerable adults	64,63
* Health improvement (Public Health nursing, health checks, smoking cessation)	5,25
* Lifestyles services (substance abuse, sexual health)	1,91
* Housing	1,06
** Looking after children **	
* Children in care	29,8
* Child protection	11
* Children with special needs	6,69
** Economic growth **	
* Economic development and regeneration	1,36
* Broadband - rural rollout	0,12
* Planning	0,14
	308,68

VOUCHER	
** Other income to supplement council tax **	
* Public Health Grant	-7,57
* National education funding (schools)	-127,56
* Other Income	-17,24

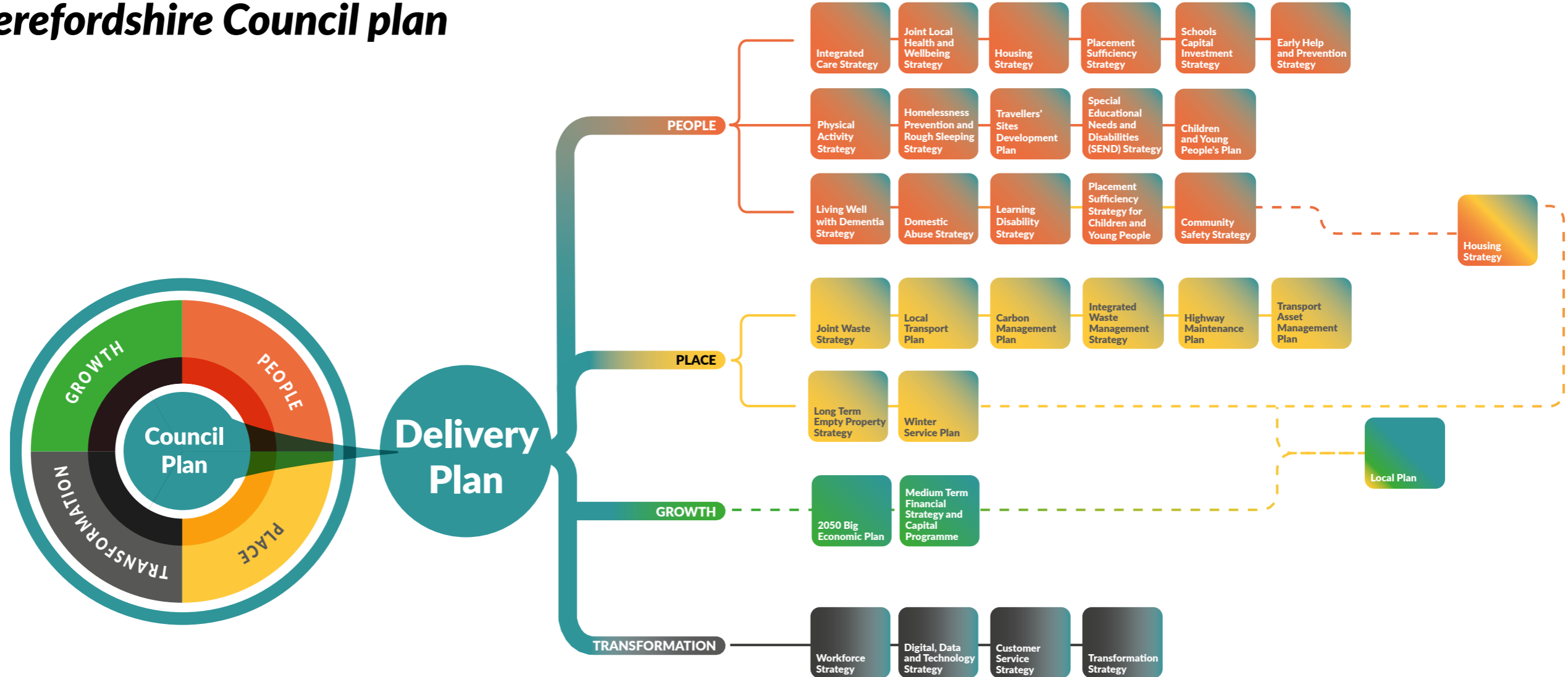
TOTAL TO PAY (per month)	156,31

The plans that will deliver the Herefordshire Council plan

19

Due to the cross-cutting nature of the plan there are a number of council strategies and plans that will support in delivering the priorities. The diagram shows these key documents.

Please click on these to find out further information.



Delivering the plan

Progress in delivering this plan across all areas of the council will be monitored through:

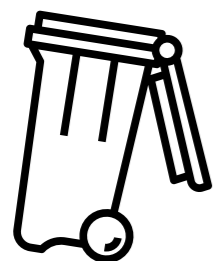
- Quarterly reporting into Cabinet.
- Routine financial monitoring against the approved revenue budget and capital programme, reported to Cabinet on a quarterly basis.
- Monthly progress reporting to the corporate leadership team.
- Annual Service Plans outlining service area priorities and key areas of focus to achieve the objectives.
- Annual individual performance and development plans.

There will be scrutiny of performance at organisation and service levels as well as from elected members on a regular basis.

What the council achieved in 2020-24

In the previous County Plan (2020-2024) key priorities in the areas of environment, community and economy were outlined. As the new Herefordshire Council Plan (2024-2028) commences we reflect on what has already been achieved so that we can celebrate progress and refocus efforts moving forward.

Environment



- Produced a new Waste Strategy and procured a new waste strategy collection contract.
- 4 repair cafes started with grant funding and 6 operating across the county.
- Vouchers for reusable nappies provided to 350 families potentially reducing nappy waste by 270 tonnes.
- Introduced 100 ebikes and 125 extra pedal bikes as part of the Beryl Bike scheme.
- Free and impartial home energy advice delivered to 1,000 households through the Keep Warm service.
- The council has saved 2,786 Tonnes CO₂ equivalent in the timeframe 2020-2023.
- A Wetlands scheme is now fully operational at Luston with two additional sites securing planning permission. The Wetlands have unlocked 1,000 new and nutrient neutral homes.
- The electric vehicle charging infrastructure has been developed.
- Shift to using 100% renewable electricity across the council estate.

Community



- £109m total investment in the maintenance of Herefordshire's highway network.
- The Children's Help & Advice telephone line (CHAT) launched and is operational.
- The council achieved the Bronze award for the Sustainable Food Place and is now working towards the next standard.
- Almost 2,500 people used telecare to live safely and independently at home.
- 75 Talk Community Hubs opened across Herefordshire with 25,000 visits each year.
- Over 25,000 holiday activity fund (HAF) places booked supporting on average 1,500 children per programme.
- £2m Covid recovery grants provided to support the community to bounce back from Covid.
- The council facilitated £22.4m Stronger Towns funding to deliver 15 trailblazing projects transforming Hereford. Three projects are council led:
 - Hereford museum and art gallery redesign
 - New Hereford library and learning centre development
 - Greening the City



Economy

- Over 59,000 households signed up to the pre-paid card scheme delivered through a covid recovery grant seeing almost £1m spent in the local economy.
- Refurbishment of The Shell Store into a business centre.
- Herefordshire Council's adult and community learning service was awarded a 'good' rating by OfSTED in April 2023 and supported over 400 learners.
- Spirit of Herefordshire microsite created to attract skilled workers to the council.
- More than 95% of Herefordshire now has access to superfast broadband
- The Herefordshire County Business Improvement District secured £153,000 from the UK Shared Prosperity Fund to promote tourism in the county in 2023/24 and 2024/25.
- Provided accommodation for 178 students at Station Approach.

How to contact us

Our switchboard phone line is open:
Monday to Friday 9am to 5pm
(Closed weekends and bank holidays)
Telephone: 01432 260000

Herefordshire Council, Plough Lane,
Hereford HR4 0LE

70



If you would like help to understand this document, or would like it in another format or language, please email: communications@herefordshire.gov.uk

Interim County Plan Consultation

1. Introduction

The County Plan is the key strategic document for the council that provides the current strategic oversight and vision for the county and outlines the Council's ambitions and objectives over the next four years. The plan highlights how those ambitions will be delivered and is used to inform how resources and budgets are prioritised. The plan brings together the Council's objectives across key areas such as the economy, planning, community services, transport, infrastructure, social care and skills. Due to the cross-cutting nature of the County Plan it has strong links and interdependencies with the other key strategic documents that provide direction for specific aspects of the Council's work. These documents include; Big Economic Plan, The Local Plan, Integrated Waste Strategy, Health and Wellbeing Strategy, Children's Improvement Plan, Medium Term Financial Strategy, Capital Strategy, Carbon Management Plan, Hereford City Masterplan.

Through a series of internal workshops The Cabinet developed a suite of 12 ambition statements that encapsulated the priorities for the next four-year plan. These ambition statements are grouped under three themes:

- **People** - Enable resilient and connected communities to ensure that everyone lives well and has the best start in life
- **Place** - Protect and enhance our environment and keep Herefordshire a great place to live
- **Growth** - Support growth across the county which builds on the county's strengths and resources

The Council were keen to consult with its residents and businesses about the agreed ambitions. It commissioned a series of 23 face-to-face and online consultation events alongside an online survey to encourage broad engagement with the development of the plan. Details of the consultation process are set out in section 3.

A full list of the ambition statements consulted on is provided below.

2. Purpose of the report

This report presents the feedback from the County Plan consultation undertaken with residents, businesses and hard to reach groups. It highlights;

- Areas of consensus and divergence in relation to the ambition statements.
- The relative urgency they attached to each of the ambition statements. Including how the online consultation results compare.
- What consultees felt was missing from the ambitions.

- What consultees thought would have the greatest impact in terms of achieving the ambitions.
- General commentary on the ambitions.
- What residents and businesses would like the County to feel like by the end of the plan's lifespan.
- Reflections on the engagement process.

3. Methodology

To inform the development of the plan, consultation was undertaken with a wide range of businesses and targeted groups within the community, including those considered hard to reach. The purpose of these events was to gather feedback that would help refine and shape the plan.

Consultation started on Friday 8th December 2023 and finished on 21st February 2024. The online survey closed on 18th February. During this period 23 consultation events were undertaken engaging 597 people. 390 responses to the online survey were received resulting in a total engagement figure of 987 people. A full list of all the consultation events is contained as Appendix A.

Through the consultation process the following groups were engaged:

- Low-income families
- Young people (14 – 18)
- Environmental groups
- Parish & Town Councils
- Community & voluntary groups
- Older people
- Businesses
- People with disabilities¹

4. Format of the consultation session

The online and face to face sessions followed a similar pattern and used the same questions. The primary difference was that face-to-face sessions did not have an introduction from a Council representative and discussions were undertaken on a one-to-one basis rather than as a group.

The online session started with an introduction from a Council representative about the County Plan, its purpose and how it links to other Council strategies. Then a series of polls were used to gather votes on when people felt the ambitions should be addressed Now (first 12 months of the plan), Soon (Years 2-3) or Later (Year 4 - final year). Each theme was taken in turn and discussed. Consultees were asked when casting their votes to considering the ambition statements as a set of 14 rather than just within the themes of People, Place and Growth and to think about the interdependencies of the statements.

After the results of the polls for each theme were shared and discussed consultees were asked two additional questions,

¹ This was done via the Making It Real Board

- Is there anything missing that you were expecting to see?
- What do you think would have the biggest impact in achieving this theme?

Prior to closing the session people were asked what three words they would use to describe what they would want Herefordshire to feel like as a resident / business by the end of the plan in 2028.

Adaptations to the workshop format were made based on the time available, the size and nature of the group. The ‘We will...’ statements were produced in an easy read format, large print and a plain English format.

5. We will.... statements

The following table contains the ‘We will’ statements that were the focus of the consultation.

People - Encourage and enable all residents, especially children, young people and families to thrive.
Ensure that residents are enabled to live healthy lives within their communities.
Tackle inequality by focusing on early intervention and prevention activities that support people to live independent and fulfilling lives.
Enable people to support themselves and each other by providing the right support at the right time.
Work closely with partners and communities to build connected and resilient communities.
Ensure people feel safe and respected in their communities.
Place - Protect our environment through innovation and best practice and promote initiatives that address the environmental challenges we face.
Increase recycling rates more and make improvements to the local environment.
Protect the county's biodiversity, value nature and uphold environmental standards.
Champion agricultural practices which minimise pollution and maximise biodiversity.
Support our local culture and heritage and make Herefordshire a thriving, safe and attractive place to live and visit.
Growth - Invest in the economy and support economic growth.
Expand the transport and infrastructure network to improve access across the county.

Develop employment land to unlock new business opportunities for the county and generate local jobs.
Support market towns to be vibrant hubs through working with residents, grassroots organisations and businesses.
Support residents to access skills development and training opportunities.
Work with partners to provide high quality housing to meet all needs.

6. Key messages about the ‘We will’ statements

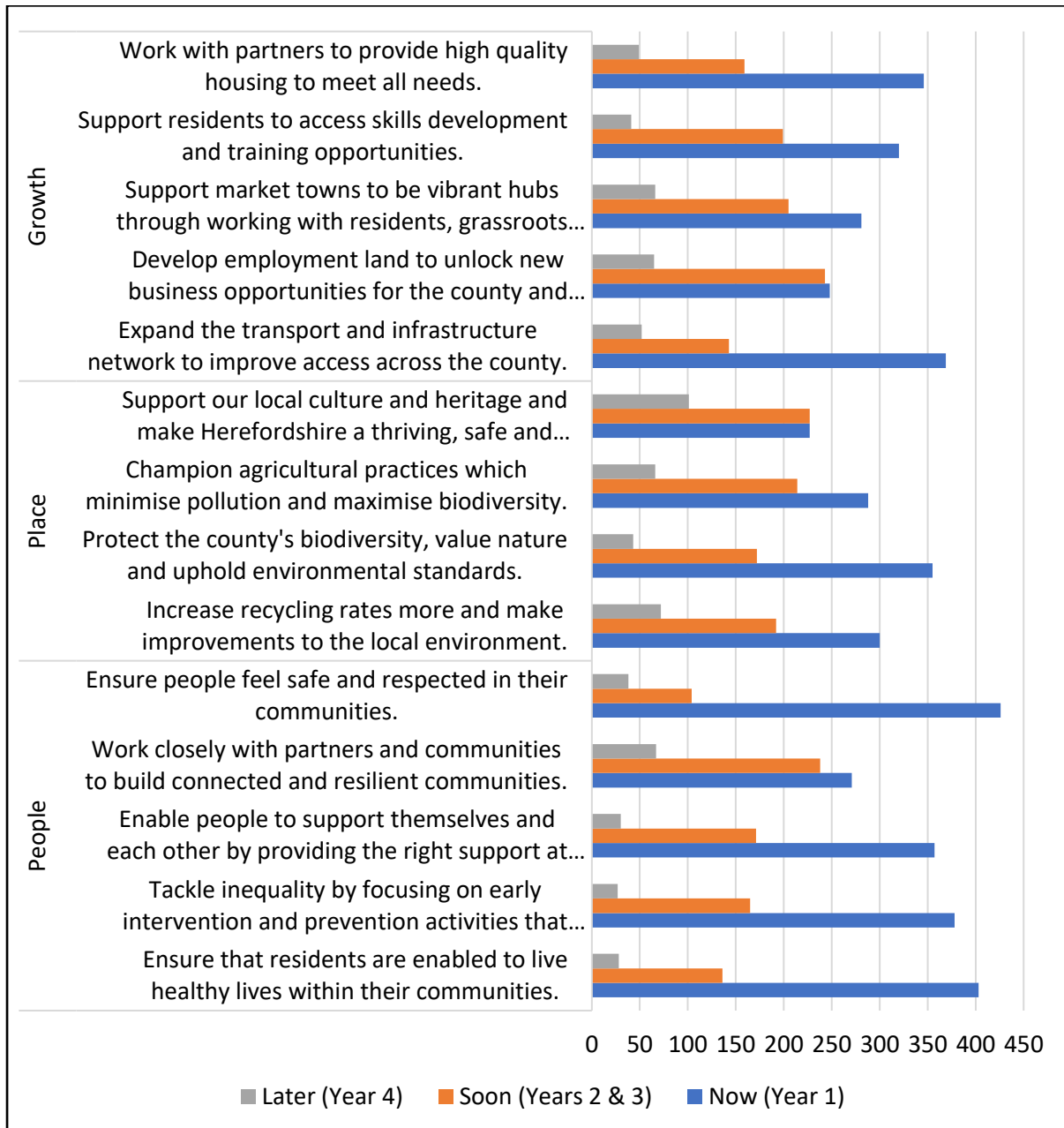
The following key messages are those that were raised consistently throughout the consultation process in relation to the ambition statements.

- There was broad agreement that all the ambitions have merit with many people saying that it is difficult to disagree that they are all important given their fundamental nature.
- There was a strong view that these ambition statements were too generic and broad and that they did not feel specific enough to Herefordshire.
- Many people said that they would like to have been consulted earlier in the development of the statements to enable them to shape and influence them.
- Many people felt the statements were not aspirational enough and that the Council should be striving higher, identifying what it is good at and is doing already and building on this.
- It was felt that there needed to be a much stronger focus on the rurality² of the county throughout the statements.
- There was a feeling amongst many consultees that the language used in many of the statements was not positive enough.
- There is a strong appetite for understanding how the statements will be delivered - e.g. consultation on the deliverables.
- The plan needs to make it clear how these ambitions will be realised given the financial constraints the Council is currently facing.
- People want re-assurance and further clarification about how the County Plan fits with existing strategies and plans that are already in place.
- There is recognition that many of the statements cannot be achieved within the 4-year period but are longer term ambitions for the County.
- Some people felt the period of the plan should be 10 years to have a chance of achieving the ambitions.
- There was a common view that the plan should the plan focus only on the areas that the Council can control / influence and that the Council needs to be clear about its role in some of these ambitions.
- The plan needs to make it clear that some of these ‘ambitions’ are already underway. Statements need to reflect this by using words such as continue, build on and enhance.
- Some of the ambition statements are a mixture of ‘what’ and ‘how’ which is confusing.

² As part of the consultation comments were received from the NFU these are attached as Appendix C.

7. Poll results – All themes

Chart of All responses (987 from face-to-face interactions and online survey) in order of timescale (Now – Year 1)



Top 5 ambition statements

The top 5 ambition statements which received the highest number of Now votes were;

1. Ensure people feel safe and respected in their communities.

2. Ensure that residents are enabled to live healthy lives within their communities.
3. Protect the county's biodiversity, value nature and uphold environmental standards.
4. Tackle inequality by focusing on early intervention and prevention activities that support people to live independent and fulfilling lives.
5. Expand the transport and infrastructure network to improve access across the county.

Bottom 5 ambition statements

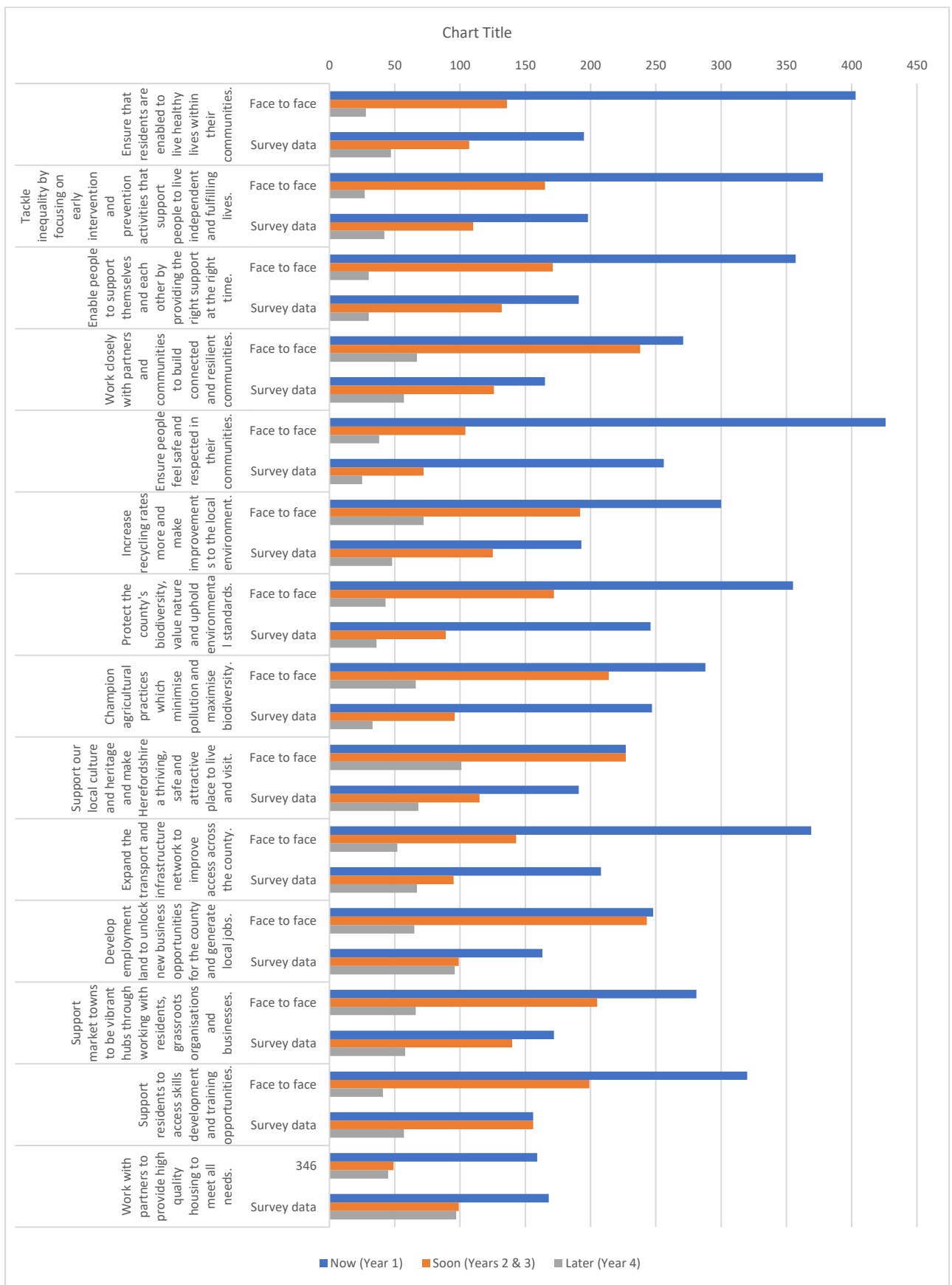
The bottom 5 ambition statements which received the lowest number of Now votes were;

1. Support residents to access skills development and training opportunities.
2. Support market towns to be vibrant hubs through working with residents, grassroots organisations and businesses.
3. Work closely with partners and communities to build connected and resilient communities.
4. Support our local culture and heritage and make Herefordshire a thriving, safe and attractive place to live and visit.
5. Develop employment land to unlock new business opportunities for the county and generate local jobs.

Other points to note:

- Three of the top 5 and the two most significant priorities are under the People theme.
- All the ambitions received more Now votes than Soon or Later although the comparative degree that they were prioritised varies across the ambitions.
- The ambitions where there appears to be greatest divergence of opinion are support our local culture and heritage and make Herefordshire a thriving, safe and attractive place to live and visit and develop employment land to unlock new business opportunities for the county and generate local jobs.

6. Comparison with online results



Overall the results of the face-to-face consultation mirrored the results of the online survey with the following notable exceptions.

- Stronger support for culture and heritage being done now in the online survey compared to face-to-face.

- Stronger support for employment land being done now in the online survey compared to face-to-face which had equal amounts of now and soon.
- Stronger support for access to skills and training being done now from the face-to-face groups compared to equal votes for now and soon from the online survey, however this may reflect that the online survey users are obviously skilled enough to complete online surveys.
- Stronger support for championing agricultural practices being done now from the online survey compared to face-to-face groups.
- Being safe and respected received the most votes for being done now from both the online survey and face-to-face groups.

7. Feedback by Theme

People - Key messages

- People raised why children, young people and families were specified in the People objective statement many people felt this should be 'all residents'.
- The ambitions under the People theme were often referred to being 'givens' or 'essentials' rather than ambitions, particularly ambitions 1 and 5.
- People felt these statements were the vaguest and raised concerns about how success in achieving these ambitions would be measured.

People – What's missing?

- Many people were surprised that there was not a stronger focus on vulnerable people.
- Some people felt there should be a stronger focus on young people given that they are the future of the county.
- People frequently highlighted the current state of Children's Services in relation to this theme and the need to acknowledge the improvements needed.

Place - Key messages

- The emphasis should be to improve and enhance what we already have – it was felt this would make this aspect of the plan feel more achievable within the timescales.
- Some people were confused by the use of the word 'rates' in the recycling statement and misinterpreted this as 'charges'.
- Reference to increasing recycling rates was seen to be an anomaly amongst the statements as it is the only specific action included in the statements.
- People wanted to see the environmental and biodiversity statements strengthened replacing the word 'protect' with 'enhance'.
- The most polarised comments received were in relation to the culture and heritage ambition. Whilst many people felt there needed to be a much stronger focus on supporting and encouraging tourism to boost the local economy in the ambitions statements others felt that when considered alongside the other ambitions it was not considered to be such a priority.
- There were mixed views about the statement around championing agricultural practices. Whilst many people felt this was important there was concern over how much influence Herefordshire Council could have over this.

