

Agenda

Cabinet

Date: **Thursday 27 June 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

PUBLIC ACCESS TO INFORMATION AND ATTENDANCE DETAILS

GUIDE TO CABINET

THE NOLAN PRINCIPLES

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

To receive declarations of interests in respect of Schedule 1, Schedule 2 or Other Interests from members of the committee in respect of items on the agenda.

3. MINUTES

To approve and sign the minutes of the meeting held on 16 May, 2024

HOW TO SUBMIT QUESTIONS

The deadline for submission of questions for this meeting is:

5pm on Friday 21 June 2024.

Questions must be submitted to councillorservices@herefordshire.gov.uk. Questions sent to any other address may not be accepted.

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>

4. QUESTIONS FROM MEMBERS OF THE PUBLIC

To receive questions from members of the public.

5. QUESTIONS FROM COUNCILLORS

To receive questions from councillors.

6. REPORTS FROM SCRUTINY COMMITTEES

To receive reports from the Council's scrutiny committees on any recommendations to the Cabinet arising from recent scrutiny committee meetings.

6.1 CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE - WORKFORCE CHALLENGES IN CHILDREN'S SERVICES RECOMMENDATIONS

17 - 24

6.2 SCRUTINY MANAGEMENT BOARD - HEREFORDSHIRE COUNCIL PLAN AND DELIVERY PLAN RECOMMENDATIONS

25 - 34

6.3 RECOMMENDATIONS OF THE HEALTH CARE AND WELLBEING SCRUTINY COMMITTEE: UPDATE ON OUTCOMES OF CARE QUALITY COMMISSION INSPECTION OF HEREFORDSHIRE AND WORCESTERSHIRE HEALTH AND CARE NHS TRUST

35 - 40

Pages

7. DELIVERY PLAN 2024-25

To agree proposals for the council's Delivery Plan 2024-25.

41 - 62

8. THE NEW PUBLIC REALM SERVICES

To approve the council's Public Realm Services model for market engagement.

63 - 84

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/hereford-city-bus-map-local-services->

Guide to Cabinet

The Executive or Cabinet of the Herefordshire Council consists of a Leader and Deputy Leader and 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 16 May 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	None
	<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 Ellie Chowns, Bob Matthews, Liz Harvey and Kevin Tillett (as representative for Terry James)

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

Other councillors in attendance:

Officers in attendance: P Walker, A Lovegrove, Communications Team, R Cook, C Porter, H Hall, R Hart, M Pearce and S Walmsley (clerk)

117. APOLOGIES FOR ABSENCE

There were apologies from Councillors Terry James, Louis Stark and Dan Hurcomb.

118. DECLARATIONS OF INTEREST

None.

119. MINUTES

Resolved: **That the minutes of the meeting held on 28 March and 25 April be approved as a correct record and signed by the Chairperson.**

120. QUESTIONS FROM MEMBERS OF THE PUBLIC (Pages 7 - 8)

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

121. QUESTIONS FROM COUNCILLORS

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

122. REPORTS FROM SCRUTINY COMMITTEES

There was one report from Children and Young People Scrutiny Committee.

- (a) Recommendations of the Children and Young People Scrutiny Committee: Fostering services

The chairperson for the Children and Young People Scrutiny Committee (CYPSC) detailed that the meeting on 7 May 2024 focused on fostering and the importance of sufficiency in placements for young people in the care system. The committee noted that fostering had been at a low level but there were improvements and an action plan in place. The committee felt that an elected member would help support foster carers. Six recommendations were put forward for consideration by Cabinet.

It was unanimously agreed that the recommendations on the Fostering Service report, made by the Children and Young People Scrutiny Committee at its meeting on 7 May 2024 be noted, and that an Executive Response to the scrutiny recommendations be prepared for consideration in due course.

123. HEREFORDSHIRE COUNCIL PLAN 2024-2028

The cabinet member for finance and corporate services provided an over view, it was noted that consultation had taken place widely and an all member briefing took place in February 2024. The Council Plan has aspired to be accessible for all and the intention is to deliver the best for Herefordshire.

The priorities for the next four years were highlighted as; People (for residents to realise their potential), Place (to protect and enhance our environment), Growth (to create conditions to deliver sustainable growth) and Transformation (to be an efficient council that embraces best practice).

Cabinet members discussed the report and it was noted that the Delivery Plan will set out the strategy and confirmed that use of the word endeavour within the Council Plan reiterates the Council's ambition to strive for the best.

It was noted that the Council Plan contains the Council's intentions and it is an easy plan to use.

It was referenced that the underpinning theme of 'Safe, happy and healthy' ran throughout the Council Plan. Whilst the Council Plan could not contain all the detail, it is focused on the importance of working in partnership.

Group leaders gave the views of their groups. The Council Plan was welcomed, it's clear and plain language along with the use of diagrams connecting all key documents was helpful. It was acknowledged that input from the Scrutiny Management Board had been received and noted that the recent recommendations had been incorporated into the Plan. Inclusion regarding the river was also welcomed. It was suggested that a children's version of the plan to set out how it will impact children's and families would be welcomed.

Concerns were expressed that the strategy wasn't as strong as it could be and causing more damage, congestion and pollution in the North in respect of the proposed bypass than residents currently experience in the South. It was noted that residents of Southweye had placed congestion and pollution as a clear priority. Concerns were raised regarding difficulty in raising inward investment and attracting people to the County. It was noted there was inconsistency and lack of detail within the Plan regarding housing, affordable housing and the Place objective.