Place – What’s missing?

- Strong feelings that specific reference needs to be made about addressing the pollution of the River Wye.
- Stronger emphasis needs to be placed on the link between culture and heritage and making Hereford a visitor destination of choice.
- A stronger focus on the natural beauty of the county and how this makes Herefordshire an attractive place to live.

Growth - Key messages

- Many people saw the growth ambitions as key enablers to many of the other of ambitions.
- The need to strengthen the theme of sustainability and resilience has been consistently mentioned.
- The need to reference addressing the congestion issues in Hereford town centre e.g. improvement of public transport infrastructure, by-pass (these issues were particularly, but not exclusively, mentioned by businesses).
- Potholes, and the poor condition of Herefordshire’s roads were universally raised across all groups.
- The need to improve the infrastructure before building more housing.
- The Zipper bus was mentioned by numerous people as a good example of more connected public transport however it was felt that the route was limited and would benefit from extension.

Growth – What’s missing?

- The importance of digital connectivity has been frequently mentioned as something that needs to be specifically referenced within the infrastructure ambition.
- Specific reference should be made to increasing wage levels – this was felt to be key to addressing inequalities that exist within the county and predicates some of the other ambitions.
- The need to specifically reference affordable housing and focus on housing needs as opposed to demand.
- Specific reference to investment in the counties roads was seen as an omission.

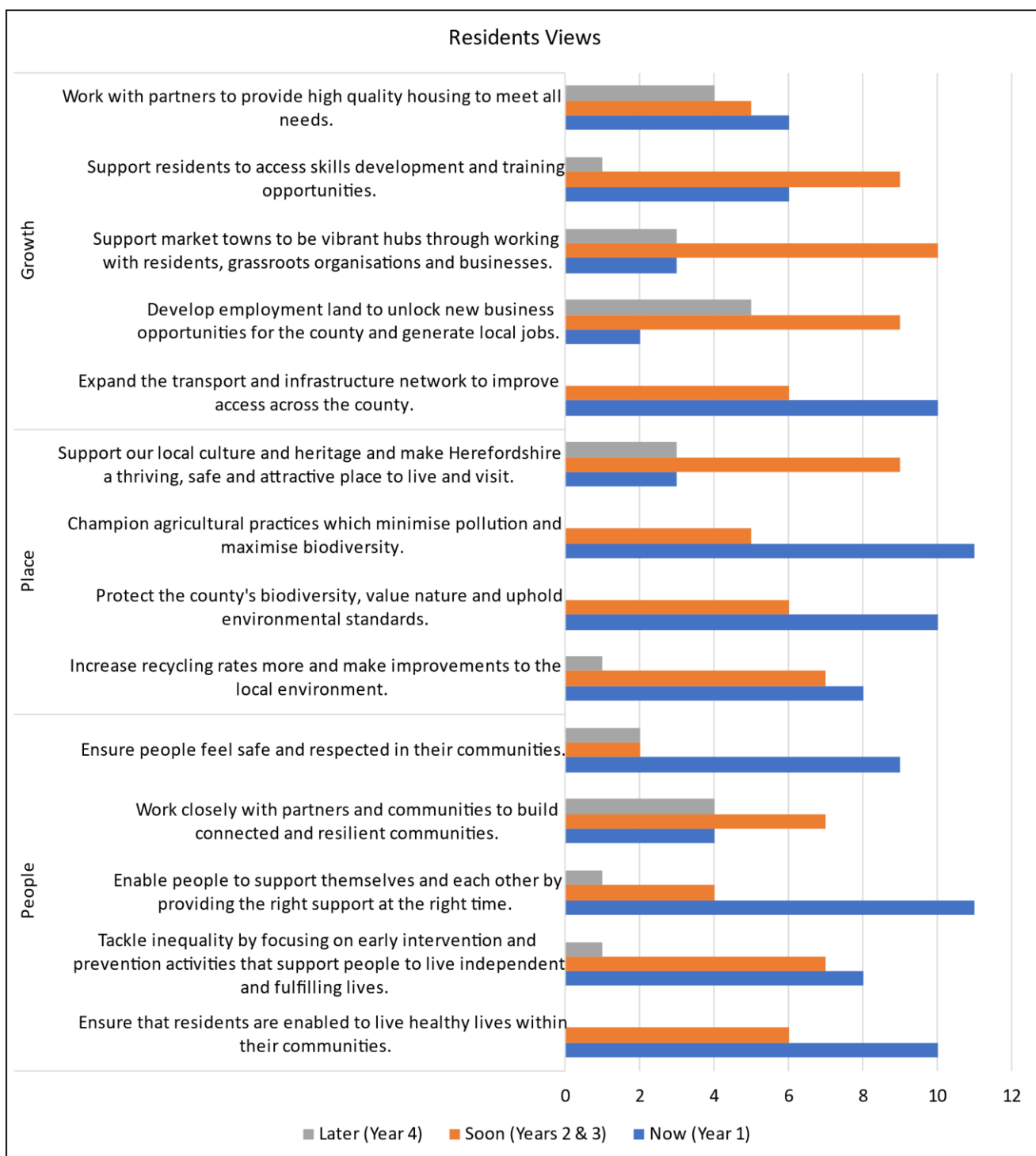
8. What will have the greatest impact in achieving the ambitions?

- Organisations working better together and taking a more joined up approach – there is a perception that many of these ambitions cannot be achieved with the Council working in isolation.
- Investment in the infrastructure i.e. roads, housing, schools, community buildings.
- Building trust between residents, businesses and the Council – more regular engagement, communication and open dialogue with residents.

- Managing expectations about what the Council can achieve given its financial constraints and the limited discretionary funds it has.
- Clarity on the Council's role in achieving these ambitions – is it a provider, a facilitator or an enabler?
- Strengthening the statements and making them more specific.
- Focusing on less but doing it well.
- Making sure success can be clearly measured and evidenced to be able to demonstrate the impact.

9. Overview of key messages from each group.

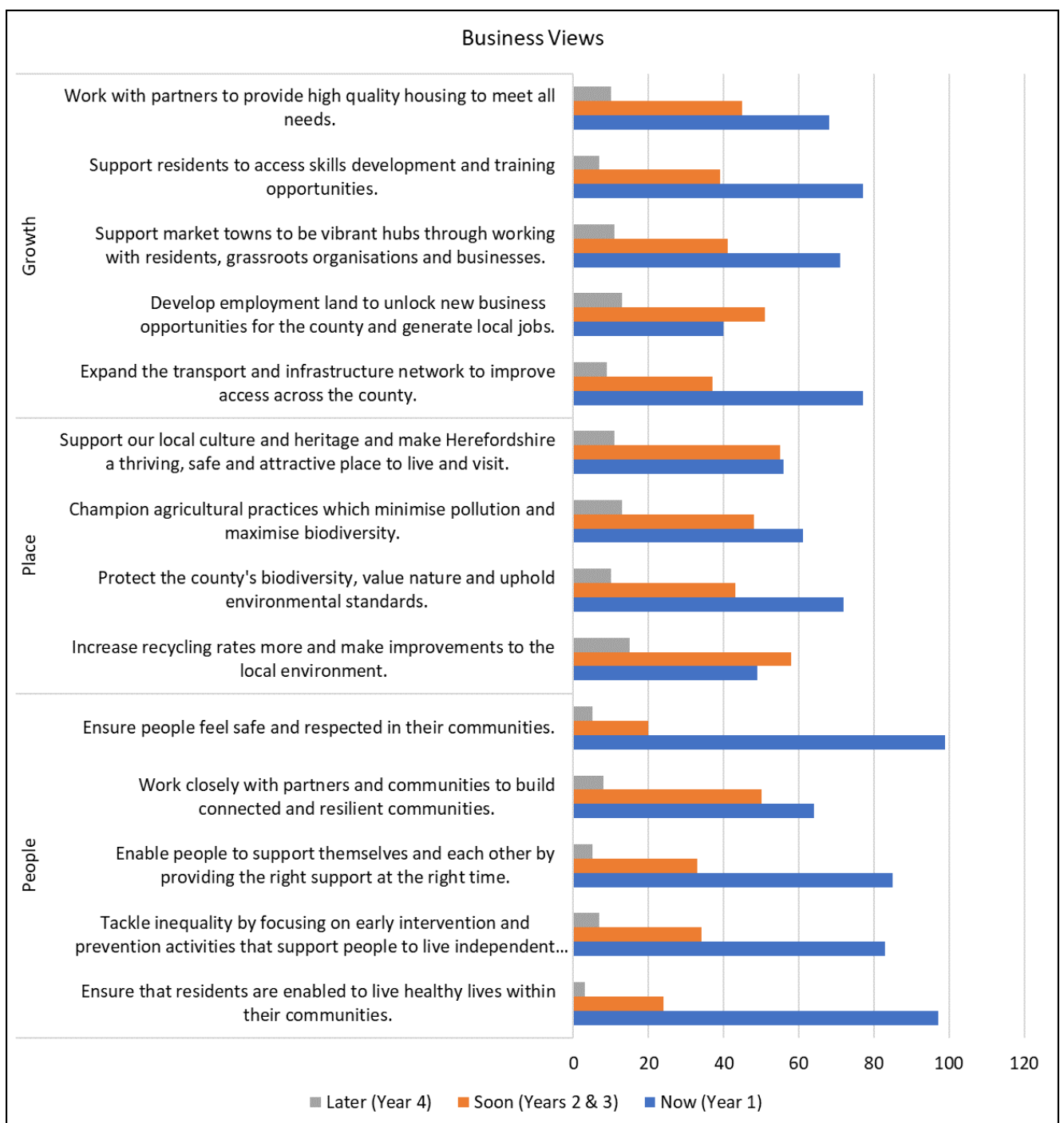
General residents (35)



Noticeable differences in the poll results:

- A more significant focus on championing agricultural practices and people supporting themselves with the right help at the right time.
- Less prioritisation on the growth theme statements apart from the one relating to transport. A stronger leaning towards Soon and Later for the statements relating to employment land, market towns, skills and housing.
- Less support for building resilient communities and culture and heritage statements.

Businesses (127)



Noticeable differences in the poll results:

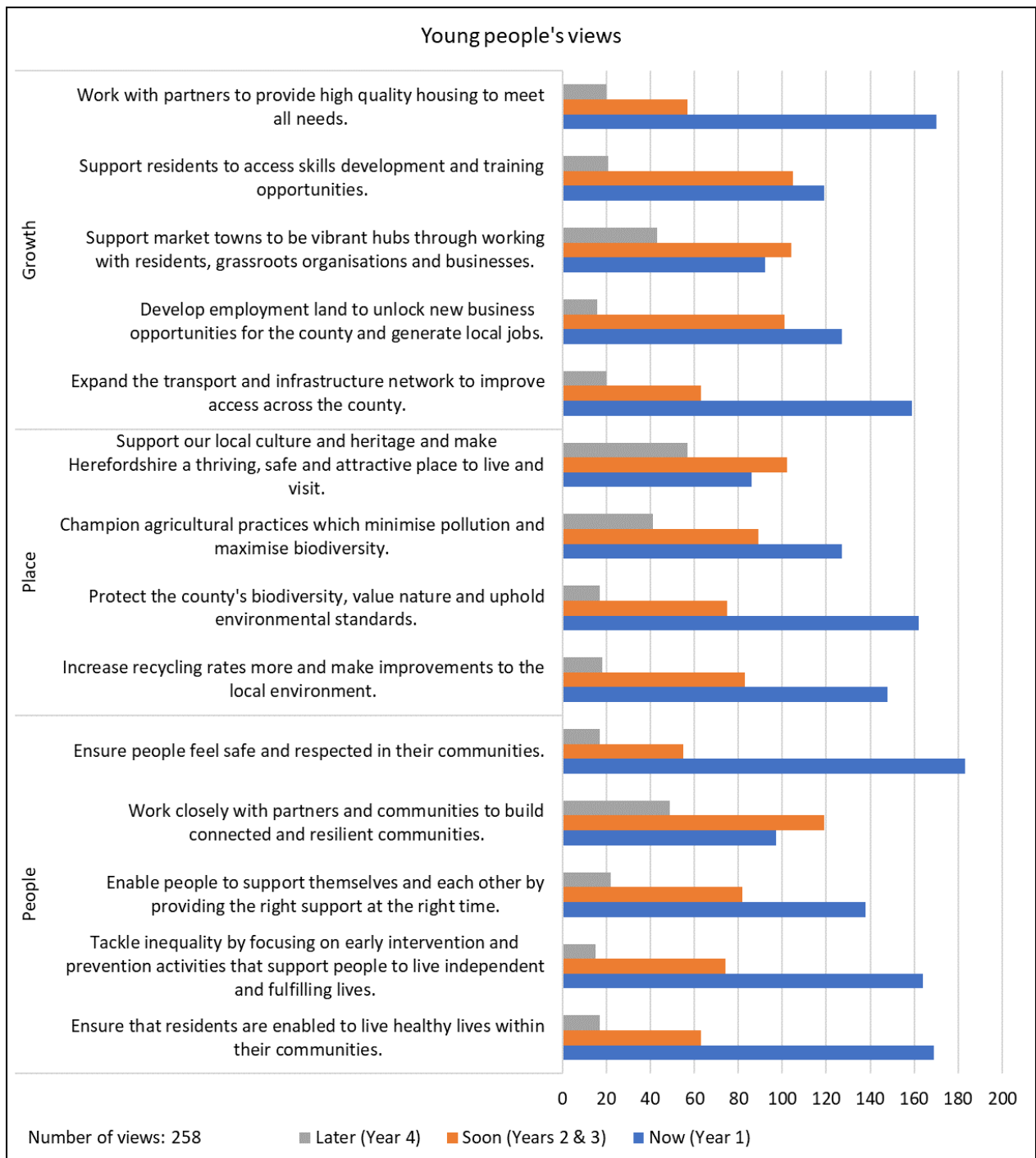
- The most important statements for businesses were residents living healthy lives and people feeling safe and respected.
- Both the developing employment land and increasing recycling rates statements received more votes for Soon than Now.

Businesses were more likely to raise the following points:

- A stronger emphasis on the need to improve the transport infrastructure and address traffic and congestion issues within the city.
- Potholes, and the poor condition of Herefordshire's roads were specifically mentioned in relation to improving transport infrastructure.
- To position the Growth ambitions as key enablers for the other ambitions.
- The need to make specific reference to increasing wage levels.

- Car parking charges were seen as a deterrent to building vibrant city and towns.
- Reference to culture and heritage was specifically linked to the need to invest in the tourism industry.

Young People (258)



Noticeable differences in the poll results:

- Young people were more likely to prioritise transport such as buses, feeling safe, housing, environment and healthy lives.
- The areas that young people saw as less of an urgent priority, were working closely with partners to build resilient communities, supporting local culture

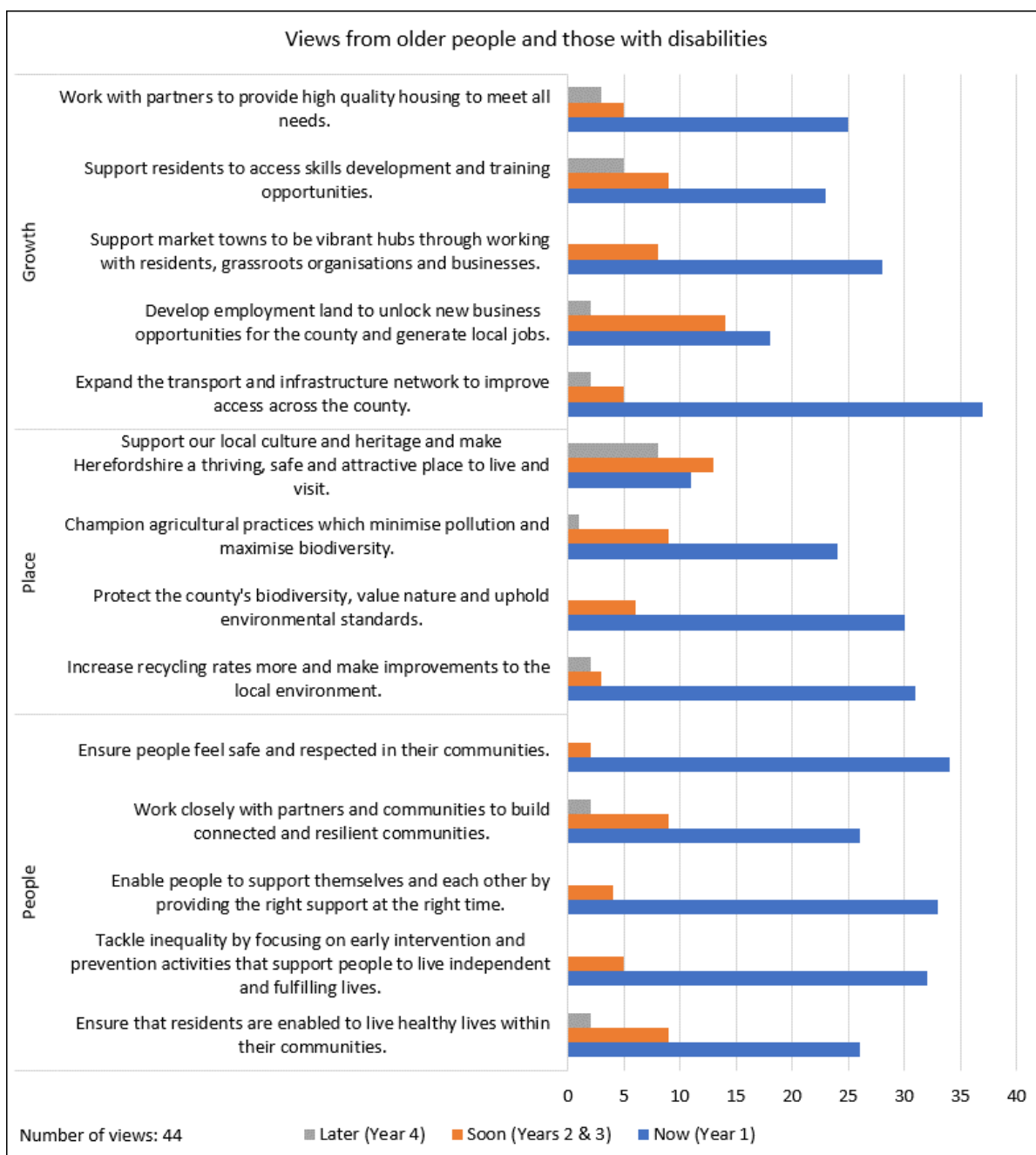
and heritage (things to do and see in Herefordshire) and supporting market towns.

Young people³ were more likely to raise the following points:

- Access to public transport specifically timetabling of buses/trains to ensure they can get to college, work etc and the need for lighting at rural bus stops.
- Then importance of feeling safe.
- Access to recreational areas and the cycling infrastructure
- Access to information about what support is available and where to find help.
- Pollution in the River Wye.
- The need to address the traffic congestion in Hereford City.

Older people and those with disabilities (44)

³ This is based on discussions held with Sixth Form College students that were involved in a group discussion.



Noticeable differences in the poll results:

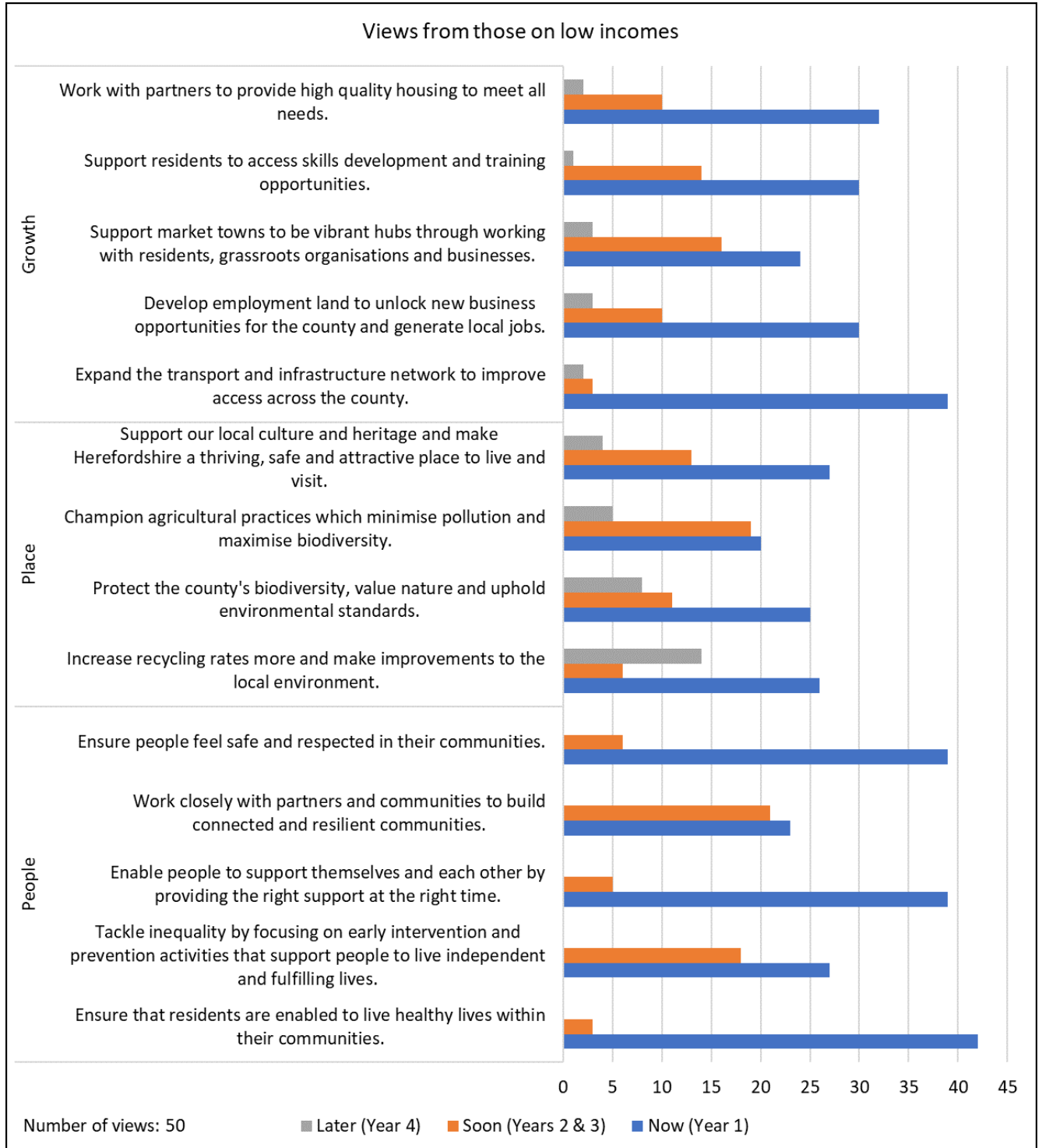
- Older people and those with disabilities were more likely to prioritise transport such as buses, support for market towns, recycling and environmental improvements, and building connected communities.
- The areas that older people and those with disabilities saw as less of an urgent priority, were living healthy lives, supporting local culture and heritage (things to do and see in Herefordshire) and providing high quality housing.

Older people and those with disabilities were more likely to raise the following points:

- Nothing was highlighted to happen later as they were more likely to feel they may not be here to benefit from these changes. (Specific to older people)
- The need for a stronger emphasis on supporting the most vulnerable, those who most need help, e.g. those on very low incomes, refugees etc.

- The need to revitalise the market towns within the county (specifically Bromyard).
- The need to improve the transport network generally with specific reference to transport around Hereford City e.g. the lack of links between the city centre and the out-of-town retail parks, the lack of public transport in the North of the county and the importance of free car parking.

Low Incomes (50)



Noticeable differences in the poll results:

- None of the statements within the People theme received any votes for later, highlighting the important nature of this theme amongst this group.

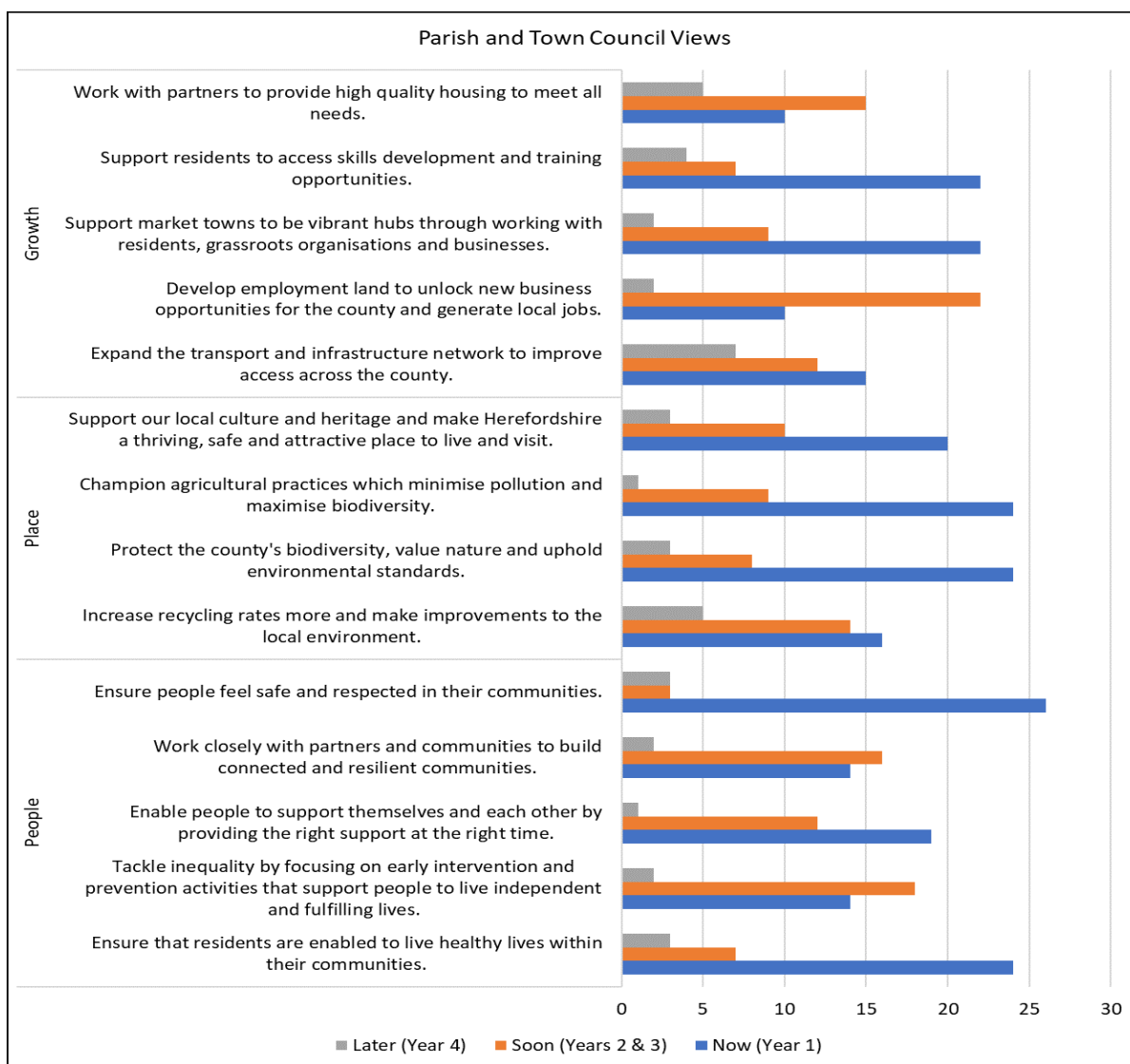
- There was a large amount of support for ensuring residents are healthy, providing the right support at the right time, ensuring people feel safe and respected and improving the transport and infrastructure in the county. These statements were all seen as fundamental.
- The areas where there was less support were around working closely with partners and communities to build connected and resilient communities and champion agricultural practices which minimise pollution and maximise biodiversity.

People on low incomes were more likely to raise the following points:

- The need to take a bottom-up approach with priorities and solutions being driven by communities.
- Traffic congestion and the bypass, specifically the need to reduce air pollution in the city and make it easier to get through Hereford⁴.
- The decline of retail within Hereford and that many people are traveling out of the county to shop which means that money is going out of the county.
- Improve access to fresh healthy food and the need to support community growing initiatives.
- There needs to be a stronger more explicit emphasis on supporting vulnerable people throughout the plan, particularly those with learning disabilities, younger and older people.

Parish and Town Councils (35)

⁴ Both events were attended primarily from those living in South Wye.



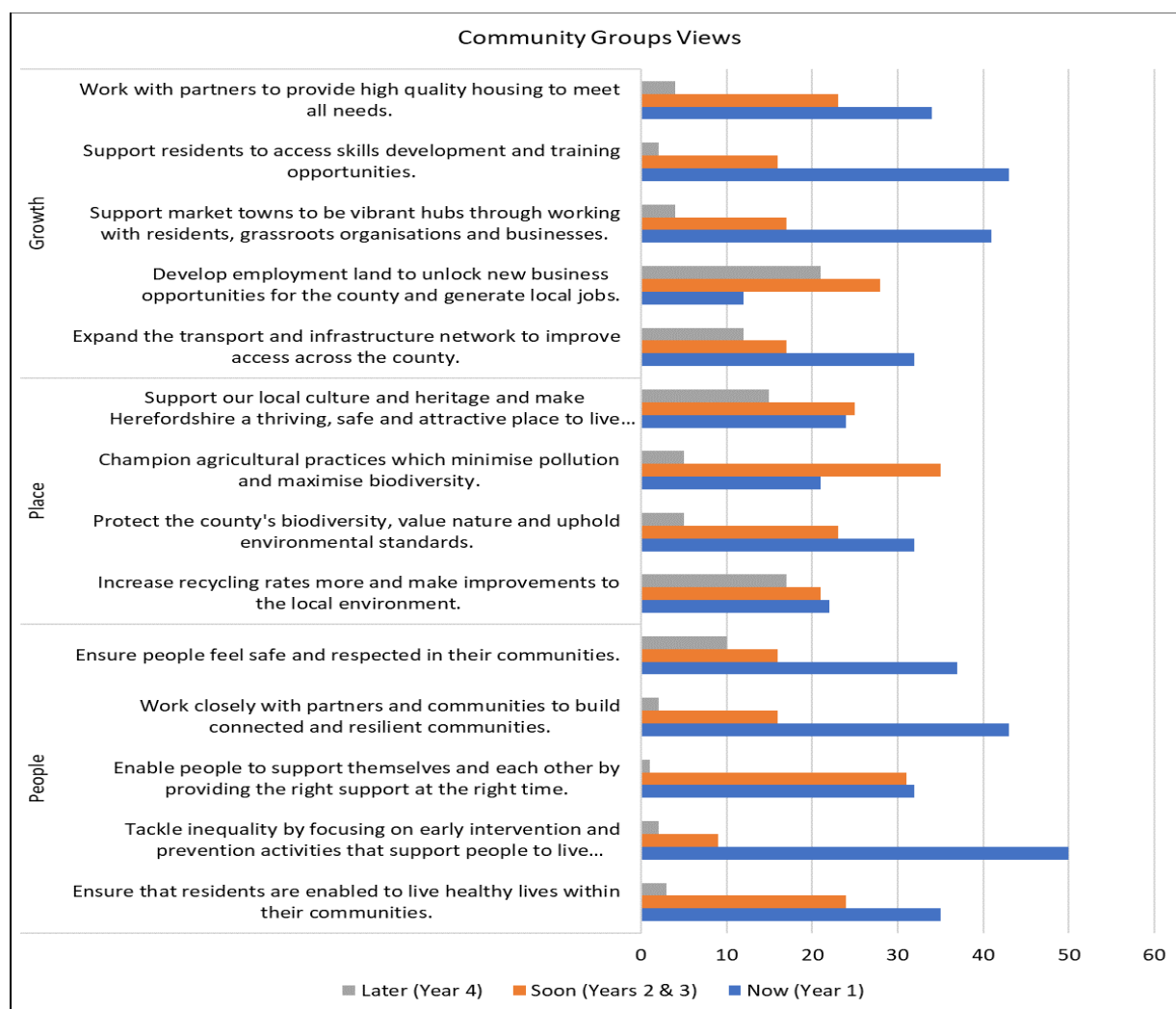
Noticeable differences in the poll results:

- Parish Council's put less focus on employment land, housing, early intervention and resilient communities.
- Feeling safe was a clear priority for this group.

P&TCs were more likely to raise the following points:

- The need for better communication with Herefordshire Council including sharing best practice and looking at what other authorities are doing well.
- The need to have a stronger emphasis on education.
- The need for a more specific statement about supporting the most vulnerable e.g. supporting elderly people to be independent or improving access to mental health support for young people.
- Environmental priorities were felt to be very important.
- Queries over what 'high quality housing' meant and whether there should be a stronger emphasis on affordable sustainable homes.
- Concern around how much of the plan could be achieved within the 4-year period.
- The need to make it clearer that much of what is included in the plan is underway in one form or another.
- The need to specifically reference access to broadband within the statements.

Community Partnership and community groups



Noticeable differences in the poll results:

- They were not as focused on championing agricultural practices and developing employment land.
- They had mixed views about supporting culture and heritage and increasing recycling and making improvements to the local environment.
- They strongly supported immediate action on tackling inequalities through early interventions and building resilient communities.

At the Community Partnership session each table was asked to feedback 3 key messages from their discussions. Below is a summary of those key messages.

- Ambitions are too broad and simplistic.
- There is currently no reference to system change or education.
- The ambitions do not recognise the existing skills and strengths within the county.
- To be achieved the plan needs coordination and joined up thinking.
- Manage expectations not going to be able to achieve all these things in period of the plan.
- Preparation of the younger generation

- Housing ambition should reference affordable housing and needs to be supported by adequate and appropriate infrastructure.
- Stronger focus on employment & skills development
- Greater transparency and openness from the Council
- Requires grassroots engagement
- Needs longer term planning (10 years not 4) and on-going engagement.
- Plans are being recycled needs a new approach and greater innovation
- Stronger emphasis on investment in prevention.
- Requires better partnership working and leadership.
- Statements need connecting not being considered in isolation.
- Need more consistent messaging
- Draw more on lived experience
- Aspirations are vague
- Infrastructure needs to be a priority for everything else to happen.

10. What 3 words...?

At every consultation event people were asked 'What 3 words would you use to describe what is should feel like to be resident / business in Herefordshire in 2028?'

In terms of the 3 words people would use to describe how is should feel to be a resident in Herefordshire in 2028, '**Safe**' has been consistently raised by all groups. '**Healthy**' was the next most commonly used word. These top 2 words mirror the top 2 ambition statements reemphasising the importance that people place on living in a place that feels secure and where they can live healthy lives. '**Happy**' was the next most used word. This reflects many of the conversations had during the consultation about the need to prioritise activities and services that promote good mental health and wellbeing.

'**Access**' was a popular choice of word this highlights the issues of the lack of physical access that many people raised during the consultation due to the challenges of moving around the county either due to the lack of public transport or congestion in the city. Words such as '**Connected**', '**Communal**' and '**Valued**' were also commonly chosen reflecting people's desire to live in a place that values individuals and community, in its broadest sense, and where people feel a sense of belonging. '**Thriving**', '**Hope**' and '**Lucky**' were also common choices, evidence that people want to live somewhere that feels full of life and opportunity, has a strong mixed economy and where there is a sense of optimism about the future. Given the strong emphasis throughout the consultation and the value that people place on the natural beauty and rurality of the county it is unsurprising to see the words '**Green**' and '**Rural**' prominently used.

2. To consider how the Council may engage people in shaping the deliverables in the County Plan if there is scope for them to influence this.
3. To consider how the plan can reflect that these ambitions are long term and are not realisable within the current 4-year period of the plan.
4. To consider extending the timeframe of the plan so it becomes a much longer term (10 year) plan.
5. To put a much stronger emphasis on partnership working and a more joined up approach throughout the plan.
6. To make it clear how these ambitions will be realised given the financial constraints the Council is currently facing.

Appendix B - Simplified wording used at Skills Show and Big Eat.

People - Encourage and enable all residents, especially children, young people and families to thrive.
People living in Herefordshire can live a healthy life.
Supporting people as soon as they need help, so they have equal opportunities and can be independent and happy.
Help people to support themselves and each other by giving them support when it is needed.
Everyone working together to make people feel part of their community.
Make people feel safe and respected in their communities.
Place - Protect our environment through innovation and best practice and promote initiatives that address the environmental challenges we face.
Encourage people to recycle and improve the local environment.
Look after nature and make sure we are not harming the environment.
Support and learn from farmers that are improving our environment and nature.
Make sure there are interesting things to see and do for people living in and visiting Herefordshire.
Growth - Invest in the economy and support economic growth.
Improve public transport and roads to make it easier to get around the county.
Create more jobs for people in Herefordshire.
Help market towns to become thriving and lively places where people want to live, work and visit.
Make getting skills and training easier for people.
Work together to provide a good home for everyone that needs it.

Appendix C – Comments received from the National Farmers Union (NFU)

The following comments were received from the Herefordshire County Adviser on behalf of the NFU.

- Herefordshire Council are supportive of farming projects which deliver technological and/or environmental improvements to our thriving sector in Herefordshire, helping farm businesses to build profitable and environmentally responsible business which are then supported so that they remain in the county. As discussed with the Farming Minister Mark Spencer yesterday, we would like to see more direct collaboration between Herefordshire Council and Defra on the phosphate issue and agricultural planning so that government initiatives which are designed to generate on-farm improvements are backed by the Council
- We would ask the Council to encourage investment in rural communities rather than just focusing on local towns. While we understand your 2023 commitments, the rural areas are a huge part of the county and its economy which need to be included in funding and not forgotten
- Development of a plan to get Herefordshire Council's planning department back on-track so that applications are dealt with in a timely manner. Many applications are taking significantly longer than the eight – thirteen-week timescale stated by the Council, which is having a detrimental impact on businesses and livelihoods. We would also like to see applications which are outside of neighbourhood settlement boundaries fairly assessed
- Development of a plan to improve rural connectivity across Herefordshire
- Collaborative working with other stakeholders to improve grid capacity so that more renewable energy can be utilised. This will be absolutely fundamental if Herefordshire is to achieve its ambitions Net Zero by 2030 target

Title of report: Quarter 4 Budget Report

Meeting:	Cabinet
Meeting date:	Thursday 16 May 2024
Cabinet Member:	Cabinet member finance and corporate services
Report by:	S151 Officer
Report Author:	Head of Strategic Finance (Deputy S151)

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

To report the provisional financial outturn position for 2023/24 for revenue and capital budgets, subject to external audit. The 2023/24 outturn shows a net overspend of £8.7 million after the use of reserves and recovery plan actions.

Recommendation(s)

That: Cabinet

- a) **reviews the financial outturn for 2023/24, as set out in the appendices A-E, and identifies any additional actions to be considered.**

Alternative options

1. Cabinet may choose to review financial performance more or less frequently; or request alternative actions to address any identified areas of variance from budget, including referral to the relevant scrutiny committee. This is not recommended as existing budget monitoring arrangements are robust and effective.

Key considerations

Revenue Outturn

2. This report presents the outturn position for 2023/24 of £8.7 million (4.5% of budget) after the use of reserves and recovery plan actions implemented by management during the year.

Detailed explanations for variances from budget are set out in Appendix A, by Directorate and Service Area.

3. The council's approved net revenue budget for 2023/24 is £193.3 million which includes planned savings of £20.0 million comprising £14.1 million of Directorate savings and £5.9 million of Central budget savings.
4. The revenue outturn position for 2023/24 by Corporate Director portfolio is shown in Table 1 below.

Table 1: 2023/24 Revenue Outturn

2023/24 Revenue Outturn			
	Revenue Budget £m	Outturn £m	Outturn Variance £m
Community Wellbeing	71.8	71.8	-
Children & Young People	51.8	63.5	11.7
Economy & Environment	27.0	26.5	(0.5)
Corporate Services	26.0	26.3	0.3
Directorate Total	176.6	188.1	11.5
Central	16.7	13.9	(2.8)
Total	193.3	202.0	8.7

Directorate Outturn

5. Additional expenditure controls implemented during 2023/24 and management recovery actions have had a positive impact on the final outturn position; reducing the forecast overspend of £13.8 million reported at Quarter 2 by £5.1 million. Table 2 below notes the cumulative impact of the enhanced financial controls on the reported overspend over the 2023/24 financial year.

Table 2: Impact of Recovery Actions in 2023/24

	Q1 Forecast Variance £m	Q2 Forecast Variance £m	Q3 Forecast Variance £m	Q4 Outturn Variance £m
Community & Wellbeing	0.7	0.5	0.3	-
Children & Young People	10.6	11.8	11.7	11.7
Economy & Environment	0.6	0.6	-	(0.5)
Corporate Services	2.4	2.0	0.7	0.3
Directorate Total	14.3	14.9	12.7	11.5
Central	(0.8)	(1.1)	(2.0)	(2.8)
Total	13.5	13.8	10.7	8.7
Impact of management actions (quarter)			(3.1)	(2.0)
Impact of management actions (cumulative)				(5.1)

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

Savings

6. Council approved a total of £20.0 million of savings for 2023/24 comprising Directorate Savings of £14.1 million and £5.9 million of Central Savings. As at 31 March 2024, 79% of the approved savings have been delivered.
7. Directorate savings of £9.9 million have been achieved recurrently or mitigated in year by Directorate underspends and application of reserve balances. Central savings of £5.9 million have been delivered in full in 2023/24. Where savings have not been delivered recurrently in 2023/24, activity plans are in place to deliver recurrently from 2024/25.
8. The status of individual savings plans is included at Appendix D; a summary by Directorate is noted in Table 3 below:

Table 3: Delivery of Savings 2023/24

	Target £m	Delivered recurrently/ Mitigated £m	Not delivered/ Mitigated £m
Community & Wellbeing	6.1	6.1	-
Children & Young People	4.5	0.3	4.2
Economy & Environment	2.2	2.2	-
Corporate Services	1.3	1.3	-
Directorate Total	14.1	9.9	4.2
Central	5.9	5.9	-
Total	20.0	15.8	4.2

Capital Outturn

9. The revised 2023/24 capital budget of £68.4 million includes additional grants and approved changes. Capital budgets had been reprofiled in line with expected delivery Appendix B Table c; this has reduced the 2023/24 budget by £78.9m and this has been reallocated across the subsequent three years. A summary breakdown is shown in Table 4 below.

Table 4: Revised Capital budget 2023/24 to 2026/27

	2023/24 Budget £'000	2024/25 Budget £'000	2025/26 Budget £'000	2026/27 Budget £'000	Total
December 2023 Council Approved Budget	147,821	105,417	23,788	10,570	287,596
Other approved movements	(455)	(2,611)	-	-	(3,066)
Additional Grant	-	4,757	1,952	99	6,808
Budget Reprofile	(78,948)	45,527	25,424	7,997	-
Revised Capital Budget	68,418	153,090	51,164	18,666	291,338

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

10. The final spend position is £47.3 million which represents an underspend of £21.1 million against a budget of £68.4 million; an increase in underspend of £5.6 million from the position reported at Quarter 3. Full details for each project are in Appendix B, Table a. This underspend consists of £4.8 million projects that have delivered below the project budget, a further £1.0 million of budgets where the projects are on hold awaiting successful bids and £15.3 million in respect of project budgets to be rolled forward for delivery 2024/25. The full capital programme analysed by project for current and future years can be seen in detail by Appendix B Table b.

Community impact

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

Environmental Impact

12. The council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.
13. This report is to review the financial outturn at Quarter 4 of 2023/24 so will have minimal environmental impacts, however consideration has been made to minimise waste and resource use in line with the council's Environmental Policy.

Equality duty

14. 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.
15. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. Whilst this paper is not seeking any project specific decisions, in determining the council's budget allocation, the council is working towards its equality objectives (found here). In addition, projects

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

Legal implications

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

Risk management

17. 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

18. 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

19. None in relation to this report.

Appendices:

Appendix A - Revenue outturn

Appendix B – Capital outturn

Appendix C - Treasury management outturn

Appendix D - Savings delivery

Appendix E – Earmarked reserves

Background papers

None Identified.

Appendix A: 2023/24 Revenue Outturn Quarter 4 (March 2024)

2023/24 Revenue Outturn at Quarter 4 (March 2024)			
	2023/24 Revenue Budget £m	Q4 Outturn £m	Q4 Outturn Variance £m
Community Wellbeing	71.8	71.8	-
Children & Young People	51.8	63.5	11.7
Economy & Environment	27.0	26.5	- 0.5
Corporate Services	26.0	26.3	0.3
All Ages Social Care			
Directorate Total	176.6	188.1	11.5
Central	16.7	13.9	(2.8)
Total	193.3	202.0	8.7

Community Wellbeing	2023/24 Approved Revenue Budget £'000	Q4 Outturn £'000	Q4 Outturn Variance £'000
Learning Disabilities	25,251	24,776	(475)
Memory & Cognition	2,402	2,501	99
Mental Health	3,918	3,438	(480)
Physical Support	35,909	33,857	(2,052)
Sensory Support	410	330	(80)
Client sub-total	67,890	64,902	(2,988)
All Ages Commissioning	2,713	2,842	129
Care Operations	6,815	7,065	250
Commissioned Services	5,527	6,558	1,031
Transformation and Improvement	1,083	859	(224)
Housing	1,137	2,425	1,288
Prevention and Support	1,774	1,323	(451)
Talk Community Programme	1,775	1,486	(289)
Director and Management	(19,510)	(18,114)	1,396
Public Health	100	100	0
Non-client sub-total	1,414	4,544	3,130
Adults, Health and Wellbeing Portfolio	69,304	69,446	142
Cultural Services	2,145	2,103	(42)
Community Services and Assets Portfolio	2,145	2,103	(42)
Strategic Housing	359	276	(83)
Economy and Growth Portfolio	359	276	(83)
Directorate Total	71,808	71,825	17

Key variances from budget (> £250k) at Q4/Outturn:

- £1.2m overspend relates to Temporary Housing accommodation demand pressures
- £0.6m overspend relates to demand pressures in Care Home and Home Care placements
- £0.4m overspend relates to Employees and Agency cost pressures
- £1.4m underspend relates to funding of Discharge to Assess Placements
- £0.5m underspend relates to reduced Prevention and Support revenue costs
- £0.3m underspend relates to Talk Community grant funding

Children & Young People	2023/24 Approved Revenue Budget £'000	Q4 Outturn	Q4 Outturn Variance
Children's Commissioning	461	489	28
Director's Office	237	675	438
Total Improvement*	5,882	3,139	(2,743)
Total Youth Offending	197	190	(7)
Total Children's Directorate Costs	6,777	4,493	(2,284)
Additional Needs	6,049	8,604	2,555
Commissioning Management	873	749	(124)
Development and Sufficiency	516	365	(151)
Early Years	90	156	66
Education Improvement	471	476	5
Total Education and Commissioning	7,999	10,350	2,351
Total Children in Need	5,072	6,935	1,863
Total Early Help	2,022	2,257	235
Total Looked After Children	26,617	35,356	8,739
Total Safeguarding and Early Help	1,313	1,882	569
Total Safeguarding and Review	1,167	1,420	253
Total Safeguarding and Development	868	815	(53)
Total Safeguarding and Family Support	37,059	48,665	11,606
Directorate Total	51,835	63,508	11,673

Key variances from budget (> £250k) at Q4/Outturn:

£4.2m overspend representing Savings Targets not delivered; £0.3m delivered recurring

£2.1m cost pressures in respect of Agency Staff; a reduction of £0.5m since Q3

£2.2m overspend representing additional demand in SEN Transport

£0.8m overspend in Agency Fostering

£0.8m overspend due to additional demand in Complex Needs

£0.5m overspend re additional expenditure to support Practice Improvement

£0.3m overspend due to cost pressures in respect of In-House Fostering

£0.4m overspend to support UASC

£0.4m overspend £0.2m Historical Residential Placements and £0.2m Other misc

*The approved budget for Total Improvement includes amounts that have been reallocated during 23/24 across the relevant service area.

Economy & Environment	2023/24 Approved Revenue Budget £'000	Q4 Outturn	Q4 Outturn Variance
Management	(218)	472	690
Economy and Growth	937	1,983	1,046
Environment, Highways and Waste	26,312	24,057	(2,255)
Directorate Total	27,031	26,512	(519)

Key variances from budget (> £250k) at Q4/Outturn:

£0.8m underspend in Energy costs representing £1.2m of reduced Electricity costs offset by £0.2m increase in Gas costs and un-budgeted £0.2m RCCO for Solar Panels (in Schools and Corporate Buildings)

£0.5m net underspend in respect of Concessionary Travel

£0.6m net underspend in respect of Employees and Agency

£0.2m net underspend in respect of Winter Maintenance

£0.2m additional income for Trade Waste

£1.0m overspend representing Savings Targets delivered by mitigation

£1.0m reduced income for Development Planning Control

Corporate Services	2023/24 Approved Revenue Budget £'000	Q4 Outturn	Q4 Outturn Variance
Chief Executive's Office	1,069	1,535	466
Corporate Support Services	4,157	4,191	34
Governance and Legal Services	5,823	5,700	(123)
HR and Organisational Development	1,779	1,883	104
Strategic Assets	2,747	2,285	(462)
Strategic Finance	7,224	7,372	148
Transformation, PMO and Performance	3,141	3,323	182
Directorate Total	25,940	26,289	349

Key variances from budget (> £250k) at Q4/Outturn:

£0.3m overspend in respect of Public Relations Office due to staffing and agency cost pressures

£0.2m overspend in respect of Executive Support due to staffing and supplies cost pressures

£0.5m overspend in respect of Programme Management Office arising due to staffing cost pressures partially offset by

£0.3m net underspend in respect of the Special Projects budget

£0.5m net underspend in respect of Strategic Assets representing savings targets at risk – which has been mitigated by increased rents incl. collection of historic rents charges

Central	2023/24 Approved Revenue Budget £'000	Q4 Outturn	Q4 Outturn Variance
Total	16,690	13,958	(2,732)

Key variances from budget (> £250k) at Q4/Outturn:

£1.0m overspend (Thrive) as a result of savings assessed as at risk in 2023/24; delivery expected in 2024/25

£3.8m underspend (Treasury Management - Interest receivable) representing additional income in 2023/24

Appendix B

Table A - 2023/24 Capital Programme Outturn

				2023/24				
Adjustments include 22/23 carry forwards and additional grants allocations (Budget as agreed at Council in December)	2023/24 Revised 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
		Reprofile Table C	Grant & Other changes Table B					
Disabled facilities grant	4,229			4,229	3,140	3,220	-1,009	Strategic Housing delays on DFG team doing assessments £269k, SHAP programme starting later than anticipated £740k
Community Capital Grants Scheme	200			200	0	0	-200	A small budget was placed in 23/24 for this new scheme in case any projects could progress quickly but no decision has yet been taken on how this will be spent
Total Community Wellbeing Delivery Board	4,429	0	0	4,429	3,140	3,220	-1,209	
Hillside	121		0	121	121	32	-90	Project has completed under budget
Empty Property Investment & Development	919		0	919	219	25	-893	£500k match will be required next year as properties are unlikely to be bought in this financial year - £393k delays in new schemes progressing
Gypsy & Traveller Pitch development	1,096	-1,046	0	50	30	27	-23	

Single Homelessness Accommodation Programme (SHAP)	455			455	303	455	0	
Strategic Housing Development	80		0	80	52	10	-70	
Private sector housing improvements	111		0	111	111	111	0	
Total Housing & Accommodation Delivery Board	2,781	-1,046	0	1,736	836	661	-1,075	
Electronic Document Management Storage	12		0	12	0	0	-12	Project has completed under budget
Capital Development Fund	1,000		0	1,000	0	0	-1,000	No projects have been approved to use this funding.
Key Network Infrastructure (Core Data Centre Switches & Corporate Wi-Fi)	412		0	412	386	384	-28	
HARC SAN Lifecycle Replacement	372	-370	0	2	2	1	0	
Data Centre Equipment Lifecycle Replacement	329		0	329	199	192	-137	£107k underspend due to equipment cheaper than anticipated - £30k delayed due to repair work to the Fibre cables between Plough Lane & Harc est July24
Windows Server Upgrades	330		0	330	208	175	-155	Project extended to Sept 2024 as M365 project needs to be up and running before the servers can be upgraded
Backup Storage	82		0	82	37	37	-45	Project has completed under budget
Device and Ancillary kit replacement programme	365	-100	0	265	265	443	178	Due to lower price offered bought in advance of year end for 24/25

M365 E5 Implementation	300		0	300	300	300	0	
Primary Data Storage Area Network (Plough Lane)	63		0	63	9	9	-55	Project has completed under budget
Total IT Services Partnership Board	3,265	-470	0	2,795	1,405	1,540	-1,254	
Flexible Futures	582		0	582	582	471	-110	Reception Area works were not commissioned in year
My Account	7		0	7	5	5	-1	Phase 1 was completed under budget
Total Corporate Transformation Delivery Board	588	0	0	588	587	477	-111	
Schools Capital Maintenance Grant	5,693	-2,707	0	2,986	2,693	2,033	-953	Slippage due to delivering a group of projects in the Easter holidays which falls over the year end due to holiday needed to do works
Peterchurch Area School Investment	7,446	-7,416	0	30	30	56	26	
Brookfield School Improvements	3,830	-3,080	0	750	100	47	-703	A programme for construction will only start just before summer holidays due to DfE time to agree funding.
High Needs Grant	1,300	-1,150	0	150	20	8	-143	Works have not commenced as expected
Basic Needs Funding	7,674	-7,474	0	200	100	215	16	
Preliminary works to inform key investment need throughout the county	303	-23	0	280	280	94	-186	Works will be delivered later than planned, in early 24/25
School Accessibility Works	1,003	-672	0	331	166	141	-189	Slippage into 24/25 due to constraints on design stage, procurement and lack of resource to do tenders, ecology & asbestos surveys

Work to Shirehall Annex (Care Leavers Base)	100			100	0	0	-100	Awaiting work to commence
Shirehall Improvement Works	0			0	0	0	0	
Estates Capital Programme 2019/22	2,322	-1,656	0	666	666	553	-113	Some works expected to complete by end March have been delayed
Residual property works identified in the 2019 condition reports	1,351	-650	0	701	660	573	-129	Some works expected to complete by end March have been delayed
Estates Building Improvement Programme 22-25	2,569	-871	0	1,698	1,624	1,279	-418	Some works expected to complete by end March have been delayed
Estates Building Improvement Programme 2023-25	2,280	-1,500	0	780	994	759	-21	
Fly-Tipping Intervention Scheme	30		0	30	30	30	0	
Upgrade of Hereford CCTV Cameras	4		0	4	4	4	0	
Changing Places	287		0	287	287	264	-23	
Hereford Library	200	-200	0	0	0	0	0	
Total Asset Management Delivery Board	36,392	-27,399	0	8,993	7,654	6,057	-2,936	
E & E's S106	4,558	-2,578	0	1,979	1,201	756	-1,223	Slippage due to working with stakeholders and public consultations, also delay on purchasing affordable housing
C & F's S106	1,376	-516	0	860	860	873	13	
Total Planning Delivery Board	5,933	-3,094	0	2,839	2,061	1,629	-1,210	
Local Transport Plan (LTP)	15,466		0	15,466	15,466	15,451	-15	
Priority Flood Repair Works	1,159		0	1,159	390	347	-812	Works will complete under budget and not use the contingency.
Extra Ordinary Highways Maintenance & Biodiversity Net Gain	408	-151	0	256	95	43	-213	Some areas will be delivered under budget but some budget

									will carry forward for delivery of equipment.
Public Realm Maintenance - Mitigating Risk on the Network	3,849	-193	0	3,656	2,919	2,825	-832		Delays in delivering works on Public Realm
Highways Maintenance and pot hole repairing 2023/24	2,558		0	2,558	2,558	2,558	0		
Winter Resilience	677	-450	0	227	182	183	-44		
Highways Equipment	507		0	507	314	312	-195		£100k Underspend - Camera scheme not going ahead, £5k Kington Parking charges being reviewed and £89k Hereford on street parking will not be introduced
Resurfacing Herefordshire Highways	0			0	0	0	0		
Natural Flood Management	489	-269	0	220	187	177	-43		
Highways Infrastructure Investment	4,085	-2,750	0	1,335	500	0	-1,335		Decision taken in March so no work commenced in 23/24
Public Realm Improvements for Ash Die Back	315		0	315	60	19	-296		Action being undertaken on known risks, unknown areas need confirmation on risk and action, further surveying work required. Funding also required for HC fte, post to go through recruitment.
Moving Traffic Enforcement Phase 2	144	-119	0	25	0	0	-25		
Total Highways Maintenance Delivery Board	29,657	-3,933	0	25,724	22,670	21,915	-3,809		
Integrated Wetlands	748	-339	0	410	232	227	-182		Schemes on hold/ awaiting cabinet decision - Delay due to regulatory uncertainty
Solar Photovoltaic Panels	1,272	-1,007	0	265	201	201	-64		

Wye Valley AONB	155		0	155	155	118	-37	
SEPUBU Grant	344		0	344	17	17	-327	Not enough schemes have come forward to utilise the grant.
Waste	18,090	-18,090	0	0	0	0	0	
E-Cargo Bike Share	85		0	85	85	85	0	
Local Electric Vehicle Infrastructure Capital Fund (LEVI)	124		0	124	0	0	-124	Procurement is expected to take place late 24/25 early 25/26
Green Homes Grant - Local Authority Delivery	293		0	293	260	253	-40	
Home Upgrade Grant	4,301		0	4,301	2,835	1,233	-3,068	Contract needed to be reproced and time taken to get Government approval to proceed has created delays. Although HC delivered more schemes than most other councils in the region
Total Environment & Sustainability Delivery Board	25,413	-19,436	0	5,977	3,785	2,134	-3,842	
Hereford Enterprise Zone	421		0	421	421	411	-9	
Marches Business Investment Programme	544		0	544	486	486	-58	Not enough schemes have come forward to utilise all the grant.
Employment Land & Incubation Space in Market Towns	3,500	-3,400	0	100	10	2	-98	
Leominster Heritage Action Zone	2,009	-653	0	1,356	498	398	-958	Delays on public realm works due to retendering
Safer Streets / CCTV	43		0	43	4	4	-39	Work complete under budget.
Fastershire Broadband	1,216	3,024	0	4,240	4,240	3,968	-272	One of the lots came in a lot lower on costs than expected
Total Economic Development Delivery Board	7,734	-1,029	0	6,705	5,660	5,270	-1,434	

Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	10,665	-9,965	0	700	600	473	-227	Project delayed due to procurement issues and additional surveys required to inform costings
Stronger Towns Fund - Greening the City	323	-300	0	23	23	25	2	
UK Shared Prosperity Fund	290		0	290	191	187	-103	Slower take up on grant applications than expected
Rural Prosperity Fund	850		0	850	530	281	-569	Some schemes only launched in November and also looking at third party to deliver
Stronger Towns Library & Learning Centre relocation to Shirehall	395			395	0	45	-350	Project took longer to start than expected due to approvals for change of location
Total Major External Funded Delivery Board	12,523	-10,265	0	2,258	1,345	1,011	-1,247	
Hereford City Centre Transport Package	6,255	-4,755	0	1,500	1,126	1,080	-420	Slippage due to planning permission delayed and land negotiations
Hereford City Centre Improvements (HCCI)	2,500	-300	0	2,200	1,950	1,597	-603	The business grants delayed due to not being taken up by businesses and some of the other schemes slippage due to issue with procurement
Hereford ATMs and Super Cycle Highway	1,000	-650	0	350	10	0	-350	Delay in development in the minors works framework
Emergency Active travel Fund	119		0	119	60	88	-31	
Active Travel Fund 4	306	-150	0	156	125	58	-98	
Southern Link Road	800			800	0	0	-800	Decision taken in March so no work commenced in 23/24
LUF - Active Travel Measures (north of river)	1,025	-525	0	500	225	305	-196	Delay in development in the minors works framework

LUF - Active Travel Measures (south of river)	4,036	-3,286	0	750	225	242	-507	Delay in development in the minors works framework
Total Sustainable Transport & Place Making Delivery Board	16,041	-9,666	0	6,375	3,721	3,370	-3,005	

Total	144,756	-76,337	0	68,418	52,862	47,284	-21,134	
--------------	----------------	----------------	----------	---------------	---------------	---------------	----------------	--

Projects likely to be delayed into 24/25, some with no decisions yet made on spend, others with delays in delivery.	-15,315
Projects are on hold awaiting successful grant bids or review before continuation	-1,000
Project to deliver under budget or not spend full grant allocation	-4,819
	-21,134

Table B – Overall Capital Programme position 2023/24

Project Name	Prior Years £000s	2023/24 budget £000s	2024/25 budget £000s	2025/26 budget £000s	2026/27 budget £000s	Total scheme budget £000s
Disabled facilities grant	0	4,229	2,000	0	0	6,229
Community Capital Grants Scheme	0	200	1,800	0	0	2,000
Total Community Wellbeing Delivery Board	0	4,429	3,800	0	0	8,229
Hillside	879	121	0	0	0	1,000
Empty Property Investment & Development	0	919	0	0	0	919
Gypsy & Traveller Pitch development	781	50	1,046	0	0	1,877
Single Homelessness Accommodation Programme (SHAP)	0	455	455	0	0	910
Strategic Housing Development	0	80	0	0	0	80
Private sector housing improvements	88	111	0	0	0	199
Total Housing & Accommodation Delivery Board	1,747	1,736	1,501	0	0	4,984
Electronic Document Management Storage	303	12	0	0	0	315
Capital Development Fund	0	1,000	0	0	0	1,000
Key Network Infrastructure (Core Data Centre Switches & Corporate Wi-Fi)	143	412	0	0	0	555
HARC SAN Lifecycle Replacement	0	2	370	0	0	372
Data Centre Equipment Lifecycle Replacement	0	329	0	0	0	329
Windows Server Upgrades	0	330	0	0	0	330
Backup Storage	0	82	0	0	0	82
Device and Ancillary kit replacement programme	0	265	365	415	548	1,593
M365 E5 Implementation	0	300	150	0	0	450
Primary Data Storage Area Network (Plough Lane)	272	63	0	0	0	335
Total IT Services Partnership Board	718	2,795	885	415	548	5,361
Flexible Futures	268	582	0	0	0	850
Wye Valley Trust - Education Centre Investment	0	0	6,000	0	0	6,000

HWGTA - Development of Vocational Work Based Skills Investment	0	0	2,000	0	0	2,000
My Account		7	0	0	0	7
Total Corporate Transformation Delivery Board	268	588	8,000	0	0	8,857
Schools Capital Maintenance Grant	0	2,986	3,902	0	0	6,888
Peterchurch Area School Investment	232	30	3,175	5,716	1,700	10,853
Brookfield School Improvements	375	750	3,875	822	0	5,822
High Needs Grant	77	150	3,328	500	0	4,055
Basic Needs Funding	0	200	5,000	5,000	6,084	16,284
Childcare Expansion Capital Grant 2023-24	0	0	296	0	0	296
Preliminary works to inform key investment need throughout the county	213	280	23	0	0	516
School Accessibility Works	0	331	672	0	0	1,003
Work to Shirehall Annex (Care Leavers Base)	0	100	0	0	0	100
Shirehall Improvement Works	0	0	3,000	0	0	3,000
Estates Capital Programme 2019/22	3,760	666	1,656	0	0	6,082
Residual property works identified in the 2019 condition reports	40	701	650	0	0	1,392
Estates Building Improvement Programme 22-25	174	1,698	1,135	0	0	3,007
Estates Building Improvement Programme 2023-25	0	780	2,747	0	0	3,527
Fly-Tipping Intervention Scheme	0	30	0	0	0	30
Upgrade of Hereford CCTV Cameras	38	4	0	0	0	42
Changing Places	0	287	0	0	0	287
Hereford Library	145	0	200	0	0	345
Total Asset Management Delivery Board	5,055	8,993	29,658	12,038	7,784	63,528
E & E's S106	0	1,979	4,045	1,548	0	7,572
C & F's S106	0	860	1,047	2,084	0	3,992
Total Planning Delivery Board	0	2,839	5,092	3,632	0	11,563
Local Transport Plan (LTP)	0	15,466	15,466	0	0	30,932
Priority Flood Repair Works	2,868	1,159	0	0	0	4,027
Extra Ordinary Highways Maintenance & Biodiversity Net Gain	1,891	256	151	0	0	2,299

Public Realm Maintenance - Mitigating Risk on the Network	1,101	3,656	193	0	0	4,950
Highways Maintenance and pot hole repairing 2023/24	0	2,558	0	0	0	2,558
Additional Pothole Allocation 23/24 & 24/25	0	0	3,660	0	0	3,660
Winter Resilience	0	227	740	435	0	1,402
Highways Equipment	41	507	0	0	0	548
Resurfacing Herefordshire Highways	0	0	5,000	5,000	0	10,000
Natural Flood Management	97	220	337	336	284	1,274
Highways Infrastructure Investment	0	1,335	6,835	3,985	3,885	16,040
Public Realm Improvements for Ash Die Back	0	315	367	367	367	1,416
Moving Traffic Enforcement Phase 2	0	25	119	0	0	144
Total Highways Maintenance Delivery Board	5,998	25,724	32,869	10,123	4,536	79,250
Integrated Wetlands	2,252	410	930	1,071	99	4,760
Solar Photovoltaic Panels	862	265	1,007	0	0	2,134
Wye Valley AONB	55	155	116	0	0	326
SEPUBU Grant	88	344	0	0	0	432
Waste	0	0	18,090	0	0	18,090
E-Cargo Bike Share	0	85	0	0	0	85
Local Electric Vehicle Infrastructure Capital Fund (LEVI)	0	124	300	300	400	1,124
LEVI Pilot Fund Grant	0	0	60	60	0	120
Green Homes Grant - Local Authority Delivery	526	293	0	0	0	819
Home Upgrade Grant	522	4,301	4,646	0	0	9,469
Total Environment & Sustainability Delivery Board	4,304	5,977	25,149	1,430	499	37,359
Hereford Enterprise Zone	14,526	421	0	0	0	14,947
Marches Business Investment Programme	2,884	544	0	0	0	3,428
Employment Land & Incubation Space in Market Towns	341	100	10,000	10,260	0	20,701
Leominster Heritage Action Zone	1,095	1,356	653	0	0	3,104
Safer Streets / CCTV	340	43	0	0	0	383
Safer Streets 5	0	0	150	0	0	150

Fastershire Broadband	26,990	4,240	2,508	0	0	33,738
Total Economic Development Delivery Board	46,176	6,705	13,311	10,260	0	76,451
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	1,535	700	7,000	8,765	0	18,000
Stronger Towns Fund - Greening the City	81	23	300	0	0	404
UK Shared Prosperity Fund	0	290	845	0	0	1,135
Rural Prosperity Fund	0	850	856	0	0	1,706
Stronger Towns Library & Learning Centre relocation to Shirehall	0	395	2,611	0	0	3,005
Total Major External Funded Delivery Board	1,616	2,258	11,611	8,765	0	24,250
Hereford City Centre Transport Package	37,224	1,500	5,755	2,500	0	46,979
Hereford City Centre Improvements (HCCI)	3500	2,200	300	0	0	6,000
Hereford ATMs and Super Cycle Highway	0	350	650	0	0	1,000
Emergency Active travel Fund	0	119	0	0	0	119
Active Travel Fund 4	0	156	150	0	0	306
Southern Link Road	0	800	2,200	2,000	5,300	10,300
LUF - Active Travel Measures (north of river)	251	500	3,715	0	0	4,466
LUF - Active Travel Measures (south of river)	2	750	8,445	0	0	9,197
Total Sustainable Transport & Place Making Delivery Board	40,976	6,375	21,215	4,500	5,300	78,366

Total	106,859	68,418	153,090	51,164	18,666	398,197
--------------	----------------	---------------	----------------	---------------	---------------	----------------

	2023/24 Budget £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s	Total
December 2023 Council Approved Budget	147,821	105,417	23,788	10,570	287,596
Reprofile Budget	-78,948	45,527	25,424	7,997	0
Other approved Movements	- 455	2,611	-	-	-3,066
Additional Grants	0	4,757	1,952	99	6,808
Revised Capital Budget	68,418	153,090	51,164	18,666	291,338

Grant Additions since February Council

	2023/24	2024/25	2025/26	2026/27	£000s
					0
DfT - Additional Pothole Grant		3,660			3,660
DfE - Childcare Expansion Capital Grant 2023-24		296			296
WMP - Safer Streets 5 Grant		150			150
DLUHC - Phosphate Mitigation Grant		591	1,071	99	1,760
DfE - additional Grant for Brookfield School			822		822
WMCA - LEVI Pilot Grant		60	60		120
	0	4,757	1,952	99	6,808

Other Movements

	2023/24	2024/25	2025/26	2026/27	£000s
Removal of Maylords Library project	(455)	(2,611)			(3,066)
					0
	(455)	(2,611)	0	0	(3,066)

Total Grants and other movements

	-455	2,146	1,952	99	3,742
--	------	-------	-------	----	-------

Table C – Reprofiled budget details

Project Name	2023/24 Budgets Adj £000s	2024/25 Budgets Adj £000s	2025/26 Budgets Adj £000s	2026/27 Budgets Adj £000s	Reason
Schools Capital Maintenance Grant	-2,707	2,707	0	0	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	-7,416	0	5,716	1,700	Procurement taking place later than anticipated, due to timeframe will slip into 24/25.
Brookfield School Improvements	-3,080	3,080	0	0	Delays due to agreement on the finance arrangements and transfer of the trust.
High Needs Grant	-1,150	650	500	0	Decision on which projects to progress was later than planned which delayed delivery.
Basic Needs Funding	-7,474	-3,610	5,000	6,084	Kingstone expansion has not progressed, therefore delayed while the decision to expand Aylestone was taken. Ring-fenced grant so has to be carried forward.
Preliminary works to inform key investment need	-23	23	0	0	
School Accessibility Works	-672	672	0	0	Due to some works requiring longer holidays these works will complete next financial year.
Estates Capital Programme 2019/22	-1,656	1,656	0	0	The under spend is mainly due to the Shirehall budget that has been held until a decision on the future use of the site was taken.
Residual property works identified in the 2019 condition reports	-650	650	0	0	Due to some none tender returns and delays to procurement, these works are expected to deliver later than originally planned.
Estates Building Improvement Programme 22-25	-871	871	0	0	
Estates Building Improvement Programme 2023-25	-1,500	1,500	0	0	
Hereford Library	-200	200	0	0	Project on hold until the works begin on the Broad St building.
Total Asset Management Delivery Board	-27,399	8,399	11,216	7,784	
HARC SAN Lifecycle Replacement	-370	370	0	0	Project is still being scoped and therefore delivery delayed.
Device and Ancillary kit replacement programme	-100	0	0	100	Equipment prices have been lower than expected.

Total IT Services Partnership Board	-470	370	0	100	
Gypsy & Traveller Pitch development	-1,046	1,046	0	0	Planning wasn't approved and therefore the project is delayed.
Total Housing & Accommodation Delivery Board	-1,046	1,046	0	0	
E & E's S106	-2,578	2,953	-374	0	Delay to the appointment of professional services.
C & F's S106	-516	696	-181	0	Some school led projects are expected to deliver later than originally anticipated.
Total Planning Delivery Board	-3,094	3,649	-555	0	
Hereford City Centre Transport Package	-4,755	2,255	2,500	0	Construction will be later than planned while waiting for land negotiations and planning.
Hereford City Centre Improvements (HCCI)	-300	300	0	0	Shop Front Grants have an extension from LEP due to slower take up by businesses.
Hereford ATMs and Super Cycle Highway	-650	650	0	0	Procurement of the design consultant for all LUF projects took longer than expected and therefore they are all delayed, including the match funding.
Active Travel Fund 4	-150	150	0	0	
LUF - Active Travel Measures (north of river)	-525	525	0	0	
LUF - Active Travel Measures (south of river)	-3,286	3,286	0	0	
Sustainable Transport & Place Making Delivery Board	-9,666	7,166	2,500	0	
Integrated Wetlands	-339	339	0	0	Development has been paused while awaiting government announcement on housing.
Solar Photovoltaic Panels	-1,007	1,007	0	0	Delays to planned works due to ecology issues and lack of suitable sites.
Waste	-18,090	18,090	0	0	Due to the delivery timescale, any new purchases of vehicles and equipment would arrive next financial year.
Total Environment & Sustainability Delivery Board	-19,436	19,436	0	0	
Employment Land & Incubation Space in Market Towns	-3,400	0	3,400	0	No decisions have yet been taken on how to utilise this budget.
Leominster Heritage Action Zone	-653	653	0	0	Public Realm works are starting later than planned so will complete the following year.

Fastershire Broadband	3,024	-3,024	0	0	Budget has been brought forward with the work planned to be delivered this year.
Total Economic Development Delivery Board	-1,029	-2,371	3,400	0	
Extra Ordinary Highways Maintenance & Biodiversity Net Gain	-151	151	0	0	Gritter to arrive next financial year
Public Realm Maintenance - Mitigating Risk on the Network	-193	193	0	0	Some work will be completed in the following year due to time needed to scope works.
Winter Resilience	-450	450	0	0	Gritter to arrive next financial year
Natural Flood Management	-269	59	97	113	Delay to the start of awarding grants.
Highways Infrastructure Investment	-2,750	2,750	0	0	Awaiting the decision to spend and due to time of year will not deliver this year.
Moving Traffic Enforcement Phase 2	-119	119	0	0	On hold while project reviewed which will delay delivery.
Total Highways Maintenance Delivery Board	-3,933	3,722	97	113	
Stronger Towns Fund - Hereford Museum & Art Gallery	-9,965	1,200	8,765	0	Commencement of construction is going to be later than planned.
Stronger Towns Fund - Greening the City	-300	300	0	0	Still awaiting the design before delivery can commence.
Total	-76,337	42,917	25,424	7,997	

Project Removed after reprofile

Stronger Towns Fund - Maylord Orchard Redevelopment and LRC	-2,611	2,611	0	0	
Total	-78,948	45,527	25,424	7,997	

Budgets are reprofiled in quarter 2 as recommended by External Audit to ensure reporting against a more deliverable capital programme. Explanations for reprofiling of the budget are given in the table above.



APPENDIX C TREASURY MANAGEMENT REPORT 2023/24

Introduction

- 1.1 Treasury Management is the management of the council's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- 1.2 The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management 2021 recommends that members be updated on treasury management activities at least quarterly. The Local Government Act 2003 also requires that the council produce an annual review of treasury management activities comparing actual activity during the year with the Treasury Management Strategy approved prior to the start of the year.

Economic Context

- 2.1 The final quarter of the year saw:
 - Negative Gross Domestic Product (GDP) growth of -0.3% while growth on an annual basis was also negative at -0.2%. GDP growth of 0.5% is envisaged in 2024.
 - Unemployment is currently below 4%, with annual wage inflation above 5%.
 - Consumer Price Index (CPI) inflation continuing on its downward trajectory, from 8.7% in April to 4.6% in October, then to 3.9% in November. It is currently 3.4% but is expected to fall below 2% over the summer months and to stay there in 2025 and 2026.
 - Core CPI inflation decreasing from April and May's 31 years' high of 7.1% to 5.1% in November, the lowest rate since January 2022; decreasing further to 4.5% in February.
 - A steady fall in 10-year gilt yields as investors revised their interest rate expectations lower. There is likely to be a fall in gilt yields over the next one to two years as Bank Rate falls and inflation moves below the Bank of England's 2% target.
- 2.2 In March, the Bank of England voted to keep interest rates at 5.25% for the fifth time in a row with no Monetary Policy Committee (MPC) members voting to raise interest rates. The latest projections from Link Group suggest the bank rate will start to decrease in September 2024, falling to 3.75% at the end of the 2024/25 financial year.

Investments

3.1 At 31 March 2024, the council held investments as shown in table 1.

Table 1 Investment Portfolio

Treasury investments	Term	Maturity date	Interest rate	Amount invested £m
Instant Access Money Market Funds:				
Federated	N/A	N/A	5.29%	10.00
Aberdeen Standard	N/A	N/A	5.27%	3.70
Invesco	N/A	N/A	5.27%	4.67
Instant Access Bank Accounts:				
NatWest	N/A	N/A	3.25%	0.25
95 Day Notice Bank Accounts:				
Barclays (ESG green deposits)	N/A	N/A	5.30%	5.00
Fixed Term Deposits:				
Standard Chartered (ESG green deposits)	183 days	04/04/24	5.52%	5.00
Goldman Sachs	182 days	10/05/24	5.51%	5.00
Blackpool Council	182 days	05/08/24	5.60%	5.00
Lloyds	182 days	09/08/24	5.31%	5.00
Total treasury investments			Average 5.37%	43.62

3.2 The council applies the credit worthiness service provided by Link Group. This service employs a modelling approach utilising credit ratings from three main credit rating agencies (Fitch, Moody's and Standard and Poor's). This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system to which Link Group allocate a series of colour coded bands with suggested maximum durations for investments. These are detailed in the Treasury Management Strategy for 2023/24 as approved by Council in February 2023.

3.3 The council has earned interest on its investments as shown in table 2. This is not included in the revenue budget for 2023/24, and therefore represents an underspend position within the Central budget line.

Table 2: Interest earned

Month	Average amount invested £m	Average rate of interest earned	Amount of interest earned £m
Apr 23	71.8	4.15%	0.245
May 23	78.6	4.34%	0.290
Jun 23	76.2	4.51%	0.282
Jul 23	86.6	4.84%	0.356
Aug 23	85.6	5.10%	0.371
Sep 23	85.5	5.18%	0.381
Oct 23	83.0	5.30%	0.374
Nov 23	86.3	5.35%	0.379
Dec 23	78.8	5.37%	0.359
Jan 24	83.8	5.34%	0.380
Feb 24	71.2	5.34%	0.302
Mar 24	54.6	5.34%	0.248
Total			3.967

- 3.4 In addition to the investment income, the council earns interest on the provision of loan finance to the waste disposal PFI provider. This has generated loan interest of £1.7 million in 2023/24 and has been credited to the waste reserve.

Borrowing

- 4.1 The council can only borrow up to its Authorised Borrowing Limit which represents the affordable limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements. The Authorised Borrowing Limit for external borrowing for 2023/24 is £350m which was approved in the Treasury Management Strategy.
- 4.2 At 31 March 2024, the council held long-term borrowing of £120.9m; no new long-term borrowing has been secured during the financial year. The council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR), this is the capital expenditure that has not yet been paid for by revenue or other resources. The council's CFR at 31 March 2024 is £303.1m, which demonstrates that the Council has significant internal borrowing when compared to the actual long-term borrowing (excluding PFI liabilities) of £120.9m.
- 4.3 The current capital financing budget position is shown in table 3. The underspend has arisen from utilisation of internal borrowing over external borrowing, alongside a slippage in the capital investment budget spend.

Table 3: Summary of borrowing budget

	Budget £m	Outturn £m	(Surplus)/deficit £m
Minimum Revenue Position (MRP)	9.9	8.6	(1.3)
Interest Payable on loans	5.6	4.8	(0.8)
Total	15.5	13.4	(2.1)

Compliance with Treasury and Prudential Limits

- 5.1 During the quarter ended 31 March 2024, the council has operated within the treasury and prudential indicators set out in the Treasury Management Strategy for 2023/24. Actual values for quarter 4 are shown in table 4.
- 5.2 Prudential indicators (PI) for quarter 4 are shown as actual outturns for the financial year 2023/24, e.g. for PI1 (capital expenditure), the outturn spend for the financial year 2023/24 of £47.3 million is shown against a Prudential indicator value approved in the Treasury Management Strategy of £141.7 million. This means that capital expenditure for 2023/24 outturn is lower than was budgeted for at the start of the year.
- 5.3 Treasury indicators for quarter 4 are shown as actual values as at 31 March 2024, e.g. for PI4 (authorised limit for external debt), the actual value of external debt as at 31 March 2024 of £158.7 million is shown against a Treasury Indicator limit of £420.0 million as approved in the Treasury Management Strategy. This means that actual debt is lower than the approved limit and the council is operating within agreed boundaries.

Table 4: Prudential and Treasury indicators for 2023/24 as at 31 March 2024

Ref	Treasury indicators	Description	2023/24 Budget/Limit £000	Actual as at 31 March 2024 £000	Compliance result
PI4	Authorised limit for external debt	To set an authorised limit for its gross external debt for the forthcoming financial year (includes PFI liabilities)	420,000	158,719	Within limit
PI5	Operational boundary for external debt	To set an operational boundary for its gross external debt for the forthcoming financial year (includes PFI liabilities)	400,000	158,719	Within limit
PI8	Upper limit for principal sums invested over 364 days	To set an upper limit for total principal sums invested over 364 days	5,000	NIL	Within limit
PI7	Maturity structure upper and lower limits:	To set upper and lower limits for the maturity structure of its borrowing			
	Under 12 months		0-10%	6%	Within limit
	12 months to 2 years		0-10%	5%	Within limit
	2 to 5 years		0-25%	11%	Within limit
	5 to 10 years		0-35%	17%	Within limit
	10 years and above		0-80%	61%	Within limit
Ref	Prudential indicators	Description	2023/24 Budget £000	2023/24 Actual £000	Compliance result
PI1	Capital expenditure	A reasonable estimate of the total capital expenditure that it plans to incur during the forthcoming financial year	141,661	47,284	Under budget
PI2	Capital financing requirement (CFR)	A reasonable estimate of the total capital financing requirement at the end of the forthcoming financial year	366,582	303,146	Under budget
PI3	Gross debt and CFR	To ensure that the total gross debt does not, except in the short term, exceed the total of capital financing requirement	N/A	40%	Below 100%, within limit
PI6	Ratio of financing costs to net revenue stream	To estimate the proportion of financing costs to net revenue stream for the forthcoming financial year	8.1%	7%	Under budget
PI9	Ratio of net commercial and service investments income to net revenue stream	To estimate the proportion of net income from commercial and service investments to net revenue stream for the forthcoming financial year	N/A	1%	Low reliance on this income

Appendix D: Delivery of Savings at 31 March 2024 (Quarter 4)

Directorate Savings of £14.1m for 2023/24 were approved by Council on 10 February 2023.

The status of the delivery of approved savings at 31 March 2024 (Quarter 4) is noted below:

Directorate	Approved Savings £'000	Delivered recurrently/ mitigated £'000	Not delivered/ mitigated £'000
Community Wellbeing (S1 to S17)	6,105	6,105	-
Children & Young People (S18 to S19)	4,500	300	4,200
Economy & Environment (S20 to S28)	2,200	2,200	-
Corporate Services (S29 to S36)	1,330	1,330	-
Total Savings	14,135	9,935	4,200

At 31 March 2024 (Quarter 4), £9.9 million (70%) of the £14.1 million Directorate savings for 2023/24 have been delivered recurrently or mitigated in year. £4.2 million (30%) have not been delivered in 2023/24.

The status of individual Directorate savings as per Appendix B of the Council Report approved on 10 February 2023, is shown in Annex 1 below.

Annex 1: Delivery of approved savings at 31 March 2024 (Quarter 4)

Directorate	Target £'000	Delivered (Recurrent) £'000	Delivered (Non- Recurrent) £'000	Not delivered £'000
Community & Wellbeing				
S1 Stable Engaged Workforce	710	210	500	
S2 Edge of Care and Prevention	300	300		
S3 New Integrated Models of Care	550	70	480	
S4 Occupational Therapy Delivery Model	100	100		
S5 Digital and Technology	500	245	255	
S6 Respite Provision	300		300	
S7 Process Efficiency - Block Bed Contracts	300	200	100	
S8 Telecare Charges	150	100	50	
S9 Process Efficiency - Business Support	100	100		
S10 Process Efficiency - Income Collection & Debt Management	600	600		
S11 Process Efficiency - Repairs and Maintenance	100	100		
S12 Process Efficiency - Brokerage	100		100	
S13 All Age Commissioning	600	200	400	
S14 Social Care Delivery	750	750		
S15 Public Health	326	326		
S16 Supported Living	369		369	
S17 Care and Funding Pathway	250	250		
Total Community & Wellbeing	6,105	3,551	2,554	-
Children & Young People				
S18 Place Management balance	466			466
S18 (i) UASC Expenditure Offset by Increased Claims	108			108
S18 (ii) Reduction In Proportion Of Residential Placements	624	300		324
S18 (iii) Discharge of Placement with Parents Orders	50			50
S18 (iv) Review of Staying-Put Payments and Allowances	0			0
S18 (v) Edge of Care Re-unification	234			234
S18 (vi) Targeted Cohort Step Downs Q1	768			768
S18 (vii) Increased Contributions for Complex Needs	100			100
S18 (viii) Reduced Costs of Parent & Baby Placements	150			150
S18 (ix) School Transport Savings	0			0
S19 Recruitment and Retention	2,000			2,000
Total Children & Young People	4,500	300	-	4,200

Directorate	Target £'000	Delivered (Recurrent) £'000	Delivered (Non- Recurrent) £'000	Not delivered £'000
Economy & Environment				
S20 BBLP Annual Plan Revision	350	350		
S21 Waste Collections	80	80		
S22 Parking Income	450	450		
S23 Fees & Charges	300	228	72	
S24 Fixed Penalty Notice Pilot	50		50	
S25 Transformation Planning & Regulatory Services	350		350	
S26 Economic Development: Vacancy Management	50	50		
S27 Enterprise Zone Running Costs	150		150	
S28 Directorate Transformation Programme:				
S28 (i) Demand Management	150		150	
S28 (ii) Partnership Opportunities	225		225	
S28 (iii) Commercial Opportunities	225		225	
Public Realm FOM Project costs	(180)		(180)	
Total Economy & Environment	2,200	1,158	1,042	-
Corporate Services				
S29 Exit From Inefficient Properties	300		300	
S30 Increase in Rental Income	170	170		
S31 Financial Payment Process Efficiencies	100	100		
S32 Mobile Phones	20	20		
S33 Herefordshire Now	100		100	
S34 Children's Services Legal Support	200		200	
S35 Transformation of Legal Support	140	140		
S36 Transformation of Programme Management (PMO)	300		300	
Total Corporate Services	1,330	430	900	-
TOTAL DIRECTORATE SAVINGS	14,135			



EARMARKED RESERVES AND GENERAL FUND BALANCE 01 APRIL 2023 TO 31 MARCH 2024

Reserve	01 April 2023 £m*	Transfers out £m	Transfers in £m	31 March 2024 £m
Business rates risk	(13.1)	-	(6.6)	(19.7)
Waste disposal	(9.4)	4.3	(1.7)	(6.8)
Fastershire clawback	(5.1)	4.6	-	(0.5)
Additional pension costs	(4.1)	3.4	(1.0)	(1.7)
Settlement monies	(3.3)	0.5	-	(2.8)
Care market costs	(3.0)	2.0	-	(1.0)
Adult social care integration	(1.8)	1.8	-	-
Whitecross school PFI	(1.8)	-	-	(1.8)
Technology enabled communities	(1.8)	0.3		(1.5)
Financial resilience	(1.2)	0.2	(2.1)	(3.1)
Severe weather fund	(1.0)	-	-	(1.0)
Unused grants carried forward	(17.6)	8.7	(8.4)	(17.3)
Other reserves individually under £1 million	(9.3)	4.2	(1.0)	(6.1)
Total reserves excluding schools	(72.5)	30.0	(20.8)	(63.3)
Schools' balances	(9.3)	-	(0.6)	(9.9)
Total earmarked reserves	(81.8)	30.0	(21.4)	(73.2)
General fund balance	(9.6)	-	-	(9.6)
Total earmarked reserves and general fund	(91.4)	30.0	(21.4)	(82.8)

*audited balances per the council's statutory accounts

Title of report: Quarter 4 Performance Report

Meeting:	Cabinet
Meeting date:	Thursday 16 May 2024
Cabinet member:	Cabinet member finance and corporate services
Report by:	Director of Public Health
Report Author:	Head of Corporate Performance and Intelligence

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

To review performance for Q4 2023/24 and to report the performance position across all Directorates for this period.

Recommendation(s)

That:

- a) **To review performance for Quarter 4 2023/24, and identify any additional actions to achieve future performance measures**

Alternative options

1. Cabinet may choose to review 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

Performance: Economy

2. All the projects are being captured in detail on a delivery dashboard and progress monitored. Of the 52 activities of the delivery plan, 14 are complete (blue), 19 are on track (green), 15 are at risk (amber) and 4 are compromised (red).
3. Where targets have been set, 58 percent (50 percent at Q3) of performance measures within the theme are on target/complete.

Performance: Environment

4. Of the 37 activities (Projects) of the delivery plan, 12 are complete (blue); 17 are on track (green); 6 are at risk (amber); 1 are compromised (red); and 1 is paused (violet).
5. Environmental Health (8 vacancies) and Development Planning continue to carry significant levels of vacancies which is significantly impacting performance. Following a recent recruitment round 3 Senior Planners have been recruited, and we are continuing to seek to fill remaining vacancies. We have introduced market supplement payment for Environmental Health officers, to help retain current and fill some of the vacancies (funded through the reduction in headcount). Both planning and regulatory services are a focus of the council's transformation programme, and will significantly benefit from the introduction of a modern IT system (approved in the February full council budget) replacing the very dated and soon to expire IT system which is inefficient.
6. FCC have been appointed as our new provider for the collection of household waste. The new contract will provide the council with new vehicles across the fleet, and 2 electric vehicles will operate in the city centre.
7. Work to deliver the Future Operating Model has progressed during the period.
8. The new Head of Transport & Parking commenced work with the Council in January.

Performance: Community

9. Of the 84 activities of the delivery plan, 32 are complete (blue); 30 are on track (green); 17 are at risk (amber); 0 are compromised (red); and 5 are paused (violet). Permanent admissions to residential & care homes for younger people (18-64) per 100,000 population has not met expected level. The expected level will be reviewed for 24/25 to a rate of 18 per 100,000 – this is based on previous year's trends and also still a challenging level to meet.
10. Progress continues to be made in relation to short breaks for children, including mobilisation of new providers offering group based activities and 1:1 daytime support. Work is continuing to commission overnight short breaks including: two potential short breaks foster carers (subject to panel approval) with the independent sector; commencement of procurement for overnight residential short breaks on a block contract basis.

11. The annual fee rate review process for adult care services has commenced and a survey of existing providers was undertaken during December to better understand the pressures they are currently experiencing. There has been representation from a higher number of providers during the year, requesting an in year review of fees. Given the economic climate and the recently announced increase to the National Living Wage, it is anticipated that this trend will continue.
12. In February 2024, Ofsted carried out their fourth Monitoring Visit focussed on children in care aged 16 and 17 years old and care leavers. Ofsted noted that our practice is still too variable and whilst some children and young people receive a better service, not enough do. Whilst feedback from Ofsted across each of the four Ofsted monitoring visits has acknowledged that improvements have been made, not all improvement is quick enough and some basic practice is not yet consistently good enough for all children and young people.
13. Improved practice across the service is focusing on:
 - I. The quality of assessments;
 - II. The quality of plans and planning;
 - III. Supervision and management oversight;
 - IV. Purposeful visiting,
 - V. Safely reducing the numbers of children in our care
14. The Practice Standards have been amended and to reflect a focus on high support and high challenge, the Performance Meeting framework and reporting template has been amended so that these now incorporate a focus on outstanding actions from audits and enhanced performance narrative.
15. The Ofsted annual conversation has been moved to 21 August 2024 and the Self Evaluation Form (SEF) is being prepared. A fifth Ofsted monitoring visit is likely in the summer and the Special Educational Needs and Disability (SEND) inspection is also anticipated.
16. The refreshed Improvement Plan is due to be presented to Cabinet in June 2024. Deborah McMillan has taken over from Gladys Rhodes-White as our DfE Improvement Advisor. Eleanor Brazil remains the Children's Commissioner, and her progress review report was published in December 2023. The next review is expected to take place in June 2024.

Performance: Corporate

17. The percentage of invoices paid within target is 92.26% for the 12 months of this financial year, better than target and performance at the same point last year; this despite the increase in invoices being processed.
18. The processing of housing benefit new claims and change of circumstances continues to remain steady and within target.
19. Council tax collection rate is now in a realistic comparable state from hereon in has hit Target for 23/24 year. Business rates collection rate gap is closing significantly with only a 0.0530% gap compared to last year. As there has been a re-valuation in business rates for 2023, it should be noted the overall charge of Business rates last year will differ to this year but expected collection remains within the scope of last year.
20. Despite being still behind target, the response rates to complaints has improved during the last couple of months. Historically responses to complaints have been late, inconsistent or non-

existent. There has, however, been significant improvement in the response times across directorates. Saying this, there is still a cause for concern in that complaints are not being considered a priority, leaving complainants feeling unheard and unimportant. Internal workshops are offered to C&YP on a weekly basis and Local Government and Social Care Ombudsman (LGSCO) Complaints Handling training is offered to all directorates. A 'best practice' has been written to share with staff to ensure we are following the statutory guidance when handling a complaint.

21. Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests remain above target.
22. Through the past year the annualised sickness absence rate has increased from 8.81 days at the end of February 2023 to 9.17 days per Full Time Equivalent (FTE) at the end of February 2024, reversing the improved rates that had been reported since August.
23. The service is continuing to proactively manage absence and greater focus is being given to supporting our employees to be healthy in order to improve attendance. Work is in progress to focus on different ways to support employees to stay at work or return to work as soon as possible. These activities include: improving and refreshing manager skills on having difficult conversations to promote good relationships where employees feel supported; rolling out mental health awareness training to ensure we can support those who are struggling and intervene before the situation reaches crisis point; promoting increased physical activity.
24. Workforce stability is good and improving, with turnover decreasing from 18.18% at the start of the year to 12.65% in February 2024. The council approach to reward and recognition continues to be reviewed to ensure that the overall employment offer is competitive, and Herefordshire Council is seen as an employer of choice, continuing to capitalise on the very positive results of last year's staff survey.
25. Continued shift in proportion of parking transactions being made by card or phone. 62.02% transactions have been made by card or phone in the last 12 months.

The Office for Local Government – Local Authority Data Explorer

26. The Office for Local Government (Oflog) is an office of the Department for Levelling Up Housing and Communities (DLUHC) and was launched in July 2023. Oflog has been established to provide information about the performance of local government to audiences in all levels of government and to the public.
27. One of the primary tools Oflog will use to monitor local government performance will be via the [Local Authority Data Explorer](#). The aim of the tool is to create an overlapping and holistic picture of local government performance – with the facility to easily view metrics across different domains (Although is generally out of date)
28. The data presented in the Data Explorer will be standardised, to enable better and meaningful comparisons between authorities, and it will have the functionality to show local authorities alongside their statistical neighbours. For statistical neighbours, Oflog will use Chartered Institute of Public Finance and Accounting (CIPFA)'s [nearest neighbour model](#) in order to try to compare authorities who are similar in terms of demographics and size, amongst other things.
29. At present, the Explorer covers six areas of performance. These are: waste management, planning, adult social care, roads, adult skills, corporate and finance
30. The current set of measures identified on the data explorer are found in Appendix B.
31. The Data found for Oflog has not changed from Q3 as they work over a longer delivery period. Some of the data is also historic and therefore should be interpreted with caution.

Community impact

32. 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.
33. 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

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

Equality duty

35. 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.

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

Resource implications

37. 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

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

Risk management

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

Consultees

40. None in relation to this report.

Appendices

Appendix A Delivery plan dashboards

Appendix B Oflog metrics

Background papers

None identified.

Report Reviewers Used for appraising this report:

Governance	John Coleman	Date 08/05/2024
Finance	Judith Tranmer	Date: 07/05/2024
Legal	Sean O'Connor	Date 29/04/2024
Communications	Luenne Featherston	Date 29/04/2024
Equality Duty		
Procurement		
Risk		

Approved by	Matt Pearce	Date 08/05/2024
-------------	-------------	-----------------

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	Service Director, Economy and Growth	The Herefordshire Economic Plan was finalised and launched in 2023. The Herefordshire Economy and Place Board of key stakeholders has been formed in Feb 2024 to oversee and drive forward economic growth across the county. Government launched UK Shared Prosperity and Rural Prosperity funding at the end of 2022/23, with the majority of the funds allocated to be spent in 2024/25 (transitioning from previous EU funding). Significant funds remain to be spent in 2024/25. A wide range of grant funds have been launched on the councils website, and a PR and marketing campaign will commence at the start of 2024/25 to promote opportunities to local business and communities. • Rated amber in view of the above.	GREEN	GREEN	AMBER	AMBER
	Deliver the detailed business case for Greening the City	Service Director, Economy and Growth	A range of projects that are both complementary to, and add value, to a number of current and planned initiatives which aim to make Hereford an accessible, vibrant and bustling centre that people want to visit and explore. The suite of interrelated projects include building and open space greening, additional public realm improvements and improvements to cycling/walking route. Detailed design complete. Procurement plan in progress to use Minor Works Framework to secure constructor. Project rated Amber due to complex land ownership issues linked to Great Western Way and budget approval.	AMBER	AMBER	AMBER	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	The stronger towns investment programme is on track to complete delivery by 2026. The council owned projects are now at design and delivery stage. Greening the city is due to complete by March 2025. The relocation of the library to the Shirehall is underway and is scheduled for completion by September 2026. The museum and art gallery is on track to deliver in the summer of 2026. The 12 other projects in the programme are managed and owned externally to the council and are all on track to deliver by 2026.	AMBER	AMBER	AMBER	GREEN
	Produce and submit detailed proposals for investment in the Hereford Museum and Art Gallery, Maylord Orchard Library and the Learning Resource Centre	Service Director, Economy and Growth	Refurbishment works to HMAG and Shirehall for new Museum and Library & Learning Centre respectively. Intrusive surveys underway to inform design and costings. HMAG designs being finalised to enable planning decision in Q2 2024/25 Procurement for specialist library designer underway and DLUC approval for Stronger Towns funding approved	AMBER	AMBER	RED	AMBER
	Commence implementation of the Market Town Investment Plans, allocating the £20.6m investment to bring forward employment Land and to create incubation space for businesses	Service Director, Economy and Growth	Market Town Investment Plan phase complete	VIOLET	VIOLET	BLUE	BLUE
	Pursue potential sites for new commercial employment land uses in market towns.	Service Director, Economy and Growth	Employment Land in Herefordshire - aim is to use council intervention to facilitate the bringing forward of private land in market towns for commercial/industrial development, and to initiate the first phase of Ross Enterprise Park on council-owned land. Following the revision to the capital programme in December 2023, £12 million of capital receipts have been allocated to support the development of much needed employment land. £8m of which will support the initial phase of deliver of Ross Enterprise Park. The design team will be procured Q1 2024/25 to finalise RIBA stage 4 prior to procurement of a contractor.	VIOLET	VIOLET	GREEN	GREEN
	Increase engagement with the private sector through a programme of communications, networking and events including quarterly business briefings and six monthly meetings in the market towns	Service Director, Economy and Growth	The Skills Roundtable event took place on 5th February and we engaged with over 40 business representatives. The work of the Skills Board continues and further engagement activities are planned for 24/25 in relation to skills. The Herefordshire Growth Hub actively attends networking events, including the Skills Show, Meet your Futures, Town Square Open House, Chamber Expos and Herefordshire Means Biz (expos). Workshops and Business Surgeries take place across the county on a monthly basis.	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	COMPLETE	GREEN	GREEN	BLUE	BLUE
	Continue sales of council owned land resulting in business growth, private sector investment and creating more and better paid jobs	Service Director, Economy and Growth	7 sales of Council plots on the Hereford Enterprise Zone have been advanced significantly in 2023/24. 6 sales have been legally committed to in the year, with a seventh due to be committed in April. These sales will have an expected total value in excess of £1.7m which will meet the annual target set. 5 construction projects were active on site during the year (representing construction on plots sold in previous years) with 4 projects completed adding 13,380 sq m to the total workspace created on the HEZ. Job creation numbers sit at 120 generated by businesses moving onto the HEZ exceeding the target set for 2023/24.	GREEN	GREEN	GREEN	GREEN
	Complete North Magazine Civil Works with first plots sold for development	Service Director, Economy and Growth	Objective complete	GREEN	GREEN	GREEN	BLUE
	Complete NMITE's Skylon Park campus including the Centre for Advanced Timber Technology and Centre for Automated Manufacturing	Service Director, Economy and Growth	COMPLETE	BLUE	BLUE	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	Service Director, Economy and Growth	Government launched UK Shared Prosperity and Rural Prosperity funding at the end of 2022/23, with the majority of the funds allocated to be spent in 2024/25 (transitioning from previous EU funding). Significant funds remain to be spent in 2024/25. A wide range of grant funds have been launched on the councils website, and a PR and marketing campaign will commence at the start of 2024/25 to promote opportunities to local business and communities.	GREEN	GREEN	AMBER	AMBER
	Implement a new recruitment platform for council employees, to attract skilled workers to the county	Director of HR and OD	COMPLETE	BLUE	BLUE	BLUE	BLUE
	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	This has now become a priority for the Herefordshire Economic Plan's 5 year action plan 'Promote our Higher Education offer through a co-ordinated campaign between providers' COMPLETE	GREEN	GREEN	GREEN	BLUE
	Provide more apprenticeship, supported internship and work experience opportunities, including through the council's direct contracts	Director of HR and OD	COMPLETE	BLUE	BLUE	BLUE	BLUE
	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	Work continues for a soft launch in April 2024.	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	Future delivery model agreed – new strategic plan work in progress to be carried forward to 2024/25	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)	COMPLETE	GREEN	GREEN	BLUE	BLUE
	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)	COMPLETE	BLUE	BLUE	BLUE	BLUE

	Increase superfast and full fibre broadband coverage in the county, and move to new stage of gigabit capable speeds.	Head of Operations (Broadband)	<p>Superfast: Herefordshire now has 96.34% superfast enabled properties.</p> <p>Full Fibre / gigabit capable: Next-gen coverage reaches 83.60% of properties, and Herefordshire continues to outperform the rest of the UK, which sits at only 65.4% nationally.</p> <p>Gigaclear Progress: Gigaclear connected 345 new premises in March, the highest monthly total to date. Lot 4 and lot 2/3c are both 93% complete and the remaining premises are expected to be built by August.</p> <p>Project Gigabit: The lot 15 Project Gigabit contract for West Herefordshire and the Forest of Dean has been awarded to FullFibre Ltd. The £23.4 million contract aims to increase gigabit access to an additional 7,900 premises across both counties. Further announcements about Project Gigabits other Herefordshire procurement lots are expected in the next quarter.</p>	GREEN	GREEN	GREEN	GREEN
EC5 - Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism	Progress the Leominster Heritage Action Zone Project; including completion of public realm improvements	Head of Environment, Climate Emergency and Waste Services	<p>A programme of works part-funded by Heritage England targeting restoration of selected buildings and improvements to public realm within the historic Leominster town centre, along with a range of other projects linked to conservation management, tourism and visitors, community cultural events and shopfront improvement.</p> <p>The main part of the programme, including all grant-funded elements, ended on 31 March 2024. The public realm improvements are getting underway, with a contractor appointed and mobilising to start on site in May.</p> <p>Project is rated amber due to timeline delays caused by challenging stakeholder engagement, unsuccessful procurement leading to a re-procurement exercise, inflationary pressures reducing the scope of what can be delivered and historic delays traced back to the initial years of COVID. An extension to deliver this match-funded phase beyond the 31 March 2024 has been granted by Historic England, but timeline and budget remains a risk if unknown problems are uncovered in the historic streetscene once work begins.</p>	AMBER	AMBER	AMBER	AMBER
	Support the growth of the tourism industry across Herefordshire, working closely with private sector partners and building on strengths and new opportunities in areas such as accessible and green tourism, creative industries, promotion of the cultural sector, and improving our Public Rights of Way	Service Director, Economy and Growth	The County BID is progressing well in delivering the contract. They have spent £43k of the £153k to date and delivered associated activity. They have a programme of 1-2-1 sessions for tourism businesses and roadshows at locations across the county and are planning a overall tourism conference planned for April/May.	GREEN	GREEN	GREEN	GREEN
2023-24 Delivery Plan							
Deliver the Herefordshire Transport Strategy	Progressing the initial stages of the Local Transport Plan to deliver a document for adoption by Council prior to submission	Service Director, Environment and Highways	<p>This LTP will replace the current version which was approved in 2016. The new plan will reflect significant changes to national transport policy since that time, such as decarbonising transport system, effecting a step change in the proportion of people walking, cycling and taking public transport & supporting the uptake of electric vehicles through improved infrastructure.</p> <p>Currently reviewing the programme, which has suffered delays, course changes etc – to ensure on track to deliver an LTP update in budget. Project is rated amber, having been severely delayed and is missing the promised DFT Guidance (that will now not be forthcoming) while also undergoing scope change. Mitigating action includes currently reviewing the programme, which has suffered delays, course changes etc – to ensure on track to deliver an LTP update in budget. The Local Transport Plan work is progressing and public engagement commenced at the same time as the Local Plan consultation. Formal consultation will commence later in the summer. The team is working with WSP to deliver the project on budget.</p>			GREEN	AMBER
Investment in infrastructure	Develop a framework for future investment in infrastructure	Service Director, Environment and Highways	Framework is now operational. Objective complete			GREEN	BLUE
	Delivery of the £2.5m pothole funding received from Government	Service Director, Environment and Highways	Programme of work complete and target spend of DfT grant was achieved in financial year.			GREEN	BLUE
Employment Land - Develop employment sites and identify way	Hereford Enterprise Zone - Continue the sales of development ready plots such as the North Magazine	Service Director, Economy and Growth	All works complete and plot sales continue according to market.			GREEN	BLUE

forward for wider sites to enable growth	Other Employment - Implement programme to bring forward critical employment land space within Hereford and Market Towns (as per the Market Town Investment Plans)	Service Director, Economy and Growth	Employment Land in Herefordshire - aim is to use council intervention to facilitate the bringing forward of private land in market towns for commercial/industrial development, and to initiate the first phase of Ross Enterprise Park on council-owned land. The latter to address site-wide infrastructure costs with a view to making subsequent phases viable and attractive for private developers to take on. Procurement in progress for design and professional services to deliver Ross Enterprise Park. Strategy being developed to identify and pursue opportunities in other market towns. Project rated green and proceeding on track.			GREEN	GREEN
	- Develop up to 3 full business cases for any Council intervention required to progress chosen priority projects	Service Director, Economy and Growth	Work on Ross Enterprise Park is ongoing as outlined above. Meetings with each of the Market Town representative organisations are being planned to take place later in the year. At these sessions we will review employment land options identified in the MTIPS and utilise Feasibility Study funding available within the UKSPF allocation for Herefordshire.			AMBER	AMBER
Review priorities on Major infrastructure	Receive and consider the strategic outline business case for the Eastern River Crossing	Service Director, Environment and Highways	Complete			GREEN	BLUE
	Consider alternative investment strategies to support the initiatives in the County Plan	Service Director, Environment and Highways	Framework contract is now live, work is being discussed with providers. MHA PSP+ is being actively used to provide professional services support.			AMBER	GREEN
Deliver improvements to the infrastructure of public realm	Deliver improvements to: ✓ Structures – to include for the repair of the Wilton rock face ✓ Parish Safety Schemes	Service Director, Environment and Highways	Public Realm schemes taking place to mitigate risk in the network, which cannot be mitigated in the current Annual Plan due to other commitments and constraints. These are focused on the Market Towns, a number of villages as well as specific locations where there is a risk of flooding or structural collapse. The project has been extended into the 24/25 financial year in order to allow some schemes to complete. An underspend of £500k is estimated from the overall project budget of £4.95m. Rated Amber.			AMBER	AMBER
	✓ Drainage and street lighting	Service Director, Environment and Highways	Drainage and Streetlighting delivery has been delayed and work will carry over in 2024/25.			AMBER	AMBER
	✓ Work to appoint contractor to commence construction of the new Transport Hub at Hereford Station, subject to planning approval	Service Director, Environment and Highways	Appointment of contractor for the Transport Hub has been delayed whilst land transfer issues are being finalised. RAG rated red until revised timescales have been agreed within the MoU with DfT.			RED	AMBER
	✓ PROW Structures	Service Director, Environment and Highways	Delivery of PROW structures delayed, revised timetable being put in place.			AMBER	AMBER
	✓ Using the £2.585m of the Highway Infrastructure Fund allocated for this financial year	Service Director, Environment and Highways	Key decision in progress, these works will be part of 24/25 programme			RED	AMBER
Implementation of the Hereford City Levelling up funding	Continue to work with designers to progress and deliver community led designs for school streets	Service Director, Environment and Highways	HC was awarded £306k Active Travel Fund 4 grant funding to spend on the following: 1. Kingsway college estate dropped crossing - £6k 2. Aylestone Hill bridge feasibility study - £100k 3. School Street pilot scheme (Lugwardine Primary and Trinity Primary) – £100k 4. Barton Road feasibility study - £100k Rated green – two of the four schemes have been delivered with the two remaining schemes to complete by within the next 5 months.			AMBER	GREEN
	Continue design and delivery of cycle routes and quiet streets in the north and south of the city	Service Director, Environment and Highways	LUF funded improvements to cycle infrastructure on Aylestone Hill, Holme Lacy Road and to several 'Quiet Routes' in the south of the city. Final design packages for Holme Lacy Road and the Quiet Routes delayed following value engineering review and subsequent changes to designs. Final designs now expected May 2024. Rated amber accordingly. A revised strategy for Aylestone Hill ATM is underway, which has led to significant delays to the original project schedule. Design consultant now commissioned to deliver a more ambitious scheme- initial local stakeholder consultation has taken place with public consultation planned May 2024 and detailed designs to be finalised November '24.			AMBER	RED

	To progress with work on Blue School Street and Commercial Street to improve bus and cycle connectivity	Service Director, Environment and Highways	Development and construction of Active Travel Measures along Commercial Rd, Blue School St, Newmarket St. Work is at preliminary design stage. Currently rated red - completion of construction estimated to be December 2025, going beyond the original 31st March 2025 deadline. An extension to the LUF programme is currently being discussed with DfT. Once the MoU has been amended this project will return to green on target.			RED	RED
Implement the Big Economic Plan	Form an economy and place partnership board	Service Director, Economy and Growth	The inaugural meeting of the Economy and Place Board took place on the 19th February and ToR were reviewed. The next meeting is taking place on 7th May considering future priorities which will inform the development of an overarching delivery plan.			GREEN	GREEN
	Board to develop an initial 5 year delivery plan	Service Director, Economy and Growth	The E&P Board had its first meeting on 19th February to decide next steps and agreed to review the 5 year action plan at a future meeting. A number of actions around UKSPF and REPF activity, that are contained within the plan, are however progressing. The formal adoption of the Delivery Plan will move into F/Y 24/25.			AMBER	AMBER
Support economic opportunity through business support	Transfer of Marches Local Enterprise Partnership led services to the council	Service Director, Economy and Growth	Transition of services from the Marches LEP was successfully completed by the end of March 2024. A Marches Joint Committee of the three Local Authorities has been formed to continue to lead economic development activities across the area until future government policies and priorities are known.			GREEN	GREEN
	Develop a Marketing/Inward Investment Strategy	Service Director, Economy and Growth	The RoOD has now been signed off and we are writing the specification for the Inward Investment Strategy. They will commence some soft market testing to help shape the scope of the final Strategy before it is commissioned.			AMBER	AMBER
	Implement the UK Shared Prosperity Fund and Rural Prosperity Fund grant schemes	Service Director, Economy and Growth	<ul style="list-style-type: none"> The project was launched in 2022/23 and the original spend allocation in 2022/23 was £806,091, £1,612,180 in 2023/24 and £4,223,916 in 2024/25. Actual spend to date has been slower than expected-, however the majority of activity is now in place to spend in the final year. 7 live grant schemes; 3 due to launch April; 9 procurements underway; 5 procurements in development. Rated amber in view of the above. 			AMBER	AMBER
	Launch start up programme to support businesses to become enterprise ready	Service Director, Economy and Growth	This element of the UKSPF programme has now been launched and 17 businesses have been contacted – the first tranche of boot camps have commenced.			GREEN	GREEN
	Develop and hold business engagement events, enabling businesses to access council	Service Director, Economy and Growth	Ongoing. Herefordshire Growth Hub continues to host events and has a diary of events up to mid-July. In addition, the Economic Development Team is arranging a number of interactive sessions with businesses to replace the previous Business Summits. The format of these to be agreed with the Portfolio Holder.			GREEN	GREEN
Work with partners to increase the Skills and Workforce in the county	Develop a Herefordshire Skills Forum	Post 16 Senior Advisor	Completed – Hereford Skills Board established			GREEN	BLUE
	Hold a skills provider/ employer engagement event, with a focus on workforce planning	Post 16 Senior Advisor	Completed – Skills employer roundtable took place on 5th February which was well attended. Feedback from the event has been collated to inform priorities of the Skill Board.			GREEN	BLUE
	Support the development and delivery of the Marches local skills investment plan	Post 16 Senior Advisor	Shropshire Chamber attended the Skills Roundtable on 5th February. LSIP stage 2 Employer voice published March 2024.			GREEN	GREEN
	Establish a Herefordshire Employment Forum	Post 16 Senior Advisor	Planning underway for another Supported Employment forum meeting to be held in Summer 2024. Working with the national Internship works programme to be system ready for delivery from September 2024. Attended meetings with Department for Work and Pensions, Shropshire and Telford local authorities RE: roll out of Universal Support programme from 2025/26			AMBER	GREEN

Invest UKSPF/Multiply funding to support skills development	Post 16 Senior Advisor	UKSPF E33 grant NEET programme with Landau delivered E37 tender drafted PET-Xi contract is until March 2025 other tenders for financial literacy and support for Care Leavers have been drafted for FY 2024/25			AMBER	AMBER
Continue to support the development of skills provision to meet the needs of the economy	Post 16 Senior Advisor	Skills Roundtable event held on 5th February, development of the LSIP, continued discussions with employers, national. Regional priorities will inform the development of skills provision in the County			AMBER	GREEN
Work in partnership with Wye Valley Trust with a view to developing a new Education Centre at Hereford County Hospital	Director of Resources and Assurance	WVT submitting paper to NHS England. Once all agreements in place re funding, discussions with HC on repayment and interest rates will proceed.			AMBER	GREEN
Explore options of a strategic investment partnership with Herefordshire and Worcestershire Group Training Association to establish a new centre of excellence at Skylon Park	Director of Resources and Assurance	Ongoing discussions regarding finance options.			GREEN	AMBER

■ complete
 ■ on target
 ■ at risk
 ■ compromised
 ■ Paused

Performance Measures

Measure	Lead Officer	Target	Q1	Q2	Q3	Q4	Improvement?	Target Met?
Hereford Enterprise Zone: Number of businesses locating to the Hereford Enterprise Zone (cumulative)	Service Director, Economy and Growth	10	9	13	18	23		
Hereford Enterprise Zone: Area of land sold (acres) on Hereford Enterprise Zone (cumulative)	Service Director, Economy and Growth	10.08	1.14	1.14	1.14	1.14		
Hereford Enterprise Zone: Area of workspace developed / committed to construction (sqm) on Hereford Enterprise Zone (cumulative)	Service Director, Economy and Growth	15,000	8,870	8,870	9,537	11,037		
Hereford Enterprise Zone: Job opportunities identified in investment commitments made on Hereford Enterprise Zone (cumulative)	Service Director, Economy and Growth	120	0	25	29	34		
Herefordshire Growth Hub: No of Business events	Service Director, Economy and Growth	14	0	4	12	30	n/a	
Herefordshire Growth Hub: Undertake business diagnostics	Service Director, Economy and Growth	20	24	48	79	125	n/a	
Herefordshire Growth Hub: The number of business engaged and supported (cumulative)	Service Director, Economy and Growth	120	140	296	447	563	n/a	
Herefordshire Growth Hub: Number of businesses receiving start-up advice.	Service Director, Economy and Growth	35	5	15	25	68	n/a	
UK Shared Prosperity Fund & Rural England Prosperity Fund: Number businesses receiving grants – (Cumulative)	Service Director, Economy and Growth	48	0	11	36	57	n/a	
UK Shared Prosperity Fund & Rural England Prosperity Fund: The value of grants paid to businesses to support viability, or enable growth through UKSPF and REPF funding (Cumulative)	Service Director, Economy and Growth	£1,060,819.00	£67,596.00	£230,339.00	£776,172.00	£1,198,605.20	n/a	
UK Shared Prosperity Fund & Rural England Prosperity Fund: The value of investment in the county from both public and private sources to create economic opportunities. – (Cumulative)	Service Director, Economy and Growth	£1,125,945.00	£135,192.00	£299,369.00	£885,607.50	£1,402,099.50	n/a	
UK Shared Prosperity Fund & Rural England Prosperity Fund: Number of jobs created	Service Director, Economy and Growth	5	0	0	0	4	n/a	
UK Shared Prosperity Fund & Rural England Prosperity Fund: Number of Jobs safeguarded	Service Director, Economy and Growth	10	0	0	0	0	n/a	

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

143

		Corporate Risks					
Risk		Likelihood	Impact				
			1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
CRR.63	Hereford City Centre Transport Package	5 Certain				CRR.80; CRR84; CRR88	CRR.85
CRR.69	Hereford City Centre Improvement Programme	4 Likely				CRR.63; CRR.69; CRR.70; CRR.71; CRR.86; CRR87	
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.84	BBLP Payment Mechanism -Value for Money						
CRR.85	Contract Management Software						
CRR.86	Council promoted schemes such as HCCI						
CRR.87	Internal staff recruitment						
CRR.88	Delays in the 2023 Multi-model Strategy Transport Model						

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	Complete	GREEN	GREEN	GREEN	BLUE
	Deliver full draft of the Core Strategy Update ready for pre-examination public consultation (Regulation 19)	Corporate Director, Economy and Environment	Reg 19 is scheduled for next February 2025	GREEN	GREEN	GREEN	GREEN
	Implement the new Supplementary Planning Documents for Agriculture and Planning and Environmental Building Standards	Corporate Director, Economy and Environment	Please note that this project has been replaced in 2023-2024 by Integrate the Environmental Building Standards and Agricultural draft planning documents into the policies of the Local Plan 2021-2041 and the mandatory Herefordshire Design Code	GREEN	GREEN	VIOLET	BLUE
	Progress the Minerals and Waste policy through to examination and adoption.	Corporate Director, Economy and Environment	Please note that this project has been replaced in 2023-2024 by Adoption of the Minerals and Waste Local Plan	GREEN	GREEN	GREEN	BLUE
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	Cabinet decision made in Jan to award contract to preferred bidder. Preferred bidder informed, standstill period completed and no challenge received to the decision therefore contractualisation of the contract is in progress and we have begun mobilisation for the new contract to start 1 Sept 2024. Response to DEFRA sent regarding allocation of funding for food waste collections and appeal pending.	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	Mobilisation communications and key messages are in development for vehicles and changes for a limited number of properties. ICT integration work has begun with a project team, bringing in Hoople resource to begin mapping waste management processes and improvements utilising the new contractors mobile data systems. Business case for garden waste to be finalised.	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	Reusable nappy scheme closed. Working with the nappy library to co-ordinate reuse of nappies as part of an ongoing process. Phase 1 of the flats recycling trial showed a reduction in recycling contamination at 16 of the 19 sites.	GREEN	GREEN	GREEN	BLUE
EN2 - Improve and extend active travel options throughout the county	Produce the Hereford City Masterplan to support long term planning for transport	Service Director, Environment and Highways	Project to develop a City Masterplan comprising of a transport strategy supported by an urban design strategy underpinned by modelling and an evidence base. On hold and currently awaiting direction from service on next stage. Discussions are ongoing regarding a Member's briefing to bring all up to speed and seek guidance on what comes next.	GREEN	GREEN	AMBER	AMBER
	Deliver active travel programmes to encourage more walking and cycling along with measures to improve air quality and travel plans with businesses	Service Director, Environment and Highways	LUF funded upgrades to cycle infrastructure along several of the Quiet Routes in South Hereford City following LTN/120 design principles. Project rated amber whilst revised timescales are signed off with DfT. Final designs now expected May 2024. Minor Works Construction framework (now active) can be used to promptly procure the works.	GREEN	GREEN	AMBER	AMBER
	Install new cycle routes for St Owen's Street and on Aylestone Hill in Hereford	Service Director, Environment and Highways	Grant funded upgrades to cycle infrastructure in St Owen street and along A465 Aylestone Hill in North Hereford City, linking the planned City Transport Hub and potentially out to the Park & Choose site. St Owen street complete, subject to some defects rectification. Aylestone Hill rated Amber. A revised strategy for Aylestone Hill ATM is underway, which has led to significant delays to the original project schedule. Design consultant now commissioned to deliver a more ambitious scheme- initial local stakeholder consultation has taken place with public consultation planned May 2024 and detailed designs to be finalised November '24.	GREEN	GREEN	AMBER	AMBER
	Complete feasibility study of route options for Eastern river crossing.	Service Director, Environment and Highways	Complete	GREEN	GREEN	GREEN	BLUE

	Introduce an additional 70 eBikes as part of the Beryl Bike scheme	Head of Environment, Climate Emergency and Waste Services	Objective complete	BLUE	BLUE	BLUE	BLUE
	Consult on design options for the city Transport Hub	Service Director, Environment and Highways	The Transport Hub project includes a modern public transport interchange at Hereford Railway Station, enabling passengers to switch easily between different modes of transport. Scheme being presented at 1st May Planning Committee. Design has reached RIBA Stage 4. Legal transfer of land in progress. Project rated red as the programme has slipped at the two most recent DfT reporting stages. Risk remains high due to delays and challenges associated with Network Rail land negotiations. Work has progressed in terms of the land transfer work between HC and Network Rail, this is now approaching a conclusion. Planning permission was granted 01 May 2024	GREEN	GREEN	RED	RED
	Complete design for Holme Lacy Road improvements	Service Director, Environment and Highways	LUF funded upgrades to cycle infrastructure along Holme Lacy Road in South Hereford City, linking to the HEZ and following LTN/120 design principles. Project rated amber as the final design package has been delayed following scope review and subsequent changes to designs. Final designs now expected May 2024.	GREEN	GREEN	RED	AMBER
	Commence construction of Hereford Enterprise Zone Quiet Route	Service Director, Environment and Highways	LUF funded upgrades to cycle infrastructure along several of the Quiet Routes in South Hereford City. Project rated amber as the final design package delayed following value engineering review and subsequent changes to designs. Final designs now expected May 2024.	GREEN	GREEN	GREEN	AMBER
	Expand the county's electric vehicle charging point network (100 new points planned by 2025).	Head of Environment, Climate Emergency and Waste Services	LEVI (Government) funded project, working with a consortium of other local authorities in order to tender concession contracts to provide public charge points in Herefordshire for those without off-street parking. Procurement has just completed for the provider. Project rated green and proceeding on track. Proceeding in tandem the smaller EV Concession project placing supplier-funded charge points in council car-parks is rated amber. Phase 1 nearing completion and phase 2 in design, but timeline delays due in part to network operator capacity and necessary re-scoping as a result.	GREEN	GREEN	AMBER	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	Sandwich session webinars held on EV and nature in the workplace/ Planning for community focused update/webinar in May on the new waste and recycling contract Big Green Business event in partnership with Herefordshire Means Business planned for 11th June as part of the Big Green Week. Pledge for the Planet competition planning to run through Big Green Week Regular Greener Footprints ebuletins scheduled Additional 6 arm carbon audits and 4 workshops agreed and funded for 24/25 Promotion and organisation of farm carbon workshop on soil on 23rd April 24.	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	Objective complete	GREEN	GREEN	BLUE	BLUE
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	Objective complete	GREEN	GREEN	BLUE	BLUE
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	Project complete	RED	BLUE	BLUE	BLUE
	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	COMPLETED	GREEN	GREEN	BLUE	BLUE

	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	<ul style="list-style-type: none"> The authority always looks at measures to increase energy efficiency ratings and will develop business cases where needed No bids were made to PSDS due to the grant/funding ratio either for schools or for corporate buildings in FY23/24. In Q1 FY 24/25 a further building is now being progressed - to apply in the next PSDS application window, The authority is due to commission a further 14 heat decarbonisation assessments in Q1 24/25 at a number of buildings as part of the 23-25 Estates Building Improvement Programme to identify any future opportunities for decarbonisation in terms of our building stock In total 52 corporate schools and corporate buildings have been assessed and had a heat decarbonisation plan developed. A total of 8 were further developed for future budgets such as PSDS. No applications were made due to the required match funding and low grant intervention rates. The Low Carbon Working Group continues to meet to discuss opportunities. The Low Carbon Working Group has an adopted document 'Achieving Decarbonisation Procedure' that was adopted by CLT in January 2023 Opportunities will be explored as funding allows 	GREEN	GREEN	GREEN	GREEN
EN6 - Seek strong stewardship of the county's natural resources	Respond to the citizens' climate assembly recommendations and agree a funded programme working with partner organisations	Head of Environment, Climate Emergency and Waste Services	<p>Citizens Assembly- Objectives of the projects are to engage more residents in the democratic process and have open and honest dialogue and to open up the discussion on the Climate Emergency and achieve buy-in and a degree of consensus for actions needed in the county. Completion date 2026.</p> <p>Multiple projects identified by the assembly are at varying stages of delivery. Project rated green and proceeding on track.</p>	GREEN	GREEN	GREEN	GREEN
EN7 - Protect and enhance the county's biodiversity, value nature and uphold environmental standards	Construct our first integrated wetland to reduce levels of phosphate pollution entering the Special Area of Conservation.	Head of Environment, Climate Emergency and Waste Services	Objective complete - Luston wetland operational and releasing new homes.	AMBER	AMBER	BLUE	BLUE
	Adopt a new nature strategy for the county	Head of Environment, Climate Emergency and Waste Services	<p>LNRS is making good progress: Baseline mapping is completed and opportunities mapping is underway. An engagement plan has been proposed and the steering group is now preparing a plan to go out to consultation with landowners and the wider community. Comms are being developed including; branding of a new logo to represent the partnership approach to LNRS and a newsletter highlighting progress is shortly to be released.</p>	GREEN	GREEN	GREEN	GREEN
	Deliver the highway biodiversity net gain project	Service Director, Environment and Highways	<p>Extraordinary Highway Maintenance, Biodiversity Net Gain and Winter Fleet; Investment in the council's assets to address concerns in the Market Towns, improve highway safety and improve Bio Diversity Net Gain in the county.</p> <p>All schemes completed or awaiting delivery of vehicles (June 2024).</p>	AMBER	AMBER	AMBER	GREEN
2023-24 Delivery Plan							
River Quality - Securing a partnership approach to achieve river restoration	Following the cabinet decision in March 2023 to commissioning river restoration, to review the proposed mitigation strategy to address housing backlog and proposed growth in the Lugg catchment	Service Director, Environment and Highways	<p>Phosphate mitigation programme to address planning moratorium via a phosphate offsetting trading scheme while bringing about some improvement to river condition.</p> <p>Governance now in place to ratify strategy and proceed to phase 2, including the build of one further wetland, the acquisition of a wetland site for build in a future phase and the pilot scheme replacement of an off-mains school sewage plant. Procurement underway for the next wetland, and school PTP feasibility complete. Project rated green and proceeding on track.</p>			GREEN	GREEN
	Continue to work with the Nutrient Management Board and all partners to deliver improved river quality	Corporate Director, Economy and Environment	<p>The Statutory officers group is now established with representation from Herefordshire Council. A recommendation has been made by the SOG to the board to seek to update the Phosphate Action Plan.</p> <p>The River Wye Action Plan by Defra has now been released and the NMB are holding an extraordinary meeting with representation from the River Champion in order to propose recommendations on the delivery of the plan</p>			GREEN	GREEN
Waste strategy - Moving further up the waste hierarchy	Procure the new waste collection contract and realign to the Government priorities on waste	Head of Environment, Climate Emergency and Waste Services	<p>Cabinet decision made in Jan to award contract to preferred bidder.</p> <p>Preferred bidder informed, standstill period completed and no challenge received to the decision therefore contractualisation of the contract is in progress and we have begun mobilisation for the new contract to start 1 Sept 2024.</p> <p>Response to DEFRA sent regarding allocation of funding for food waste collections and appeal pending.</p> <p>Business case for garden waste to be finalised.</p>			GREEN	GREEN
	Encourage use of re-usable nappies through development of permanent incentive scheme	Head of Environment, Climate Emergency and Waste Services	This is on hold as the focus is on mobilisation of the new collection contract and resources are currently limited across the Waste Management team.			GREEN	Violet

Environment – Continue to lead a local response, aspiring for the county to become carbon neutral by 2030	Continued delivery of the Citizens Climate Assembly programme (multiyear programme)	Head of Environment, Climate Emergency and Waste Services	Citizens Assembly- Objectives of the projects are to engage more residents in the democratic process and have open and honest dialogue and to open up the discussion on the Climate Emergency and achieve buy-in and a degree of consensus for actions needed in the county. Completion date 2026. Multiple projects identified by the assembly are at varying stages of delivery. Project rated green and proceeding on track.			GREEN	GREEN
	Expansion of the electric vehicles charging network in council owned cars parks and additional points through the LEVI funded project	Head of Environment, Climate Emergency and Waste Services	LEVI (Government) funded project, working with a consortium of other local authorities in order to tender concession contracts to provide public charge points in Herefordshire for those without off-street parking. Procurement has just completed for the provider. Project rated green and proceeding on track.			GREEN	GREEN
	Support residents with home energy efficiency measures	Service Director, Environment and Highways	The current phase Home Upgrade 2 (HUG2) is a 2 year programme of retrofit energy efficiency measures to off-gas private homes in Herefordshire. Just entering year 2, the project is rated amber. An abortive procurement in summer 2023 due to supplier failure caused an initial delay in progressing to installations, but the main barrier to progress has been (and continues to be) the problematic and painfully slow approval process at Department for Energy Security & Net Zero which routinely holds up entire batches of homes due to queries relating to just one, and is generally slow. Despite a healthy pipeline of properties the spend target for year 1 could not be achieved. However across the 60 local authorities in the consortium HC has been top performer by a significant margin, accounting for the majority of installations by comparison. Midlands Net Zero Hub are formally lobbying DESNZ on behalf of all local authorities for improvement. In the meantime HC has adopted an on-line eligibility checker which speeds up the initial application and cuts down on eligibility queries. Going into year 2 we have a pipeline of 153 homes already in the system against a target for the year of 240, representing concerted efforts to keep the project flowing despite DESNZ delays.			AMBER	AMBER
	Development of a new Climate Adaptation and Resilience Strategy	Head of Environment, Climate Emergency and Waste Services	Report is complete and ready to publish soon.			GREEN	BLUE
Update planning policy for the council – change to the review and development of the Local Plan	Draft Local Plan 2021-2041 consultation (Reg18)	Service Director, Economy and Growth	The Draft Local Plan Regulation 18 is out on consultation 25th March 2024 - 20th May 2024. Next stage (Regulation 19) needs to be confirmed.			GREEN	GREEN
	Adoption of the Minerals and Waste Local Plan	Service Director, Economy and Growth	The Minerals and Waste Plan has been adopted 8 March 2024. Legal Challenge period ends 22 April 2024. Pre Legal challenge with NFU. Secretary of State involved.			GREEN	GREEN
	Integrate the Environmental Building Standards and Agricultural draft planning documents into the policies of the Local Plan 2021-2041 and the mandatory Herefordshire Design Code	Service Director, Economy and Growth	Agreement to pause work on these SPDs has been noted in the Local Development Scheme Feb 2024. Parts of the Agri SPD have been incorporated into Phosphate Strategy. Other work has been referenced in the Draft Local Plan March 2024.			GREEN	GREEN

■ complete
 ■ on target
 ■ at risk
 ■ compromised
 ■ paused

Performance Measures

Measure	Lead Officer	Target	Q1	Q2	Q3	Q4	Improve-ment?	Target Met?
No more than 1% of municipal waste to be sent to landfill from 2025 (12m rolling average) AKA - (Reduce) the percentage of waste sent to landfill (12m rolling average)	Service Director, Highways and Environment	1%	0.09%	0.87%		0.68% (as at February)		■
% waste sent for recycling	Service Director, Highways and Environment	40%	41.18%	40.44%		38.56% (at February)		■
Reduce residual household waste arisings to less than 330kg /hhld/year by 2035 (Integrated Waste Management Strategy)	Service Director, Highways and Environment	480kg	117.44kg	238.37kg	281.81kg (@ October)	435.14kg (at February)		■
Active Travel - Hereford City Bike Share (km travelled) - CUMULATIVE	Service Director, Highways and Environment		67,212km	143,498 km	203,436km	258,804km	■	n/a

LAD 3 - Sustainable Warmth: Completed household installs within the quarter- as reported to funder	Service Director, Highways and Environment	245	212	217				
Keep Herefordshire Warm - No. of households calling KHW advice line	Service Director, Highways and Environment	2,000	228	392	848	1,708		
Carbon County Reduction - Marches Energy Grant - kWp install	Service Director, Highways and Environment	No Target this year as delivery just started	0	0	0	0	n/a	n/a
Carbon County Reduction - Marches Energy Grant - No of measures installed	Service Director, Highways and Environment	No Target this year as delivery just started	0	0	0	0	n/a	n/a
Home Upgrade Grant (HUG) 2 - No of measures installed	Service Director, Highways and Environment	100		0	6	34		
Home Upgrade Grant (HUG) 2 - Grant Defrayed	Service Director, Highways and Environment	£2,200,000		0	£ 50,613.00	£ 570,348.00	n/a	
Reducing HC carbon emissions	Service Director, Highways and Environment	65%		60.30%				
Reducing countywide CO2 emissions	Service Director, Highways and Environment	1,337.25		1,472.98				
(Increase) the £ and percentage of investment that contributes significantly to climate and nature goals	Service Director, Highways and Environment	n/a		Unable to report			n/a	n/a
Phosphate reduction as a result of the introduction of new wetlands - The number of housing units unlocked in the Lugg catchment	Service Director, Highways and Environment			800 dwellings (estimate)				
Phosphate reduction as a result of the introduction of new wetlands - Kgs of phosphate taken out of the water course to achieve river betterment	Service Director, Highways and Environment			79.44kg				
Tree canopy coverage	Service Director, Highways and Environment			19.3% (2019)				
Delivery of EV infrastructure - No. of charge point sockets	Service Director, Highways and Environment			0				
(Increase the) No of road verges managed for wildlife	Service Director, Highways and Environment			46				
(Increase) the total kilometres of cycle route within the county	Service Director, Highways and Environment			40.33 km				
Kilometres of new quiet route cycle route within the county (Annual)	Service Director, Highways and Environment			0.052km				
Kilometres of new segregated cycle route within the county (Annual)	Service Director, Highways and Environment			0.453km				

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

148

		Corporate Risks				
		Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
Risk						
CRR.67	Ash Dieback (Chalara)					CRR.67
		5 Certain				
		4 Likely				
		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, Environment and Highways	An action plan has been developed to facilitate increased volunteer involvement and upgrading of ICT systems. This programme of continuous improvement is currently being implemented with work carrying on into 2024/25.	GREEN	GREEN	GREEN	GREEN
	Develop 20mph speed limit policies and programme for the county to cover significant villages and market towns.	Service Director, Environment and Highways	Initially envisaged to be broad implementation of 20mph zones throughout Hereford. The project has recently been de-scoped as Cllr Price's request to the investigation of a part-time advisory 20mph speed limits on two roads only – Folly Lane and Whittern Way – adjacent to schools/colleges there. Rating of the project will be reviewed as part of the re-defining process	AMBER	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, Environment and Highways	Showing as COMPLETE as the redefining project as above	GREEN	GREEN	BLUE	BLUE
	Enhance the Cathedral and River Wye quarters of the city	Service Director, Environment and Highways	Complete	GREEN	GREEN	GREEN	BLUE
	Make Improvements to the city street scene in Widemarsh Street and High Town in Hereford	Service Director, Environment and Highways	Complete	GREEN	BLUE	BLUE	BLUE
	Roll out and embed hybrid operational working model for employees, creating effective flexible working arrangements.	PMO Delivery Director	COMPLETE	GREEN	GREEN	BLUE	BLUE
	Develop and implement updated Digital Strategy for improved customer experience, communication and connectivity.	Head of Chief Executive's Office	DDaT approved and implemented	GREEN	GREEN	GREEN	BLUE
	Establish a "spirit of Herefordshire" approach to attracting and retaining workforce through celebrating the positives of the county	Director of HR & OD	COMPLETE	BLUE	BLUE	BLUE	BLUE
	Produce asset management plans for each council owned property based on up to date knowledge of conditions	Strategic Assets Delivery Director	COMPLETE	GREEN	BLUE	BLUE	BLUE
	Plan capital works for the Shirehall to bring back into council and community use	Strategic Assets Delivery Director	Phase 1 refurbishment of Shirehall including fit-out for new library & learning centre. Core design team about to be appointed for full design and professional support services with budgets approved.	VIOLET	VIOLET	AMBER	GREEN
CO1 - Ensure all children are healthy, safe and inspired to achieve	Use the Improvement Plan to work more closely with partners, and agree a common understanding of a Child Friendly County	Service Director, Improvement	Work continues on the CYPP action plan Work to develop and engage the partnership in children's is ongoing and will be strengthened in the new improvement plan	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 Early Help Delivery Group are continuing to build on the partnership work to ensure mapping of the offer.	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	COMPLETE	BLUE	BLUE	BLUE	BLUE
	Tender construction of new school building at Peterchurch Primary School	Service Director, Education, Skills and Learning	Construction of new school building. Contractor procurement underway. Option B proceeding due to issues with diversion of overhead power cables.	GREEN	GREEN	GREEN	AMBER

	Tender refurbishment and expansion of The Brookfield School	Service Director, Education, Skills and Learning	Extensions and alterations to Brookfield School. Contract for construction contractor out for signature and sealing. Revised construction programme to be issued by contractor.	AMBER	RED	RED	AMBER
	Plan and agree first phase of school expansions to deliver additional school places across the county	Service Director, Education, Skills and Learning	Project completed.	BLUE	BLUE	BLUE	BLUE
	Seek approval for the rebuild of Westfield School and move to design stage	Service Director, Education, Skills and Learning	Feasibility Study complete. Project on hold as awaiting notification from Department for Education on when funding for the school re-build will be released.	BLUE	BLUE	BLUE	VIOLET
	Conduct feasibility work to inform increase capacity across Hereford Pupil Referral Service and Blackmarston School	Service Director, Education, Skills and Learning	Extension to Hampton Dene Primary School and Internal Works for Barrs Court School. Design work for both sites underway.	GREEN	GREEN	GREEN	GREEN
	Ensure all schools have better informed pupil's mental health and wellbeing support via a training and development package	Service Director, Education, Skills and Learning	COMPLETE	BLUE	BLUE	BLUE	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	Project remains on hold.	VIOLET	VIOLET	VIOLET	VIOLET
	Improve the educational outcomes for those pupils with Education and Health Care plans	Service Director, Improvement	Complete. We are well above the performance measure seen nationally. 75%/49%	GREEN	GREEN	GREEN	BLUE
	Put in place effective 'Voice of the Child' engagement so children are involved in designing services in a meaningful way	Service Director, Improvement	The participation worker continues to work on the engagement of care leavers. The participation and engagement strategy is being developed.	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 Delivery Board continues to meet regularly in order to ensure that a Right Help – Right Time approach is integrated.	GREEN	GREEN	GREEN	GREEN
	Provide more support for the Children's Rights and Advocacy Service	Service Director, Improvement	COMPLETE	BLUE	BLUE	BLUE	BLUE
	Increase the number of social workers with new retention and recruitment approach	Service Director, Improvement	The continuous focus on recruitment and retention of social workers continues following a refresh of the offer. This is beginning to show an impact with permanent appointments being made at Head of Service, Team Manager and Social Worker levels.	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 with the foster carers continues, together with the development of a marketing campaign.	RED	RED	RED	AMBER
	Improve the range of level of support for care leavers.	Service Director, Improvement	The Care Leavers Offer was endorsed by the Corporate Parenting Board at its January meeting. The offer is now being embedded with the care leavers and PAs.	GREEN	GREEN	GREEN	GREEN
	Progress plans to build a children's residential home.	Corporate Director, Children and Young People	Project to commission single supplier to deliver 2 two-bed children's residential homes within Herefordshire. Procurement exercise completed. Options for capital spend being progressed as phase 2.	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	Head of Service Housing	The agreed strategy is for development to progress with external partners. No delivery to date as the project was placed on hold. A new interim has now been sourced and will commence this work going forward	AMBER	AMBER	VIOLET	AMBER
	Submit planning applications for 2 housing sites on council land	Head of Service Housing	The agreed strategy is for development to progress with external partners. No delivery to date as the project was placed on hold. A new interim has now been sourced and will commence this work going forward	AMBER	AMBER	VIOLET	AMBER
	Support at least 230 additional affordable properties in the county	Head of Service Housing	Complete	AMBER	AMBER	GREEN	BLUE
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	This has been superseded by a deliverable in the 2023/24 Delivery Plan and an update for Q4 2023/24 has been provided in that deliverable (Complete business case in relation to investing in, and building, the council's own care facility)	VIOLET	VIOLET	VIOLET	BLUE
	Develop and agree a Food Charter for the county.	Health Improvement Practitioner	COMPLETE	BLUE	BLUE	BLUE	BLUE

	Submit application for the Sustainable Food Place Bronze award	Health Improvement Practitioner	COMPLETE	GREEN	GREEN	BLUE	BLUE
	Produce a Physical Activity Strategy that outlines plans and programmes to aid health through fitness	Health Improvement Practitioner	COMPLETE	BLUE	BLUE	BLUE	BLUE
	Offer maximum council tax reduction scheme for eligible pensioners and people of working age	Service Director, Economy and Growth	COMPLETE	BLUE	BLUE	BLUE	BLUE
	Work with partner organisations to produce a plan to tackle health inequalities and lead health equity audit process for commissioned services		COMPLETE	BLUE	BLUE	BLUE	BLUE
	Work with NHS and Public Health partners to implement the Integrated Care system approach agreed for Herefordshire & Worcestershire		COMPLETE	BLUE	BLUE	BLUE	BLUE
	Establish Hoople Care to delivery care services for the council	Service Director, All Age Commissioning	COMPLETE	BLUE	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.	Head of Prevention and Support	complete, subject to minor snagging works to be completed in April 2024	GREEN	GREEN	GREEN	GREEN
	Create 50 bespoke wellness packages using a technology enabled 'proactive and preventative' care model	Head of Prevention and Support	Delays continue due to issues with securing assessment capacity. The aim of 100 people are due to be enrolled on the pilots by 31 March 2024, has not been achieved. Two staff members in post as of the 17.04.24, with induction in place, August 2024 is suggested for the 100 people.	GREEN	GREEN	GREEN	AMBER
	Move the existing Telecare Service to a digital delivery model	Head of Prevention and Support	2, 200 adults completed. 140 adults remaining.	GREEN	GREEN	AMBER	AMBER
	Create a digital tool and website that shows how technology can support people's independence and aid assessments	Head of Prevention and Support	This work will follow the completion of the test and learn pilots	GREEN	GREEN	AMBER	VIOLET
	Develop and deliver a training programme to support at least 50 staff on the use of technology to support residents.	Head of Prevention and Support	Provider training in place. Training for internal social care staff to be completed following completion of test and learn pilots	GREEN	GREEN	VIOLET	VIOLET
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	COMPLETE	BLUE	BLUE	BLUE	BLUE
	Deliver 2 integrated service hubs using existing community facilities that includes working with the whole family	Service Director, Communities	COMPLETE	GREEN	GREEN	BLUE	BLUE
	Make investment and improvements to libraries and museums	Service Director, Economy and Growth	Refurbishment works to HMAG and Shirehall for new Museum and Library & Learning Centre. Intrusive surveys underway to inform design and costings. Procurement for specialist library designer underway and DLUC approval for Stronger Towns funding approved. This work will be finalised in July and produce a new cost plan (July) in order to secure a successful tender (December).	AMBER	AMBER	AMBER	AMBER
2023-24 Delivery Plan							
Improvement of Children's Services	To further develop and embed our restorative practice model focussed on working with families	Service Director, Improvement	The delivery plan remains on track and is progressing as outlined with 500+ staff completing their Introductory Restorative Practice Training plus a cohort of Managers completing the Train the Trainers programme. Planning for Phase 2 of the delivery plan underway to deliver 8 on line learning webinars with continuing thematic and area based consultations with Leeds Consultants			GREEN	GREEN
	To implement a service re-design intended to reduce the number of changes in case holding worker experienced by some families	Service Director, Safeguarding and Family Support	This has been initially scoped and proposals put forward with full liaison with the staff, however needs a project around it to gain the pace needed and final resolution. Key decision are needed to understand the possible alignment with Health or adults as have a different footprint. Key work is needed to ensure that there is sufficient capacity within the mosaic team to provide the data, power BI and implement the changes of workflow , teams and managers once scope it finalised. Although pre work will continue it is on hold until Tina Russell starts for key decisions			GREEN	VIOLET

	To further develop our Engagement and Participation Strategy to ensure children and young people's views, wishes and feelings are taken into account and remain at the heart of decision making and service delivery	Head of Chief Executive's Office	To further develop our Engagement and Participation Strategy to ensure children and young people's views, wishes and feelings are taken into account and remain at the heart of decision making and service delivery- There is a clear strategy in place within the SEND arena. DLT made the decision that the strategy should be for Childrens Social Care but with links across to the SEND wider strategy . This has been drafted and a first draft shared with DLT for comments , further feedback has also been gained from the parents for Change group with it returning in a month. There are many groups who have been put in place for participation in the Care Leavers Service and the Children in Care Council and Youth Council has been reformed. There are also examples of engagement with the Get Safe Cadets shaping our Get Safe Offer and this engagement continues in the Get Safe Plus modelling. Ongoing feedback is being gained from the Young Voices IRO group . Currently at amber			AMBER	AMBER
Implement the council led Stronger Towns funded projects including the Library, Museum and Greening the City	Progress the design and build of a new world class museum in Broad Street	Service Director, Economy and Growth	Refurbishment of Museum & Art Gallery. Intrusive surveys underway which will inform design and project costs.			AMBER	AMBER
	Progress design and delivery of new library in Hereford City	Service Director, Economy and Growth	Refurbishment of Shirehall including fit-out for new Library & Learning Centre. Core design team to be appointed for full design and professional support services with budgets approved.			AMBER	GREEN
	Progress implementation of Hereford City Community Greening grants, sedum roofed top bus stops and active travel	Service Director, Environment and	City Greening works 85% complete with final bus-shelter installations scheduled for April/May 24. Rated amber as some spend will be beyond the 23/24 target.			RED	AMBER
Workforce Recruitment and Retention - to ensure Herefordshire Council becomes an employer of choice with a skilled and stable workforce where staff are proud to work.	To launch a new 'Spirit of Herefordshire' recruitment programme to promote opportunities for council staff	Director of HR & OD	COMPLETE			BLUE	BLUE
	To increase the stability of the children's social worker workforce by recruiting and converting more permanent social workers	Director of HR & OD	The continuous focus on recruitment and retention of social workers continues following a refresh of the offer.			AMBER	AMBER
	To retain social workers by creating the optimum conditions within which they can develop their careers in Herefordshire	Corporate Director Children and Young People's Services	The continuous focus on recruitment and retention of social workers continues following a refresh of the offer.			GREEN	GREEN
Commissioning and Resource - to secure enough of the right accommodation and services, in the right places, to effectively support Herefordshire's children, young people and families	To refresh and relaunch the Children's Sufficiency Strategy to increase the number and choice of placements and resources to meet local children's needs.	Service Director, All Age Commissioning	A refresh of the children's sufficiency strategy continues. It is anticipated that the refreshed strategy will go to Cabinet in July 2024			GREEN	GREEN
	To build capacity within the Fostering Service to launch the Foster Carer Recruitment Campaign to increase the number and choice of local foster carers to care for our children in care	Service Director, Corporate Parenting	A fostering marketing officer is in post and a marketing campaign is being developed.			GREEN	GREEN
	To undertake further work to develop short breaks offer for families that need care	Service Director, All Age Commissioning	Work to develop the short breaks offer continues. A number of contracts are either at mobilisation, due to commence or are in development to start the			AMBER	AMBER
	Improve the way we use our data to deliver and monitor the council's performance	Head of Corporate Performance	Significant work continues to be carried out by the Systems and Performance Team and progress can be clearly seen. The key delivery platform is the PBi system and this continues to be developed. Further work will be undertaken over the comes months to restructure the team to continue to meet its needs and requirements, however this is now a business as usual position from the work carried out over the last 18 months. This deliverable has now been delivered based on the original requirements and is complete. All further improvements are part of the ongoing service operational work BAU.			GREEN	BLUE

<p>Herefordshire Safeguarding Children's Partnership - to ensure there is a 'shared and equal' duty to coordinate local services, provide strategic leadership and implement learning to safeguard children and promote their welfare</p>	<p>To work together with partners to apply existing thresholds to safeguard vulnerable children and young people and protect those suffering significant harm as a result of abuse and/or neglect</p>	<p>Service Director, Early Help, QA and Prevention</p>	<p>The revised the Right Help Right Time Levels of Need policy was published January 2024. The Right Help Right Time document supports children's services and partners to have a common understanding of levels of need and appropriate support and pathways. The Right Help Right Time policy is supported by a bi-monthly training course on Levels of Need (called Right Help, Right Time). There have been over 200 multi-agency practitioners who attended this course since April 2021.</p> <p>In addition, a substantial amount of work has been undertaken in the MASH to improve partners' understanding of appropriate referrals and how to respond to children and families' needs. This includes the co-location of the MASH; sufficient staffing provided by the Council, Police and Health for the MASH; implementation of multi-agency audits and learning circles; and targeted work with education providers.</p> <p>A multi-agency review of the MASH, with Leeds, was completed 29-31 January 2024, led by the Head of Service for Quality Assurance. The review identified a number of strengths in the MASH, including staffing and culture. The areas for improvement included reviewing the traffic light system, and that the volume of work dealt with in the MASH is excessive. These areas will be addressed through further work to strengthen the MASH and understanding of thresholds by partner agencies.</p> <p>The PITStop model is also being explored to introduce a triage system for children/families who may be in need of early help. This is police-led and would be expected to reduce the high volume of referrals to MASH by police that are not child protection (Level 4).</p>			<p>GREEN</p>	<p>GREEN</p>
	<p>To implement the refreshed Neglect Strategy and promote the partnership's use of the Graded Care Profile to a strengths-based approach to identifying and measuring the quality of care children receive and the support they require</p>	<p>Service Director, Early Help, QA and Prevention</p>	<p>The interim Child Neglect Strategy was finalised and published in August 2021. The final Child Neglect Strategy has been completed and is under consultation with the Quality and Effectiveness Group, following some delay due to a need to ensure that local data and learning from case reviews is incorporated.</p>			<p>AMBER</p>	<p>AMBER</p>
	<p>To launch and implement the new partnership strategy for protecting children and young people at risk of exploitation.</p>	<p>Service Director, Early Help, QA and Prevention</p>	<p>The new Get Safe approach for contextual safeguarding and child exploitation was officially launched at the Contextual Safeguarding conference on 30 January 2024, with 120 delegates attending and a small number of young people also attending. Contextual Safeguarding is a recognition that children and young people may be at significant risk of harm due to external factors outside of the family home. The GET SAFE model aims to work in collaboration with multi-agency partners to keep children and young people safe from contextual risks. Systems and procedures have been developed to implement the Get Safe approach, including revised procedures and templates, a dissemination and training programme, development of Get Safe branding, creation of a secure Teams channel, implementation of Monday Get Safe Meetings (multi-agency), and changes to Mosaic workflows. The Get Safe Task and Finish Group is monitoring how well the Get Safe model has been adopted and will report to the Child Exploitation/Missing Group and HSCP.</p> <p>SAFE Cadets are in place and meeting regularly, to provide young people's views and feedback on the support they receive.</p> <p>Planning is underway around the "Get Safe Plus" element and respective Mosaic workflows to be implemented.</p>			<p>GREEN</p>	<p>GREEN</p>
<p>Corporate Parenting Board - to be effective corporate parents and ensure the best quality care and outcomes for all of our children in care and care leavers</p>	<p>To develop and launch an updated Corporate Parenting Strategy so all corporate parents are clear about the priorities and what need to do to deliver consistently good and better services and resources.</p>	<p>Head of Chief Executive's Office</p>	<p>The draft strategy is being reviewed to take into account comments from Ofsted at the last 2 monitoring visits. It is anticipated that it will be presented to Cabinet in July 2024.</p>			<p>GREEN</p>	<p>GREEN</p>
	<p>To refresh the Care Leaver's Offer so that care experienced young people are supported and equipped to become successful young adults capable of living independently</p>	<p>Head of Chief Executive's Office</p>	<p>COMPLETE</p>			<p>BLUE</p>	<p>BLUE</p>

	To engage children in care and care experienced young people so their voices are heard and they are able to participate in decision making and planning about matters that affect them	Head of Chief Executive's Office	The participation worker continues to work on the engagement of care leavers. The participation and engagement strategy is being developed.			GREEN	GREEN
Children and Young People's Partnership - to promote the best interests of all local children through early intervention and preventative services that avoid problems occurring or escalating and build on family and community resources and resilience	To further develop the Early Intervention and Prevention Strategy that delivers help at the earliest point possible via a well-coordinated network of local support and provision so children, young people and their families receive the right help at the right time	Head of Chief Executive's Office	The Early Help Delivery Group are continuing to build on the partnership work to ensure that children, young people and their families receive the right help at the right time.			GREEN	GREEN
	To identify and grow existing community assets that capitalise on available family and neighbourhood strengths, support and resources	Service Director Communities	Scoping a virtual family hub and potential pilot family hub model.			GREEN	GREEN
	To develop the next iteration of children and young people's quality of life survey to ensure that the views and lived experience of children and young people inform strategic intent and service delivery	Director of Public Health	Over 45 schools have signed up for the survey (a larger sample size than last time). The survey questions have been collaboratively produced and due to go out to schools week 15th April. The Special Schools Survey will be launched separately in April 2025.			GREEN	GREEN
Special Educational Needs and / or Disabilities (SEND) - to ensure education, health and care services work collaboratively and supportively with families to ensure children and young people with special education needs	To further develop the work and impact of the new Special Educational Needs and Disabilities Strategic Board to agree strategic priorities and drive improvements	Head of Chief Executive's Office	COMPLETE			BLUE	BLUE
	To work collaboratively with children and young people with Special Educational Needs and Disabilities and their parents and carers to co-produce	Head of Chief Executive's Office	Co-production is at the heart of the SEND Strategy. A co production workstream continues to meet so that there is collaborative working with parents and carers. There are 20 different groups and they have chosen name is Herefordshire Helpers. SEND assurance board met with young people at Beacon College to hear their views.			GREEN	GREEN
	To ensure Education, Health and Care Plans are completed in a timely manner and are of consistently good quality to deliver improved outcomes with children, young people and their parents/carers	Head of Chief Executive's Office	Work continues to ensure that ECHP plans are produced in a timely manner. The timeliness of assessment is 73.5% of final plans issues in 20 weeks (national average 46%). Herefordshire is in the top quartile for the 20 week measure.			GREEN	GREEN
Roll out delivery of the ambitions of the Herefordshire Joint Local Health and Wellbeing Strategy 2023-2033	Deliver 22-23 Food Alliance action plan to focus on key areas such as food procurement	Director of Public Health	COMPLETE			BLUE	BLUE
	Support implementation of system health inequalities plan; strengthening provision & uptake of health literacy training	Director of Public Health	Implementing CORE20+5 model to identify and address health inequalities at PCN level. Constructed bespoke dashboard and held workshop for PCNs to start. populating new action plan for a more systematic, standardised and coordinated approach to tackle health inequalities			GREEN	GREEN
	Complete review of community based support roles with partners	Director of Public Health	COMPLETE			BLUE	BLUE
	Coproduce with communities and the community and voluntary sector the future strategy for Talk Community, aligned with the community paradigm approach and strengthening the early help offer	Service Director, Communities	TC review being undertaken to complete end of March 24 and will address the community paradigm principles.			GREEN	GREEN
Support and enable adults to lead healthy, independent and fulfilled lives	Ensure that the council is 'inspection ready' for the Care Quality Commission assurance of local authority adult social care services	Head of Service Transformation & Improvement CWB	CQC preparations continue. The CQC self assessment and supporting improvement plans will be finalised by the end of April 2024. A communication plan has been developed and delivery has begun. A dedicated MS Teams channel is in place, to provide staff with updates and key partners and stakeholders are being briefed.			GREEN	GREEN
	Complete the roll out of the five technology pilots within the 'proactive and preventative' care model	Head of Prevention and Support	1st of 5 Pilots is underway. Lack of assessment capability delaying mobilisation of remaining pilots. Being addressed through wide-ranging approach to recruitment.			AMBER	AMBER
	Deliver the Hillside Independent living demonstration centre	Head of Prevention and Support	Handover of the building taken on 17 January, and plans are progressing to deliver the assessment and demo centre.			GREEN	GREEN
	Support the delivery of at least 250 affordable properties in the county, through registered providers and developers	Head of Service Housing	Delivery exceeded target this is due to external grant funding from DLUHC which enabled the purchase of properties off the open market which were in addition to our predicted figures. Completed with the overall delivery of 268 additional affordable properties			GREEN	BLUE
	Complete business case in relation to investing in, and building, the council's own care facility	Corporate Director Community Wellbeing	The detailed business case is being developed and is due to be submitted to the Cabinet Member in May 2024			GREEN	GREEN
Securing the Council's future sustainability by transforming	Continue to develop the "spirit of Herefordshire" approach to attracting and retaining workforce through celebrating the positives of the county	Director of HR & OD	COMPLETE			BLUE	BLUE

	Develop the Thrive transformation programme to deliver a digitally enhanced operating model	Director of Strategy and Transformation	<p>The Thrive Transformation programme continues to develop and move forward. The Transformation strategy is in draft and due to commence the governance process.</p> <p>The Workforce strategy, Digital and Data strategy and Customer strategy have all been approved and delivery plans are in development.</p> <p>The Herefordshire Council Plan 2024-2028 is due to be presented at Cabinet and Full Council in May which provides a clear direction for the Council for the next four years and also has a key priority to deliver transformation for the future.</p> <p>The future operating model has been initially agreed by CLT, this is due to be discussed at the Leadership Group and with members.</p> <p>Savings and efficiencies have been identified within the council savings plans.</p>			GREEN	GREEN
--	---	---	--	--	--	-------	-------

■ complete
 ■ on target
 ■ at risk
 ■ compromised
 ■ paused

Performance Measures

Measure	Lead Officer	Target	Q1	Q2	Q3	Q4	Improve-ment?	Target Met?
Category 1 defects (O1) completed within timescale	Service Director, Environment and Highways	100%	100.00%	100.00%	99.75%	99.87%		
Category 2a defects completed within timescale	Service Director, Environment and Highways	80%	91.52%	92.01%	91.71%	88.17%		
Minimise the number of people killed or seriously injured in road traffic collisions in Herefordshire	Service Director, Environment and Highways	<107	43	65	82	107		
Road Condition Indicator for Principal Roads: Roads in need of maintenance / Roads in good condition (Annual)	Service Director, Environment and Highways					5%/70%		
(Increase) the percentage of overall condition of footways rated as good	Service Director, Environment and Highways					53.21%		
NHT results: Overall satisfaction with transport and highways services	Service Director, Environment and Highways					30%		
Improve average journey time for multiple routes across the urban area in the morning weekday peak period	Service Director, Environment and Highways	19 mins				19min 41secs (2022-2023)		
Increased levels of cycling (Hereford only)	Service Director, Environment and Highways	103				170 (2022-2023)		
Local congestion - Bus punctuality	Service Director, Environment and Highways					73.60% (2022-2023)		
Reduction in traffic flows in Hereford	Service Director, Environment and Highways					95 (2022-2023)		
Reduction in traffic flows countywide (exc. Hereford)	Service Director, Environment and Highways					95 (2022-2023)		
The number of affordable houses delivered	Strategic Housing Manager	250	51	128	177	86 (268 Year End)		
The number of empty properties brought back in to use	Strategic Housing Manager	35	0	23	42	41		
(Increase the) number of people engaging with the Healthy Lifestyle Trainer Service	Corporate Director, Community Wellbeing	No target	410	416	350	261 (1371 year end)		
(Increase the) number of new tenancies developed for independent living	Corporate Director, Community Wellbeing	No target	12	10	8	10 (40 year end)		
(Reduce the) local count of Herefordshire homelessness	Corporate Director, Community Wellbeing	No target	19	15	5	5		
(Increase the) number of cases where homelessness has been (a) prevented and (b) relieved	Corporate Director, Community Wellbeing	No target	33	41	22	37		
	Corporate Director, Community Wellbeing	No target	62	42	30	33		
(Reduce the) rate of admissions to care homes for clients aged under 65	Corporate Director, Community Wellbeing	15	4.8	9.5	16.2	25.8		
(Reduce the) rate of admissions to care homes for clients aged 65+	Corporate Director, Community Wellbeing	550	137.1	292.6	399.2	521.6		
(Increase) the volunteer capacity in Herefordshire	Corporate Director, Community Wellbeing	No target	23%	23%	23%	23%		
(Increase) the number of Talk Community hubs	Corporate Director, Community Wellbeing	75	75	75	75	75		
(Increase) the number of hits on the Talk Community Directory	Corporate Director, Community Wellbeing	No target	14,111	12,801	22,681	26718 (76,311 year end)		
Number and % of care experienced young people aged 19-21 in education, employment and training	Corporate Director, Children and Young People			16/91 18%	49/89 55%	53/99 54%		

Number and % of Early Help assessments completed by services other than the Herefordshire Council Early Help Team	Corporate Director, Children and Young People			37/52 71%	172/223 77%	56/71 79%		
% of the established workforce that is permanent	Corporate Director, Children and Young People			61%	61%	63%		
Average social worker allocation (excluding Newly Qualified Social Workers)	Corporate Director, Children and Young People			14.10	15.50	16.89		
Number of social workers with more than 24 children allocated	Corporate Director, Children and Young People			6	9	14		
Number of in-house foster care households	Corporate Director, Children and Young People					No figure		
Number of in-house foster care placements offered	Corporate Director, Children and Young People			184/186 (to July)	184/186 (to November)	No figure given		
% of available in-house fostering capacity utilised	Corporate Director, Children and Young People			99%		No figure given		
Number and % of child and family assessments completed within timescales	Corporate Director, Children and Young People			112/133 84%	372/421 88%	104/137 76%		
Number and % of strategy meetings created and completed in timescale	Corporate Director, Children and Young People			120/128 94%	229/284 81%	115/123 93%		
Number and % of Initial Child Protection Conferences convened within 15 days (of the strategy discussion at which the need for child protection enquiries was agreed)	Corporate Director, Children and Young People			26/29 90%	65/70 93%	17/17 100%		
Number and % of return interviews which took place within 72 hours of the missing episode ending (excluding declined)	Corporate Director, Children and Young People			2/12 17%	13/23 57%	18/43 42%		
Number of Audits completed	Corporate Director, Children and Young People			12	50	No figure		
Number and % of audit grades at inadequate (post moderation)	Corporate Director, Children and Young People			4 33%	17/50 34%	No figure given		
Number and % of audit grades at requires improvement (post moderation)	Corporate Director, Children and Young People			6 50%	20/50 40%	No figure given		
Number and % of audit grades at good (post moderation)	Corporate Director, Children and Young People			2 17%	11/50 22%	No figure given		
Number and % of audit grades at outstanding (post moderation)	Corporate Director, Children and Young People			0 0%	2/50 4%	No figure given		
Number of Family Group Conferences (FGC) (when established)	Corporate Director, Children and Young People			8	26	8		
Number and % of children for whom PLO pre-proceedings were completed within 16 weeks (Rolling Year)	Corporate Director, Children and Young People			0 0%	5 50%	1 33%		
Number of children in unregistered provision (with Corporate Director's oversight and decision is recorded on the child's record)	Corporate Director, Children and Young People			1	20	7		
Number of children subject to Deprivation of Liberty (DoL), including the % of these children where DoL has been in place for 6 months or more	Corporate Director, Children and Young People			2 100%	11 44%	5 40%		
Number of children in care with an up-to-date initial health assessment	Corporate Director, Children and Young People			47/54 87%	65/174 37%	50/79 63%		
Number and % of children in care with an up-to-date dental check	Corporate Director, Children and Young People			273/380 72%	269/378 71%	266/382 70%		
Number and % of children in care for 6 months or longer who have a life-story book	Corporate Director, Children and Young People			120/348 34% (to April)		No figure given		
Number and % of care leavers aged 19-21 who live in suitable accommodation	Corporate Director, Children and Young People			83/90 92%	81/89 91%	93/98 95%		
Number and % of allocated children who have an up-to-date (within the past month) supervision completed on their record	Corporate Director, Children and Young People			504/931 54%	545/901 60%	547/850 64%		
Number and % of concerns raised and were resolved at stage one of the Dispute Resolution Protocol	Corporate Director, Children and Young People			4/4 100%	5/7 71%	3/3 100%		
Number of unallocated cases in the service without SW allocation	Corporate Director, Children and Young People			6	22	40		
Number and % of children's file audits completed by Managers, Child Protection Conference Chairs and Independent Reviewing Officers	Corporate Director, Children and Young People			12/12 100%	38/50 76%	No figure given		
Number and % of completed children's file audits moderated by senior leaders (DLT members)	Corporate Director, Children and Young People			0 0%	13/50 26%	No figure given		
Number of outstanding priority actions on the audit tracker following an inadequate audit outcome where concerns were escalated about the likelihood of significant harm	Corporate Director, Children and Young People			0	0	No figure given		
% of EHC Plans issued within the period that were deemed to meet the required standards following audit	Corporate Director, Children and Young People			48% (to April)	38%	No audit		

% of Final EHCPs issued by the LA within 20 weeks as a proportion of all EHCPs issued in the year	Corporate Director, Children and Young People			104/122 85%	177/236 75%	219/298 73%		
% of Draft EHCPs issued by the LA within 16 weeks as a proportion of all EHCPs issued in the year	Corporate Director, Children and Young People			111/132 84%	180/228 79%	249/301 83%		
% of children with an EHCP in Yr6 who had their annual review completed and EHCP issued in time for primary Admission round allocations	Corporate Director, Children and Young People				6/114 5%	76/114 66.7%		
% of children with an EHCP in Yr11 who had their annual review completed and EHCP issued within timescale for secondary	Corporate Director, Children and Young People				0/111 0%	87/111 78.4%		
% of newly issued EHC Plans where Health Care advice was received within deadline	Corporate Director, Children and Young People			6/23 23%	15/52 29%	12/25 48%		
% of newly issued EHC Plans where Social Care advice was received within deadline	Corporate Director, Children and Young People			23/26 88%	40/52 77%	22/25 88%		

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

		Corporate Risks						
		Impact						
		1	2	3	4	5		
		Insignificant	Minor	Moderate	Major	Significant		
Risks	CRR.60 Development of Sufficiency Strategy to support best value	Likelihood	5					
	CRR.64 Inability to recruit and retain social care staff and other key School Assets		Certain				CRR74	
	CRR.74 SEND inspection - risk of adverse inspection		4				CRR.75; CRR.77	CRR.60; CRR64
	CRR.75 Increase in out of county educational placements		Likely				CRR.80; CRR.81	
	CRR.77 Supply chain capacity		3					
	CRR.80 Reviews - capacity, timeliness and statutory duty of care		Possible					
CRR.81	2							
	1							
	Unlikely							
	1							
	Rare							

Performance Measures

Measure	Lead Officer	Target	Q1	Q2	Q3	Q4	Improvement?	Target Met?
Percentage of invoices paid on time	Director of Resources and Assurance	90%	90.98%	90.23%	91.15%	92.26%		
Percentage of Council Tax rates collected	Director of Resources and Assurance	97%	31.79%	58.18%	84.87%	97.41%		
Percentage of Business rates collected	Director of Resources and Assurance	98.60%	32.56%	60.64%	84.19%	96.67%		
Time taken to deal with housing benefit change of circumstances (No. of days)	Director of Resources and Assurance	15	14.09	11.01	10.74	4.99		
Time taken to deal with housing benefit new claims (No of days)	Director of Resources and Assurance	19	20.22	17.25	16.83	15.78		
The social value attributable to council procurement	Director of Resources and Assurance		£91,948	£430,595.70 Actual Q2 £522,543.99 YTD	£3,170,389 Actual Qtr 3 £3,692,932.99	£0 Actual Qtr 4 £3,692,932.99	n/a	n/a
The percentage of the council procurement budget spent locally	Director of Resources and Assurance	25%	34%	40.00%				
Percentage of FOIs & EIRs responded to within timescales	Director of Governance and Law	95%	97.31%	97.91%	98.55%	98.53% (@ February)		
Compliance with service standard deadline for answering formal complaints	Director of Governance and Law	90%	79.66%	84.00%	84% (@ November)	82% (@ February)		
Compliance with service standard deadline for answering formal complaints within the children's representations and complaints procedures	Director of Governance and Law	75%	25%	45.00%	48% (@ November)	54% (@ February)	n/a	
The number of apprentices within Herefordshire Council	Director of HR and OD		4	3	3	3 (@ February 24)	n/a	n/a
Average days sickness per FTE (12 month rolling average)	Director of HR and OD	<8.77	8.89	8.99	9.10	9.17 (@ February 24)		n/a
Percentage of workforce completing mandatory training within timescale:	Information Governance	95%	97%	97.89% (to August)	97.80%	97.80%		
	Information Security	95%	97%	97.64% (to August)	97.60%	97.60%		
	Code of Conduct	95%	95.93%	95.85% (to August)	95.34%	95.34%		
Number of RIDDOR reportable incidents	Director of HR and OD	0	0	1	1	2		
Monthly turnover (annualised based on headcount)	Director of HR and OD		14.48%	12.41%	12.48% (@ November)	12.65% (@ February 24)	n/a	n/a
Employee engagement index	Director of HR and OD	>3.56	3.56					
Gender pay gap	Director of HR and OD	<13.9%	13.9%					
Percentage of major planning applications dealt with within 13 weeks/16 weeks or with an extension of time	Head of Planning and Building Control	70%	80%	91.67%	91.89%	92.31%		
Percentage of non-major (minor and other) applications dealt with within 8 weeks or with an extension of time	Head of Planning and Building Control	80%	74.09%	79.37%	79.39%	79.61%		
The value of investment delivered by the council to mitigate the impact of development sites	Head of Planning and Building Control		£ 139,500.00				n/a	n/a
The proportion of major planning applications overturned at appeal after determination (24 month average)	Head of Planning and Building Control	<7%	1.8% (June - in arrears)					
The proportion of non-major planning applications overturned at appeal after determination (24 month average)	Head of Planning and Building Control	<7%	0.5% (June - in arrears)					
Increase volume of parking transactions made by card or phone compared to coin	Service Director, Highways and Environment	57%	60.01%	60.70%	61.54%	62.02%		
Improve compliance of parking restrictions – average amount of income recovered per PCN	Service Director, Highways and Environment	£30.00	£29.12	£30.23	£30.00	£30.12		

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

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

The Office for Local Government (Oflog) – Local Authority Data Explorer performance metrics

Indicator (click for source data)	Financial year	Herefordshire	Median of Herefordshire's CIPFA Nearest Neighbours	England median (for authorities with these responsibilities)
Waste Management				
Household waste recycling rate	2021-22	39.2%	51.6%	41.9%
Residual household waste	2021-22	514.6 kg per household	528.0 kg per household	501.1 kg per household
Recycling contamination rate	2021-22	9.7%	6.4%	5.5%
Planning				
Percentage of major planning applications decided on time	2020-22	76.5%	83.4%	89.8%
Percentage of non-major planning applications decided on time	2020-22	76.5%	90.0%	88.2%
Percentage of major planning applications overturned on appeal	2020-22	1.8%	2.1%	1.4%
Percentage of non-major planning applications overturned on appeal	2020-22	0.5%	0.6%	0.7%
Local plan adoption date	Herefordshire adopted a local plan on 16/10/2015.			
Adult social care				
Requests resulting in a service	2021-22	1935 per 100,000 population	1708 per 100000 population	2010 per 100,000 population
Workforce turnover rate	2021-22	28.8%	29%	31.9%
People in adult social care quality of life	2021-22	-0.8 to 1.0	0.433	0.408
Carers of people in adult social care quality of life	2021-22	0 to 12	6.5	7.4
Short term service provision	2021-22	99.7%	76.4%	76.7%
People who use services who found it easy to find information	2021-22	67.8	65.2%	66.9%
Carers who found it easy to find information about services	2021-22	52,3%	57.8%	58.2%

Indicator (click for source data)	Financial year	Herefordshire	Median of Herefordshire's CIPFA Nearest Neighbours	England median (for authorities with these responsibilities)
Roads				
Percentage of local authority motorways and A roads that should be considered for maintenance	2022-23	5.0%	2.0%	3.0%
Percentage of local authority B and C roads that should be considered for maintenance	2022-23	6.0%	5.0%	4.0%
Corporate and finance				
Non-ringfenced reserves as percentage of net revenue expenditure	2021-22	54.2%	56.7%	54.9%
Non-ringfenced reserves as percentage of service spend	2021-22	49.8%	49.1%	44.6%
Total core spending power per dwelling	2021-22	£1914.07	£1773.22	£1885.14
Level of band D council tax rates	2021-22	£1652.30	£1613.86	£1554.02
Council tax revenue per dwelling	2021-22	£1657.52	£1566.08	£1293.42
Social care spend as percentage of core spending power	2021-22	69.7%	65.4%	66.4%
Debt servicing as percentage of core spending power	2021-22	9.0%	9.2%	9.0%
Total debt as percentage of core spending power	2021-22	173.3%	168.1%	226.7%
Number of upheld complaints	2021-22	8.0 per 100,000 population	4.3 per 100,000 population	4.6 per 100,000 population
Council tax collection rates (in year)	2021-22	98.0%	97.4%	95.2%
Nondomestic rates collection rates (in year)	2021-22	96.2%	97.0%	96.2%