In response to the queries it was confirmed that the Council are investing in employment land, there is a plan to promote the County which, alongside the growth corridor planned

with housing, employment land and better transport infrastructure, will feed into the success of the Council Plan.

Confirmed that housing is mentioned under the Growth priority and this will be underpinned by the Delivery Plan and the cross party working group.

It was lastly noted there had been assistance from councillors, officers and cabinet and thanks was extended to all especially to the officers.

It was unanimously resolved 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

124. QUARTER 4 BUDGET REPORT

The cabinet member for finance and corporate services advised the 2023/24 overspend of £8.7m demonstrated a significant reduction from forecast over spend at Quarter 2 and the £8.7m had to be funded from reserves.

Confirmed that a detailed overview of ear marked reserves had been undertaken to identify balances with no future commitments or planned use to fund the £8.7m overspend. The total reserve balance as of 31 March 2024 was £82.8m and will undergo routine monitoring across 2024/25.

The 2023/24 approved revenue budget was £193.3m. Table 1 sets out the revenue outturn by Corporate Director portfolio and Table 2 sets out the management recovery actions implemented during the last year, the impact of these recovery actions were set out.

It was noted that full Council approved £20m of savings for 2023/24 and as of 31 March 2024, 79% had been delivered. Confirmed that £15.8m savings had been delivered and £4.2m had not. Confirmed the full details were set out in Appendix E. Confirmed that this was the evidence requested by Scrutiny Management Board earlier in the year.

Confirmed the capital outlay and the revised 2023/24 capital budget of £68.4m which included additional grants and approved changes. The capital budgets had been re-profiled in line with expected delivery, set out in Appendix B Table C. This has reduced the 2023/24 capital budget by £78.9m which has been reallocated across the following three years, set out in Table 4. The final spend position is £47.3m which represents an underspend of £21.1m against a budget of £68.4m. Full details for each project area were set out in Appendix B. The underspend is as a result of projects being delivered under the project budget.

Confirmed that the Council's financial position remains very stable with a deliverable balance budget for 2024/25, a Medium Term Financial Strategy which shows the Council will be able to deliver balanced budgets over the four year period and confirmed that the Council has strong reserves.

Cabinet members discussed the report and it was noted that whilst the majority of the Community Wellbeing budget is demand driven, it has still saved £6.1m and has come in on budget. The cabinet member for adults, health and wellbeing stated that the hard work to achieve this is due to the director and their staff.

The Children Services Improvement Plan was discussed and it was noted that the Council approved the budget which enabled the delivery of that Plan and included a three year financial plan based on assumptions in three key areas. Firstly, regarding a

reduction on the number of children in care. It was noted that operational practice is informed by careful assessment of the individual children's needs, the risks, their best interests and the circumstances. The assumption was to reduce children in care to 395 and it was confirmed the current figure is 389. It was acknowledged that more progress was needed and the cabinet member for children and young people provided assurances to Cabinet and thanked officers for their continued hard work. Secondly, the conversion of agency to permanent staff. It was confirmed that 25 permanent members of staff have already been recruited, against a target of 30 by June 2024. Thirdly, a reduction in the overall establishment. It was confirmed that a reduction of four posts, against a target of six posts had already been achieved.

The cabinet member for environment acknowledged the overall work of the Council and thanked officers for what had been achieved between Quarters 1, 2, 3 and 4.

Group leaders gave the views of their groups. It was acknowledged that there has been a tight control on the finances. It was noted there had been improvements in children's and young people directorate but there was an ongoing need to monitor and report the projected savings. Clarification was also sought as to whether the reduction in children coming into care was as a result of early intervention. Improvements in the presentation of the data was suggested, with a recommendation of presenting the percentage of underspend or overspend against projections would assist. The underspend on highways, environment and waste was queried compared to the overspends in economy and management. Concern was raised that the Council are underspending on front line services. Queried why the Capital Developments fund has not been spent and why the Home Upgrade Grant has been underspent. Clarification was sought regarding the change in the reserves position between end of year forecast provided when the budget was set and the figures presented today. Queried which lines in the reserves provided the funds to cover the £8.7m overspend.

Clarification was sought regarding which lines in the reserves will provide the £2.3m required to balance the current year's budget in line with the budget amendment which was approved at full Council in February.

Also, information was requested regarding how much of the additional income received from interest receipts in year has been used to support the low income households as originally intended when the budget was set in February 2023.

In response to the queries it was noted that the presentation of the report was improving but noted the comments. Regarding the under delivery in the Home Upgrade Grant it has been underspent due to re-procuring and delay in instructions from Government. However, the Council are delivering more than most other counties. It was confirmed to qualify for the Home Upgrade Grant you needed to live in Herefordshire, have no mains gas heating, own or rent an energy insufficient home and have a household income below £36k per year.

In respect of children in care and early help, the Council has seen significant increases in the number of partner agencies conducting early help assessments which means the family and children concerned are supported by targeted early help. Also, confirmed that the Council are working with the children's safeguarding partnership and has received funding from the department to improve the Council's early help offer. It was noted that there are a range of operational matters in hand to reduce the number of children in care and there is continuous proactive activity to improve the early help offer to support families at an earlier stage and prevent matters escalating.

In respect of the reserves identified by the budget amendment at full Council in February, it was confirmed that these have been fully preserved as required. The Care

Market Costs of £959k and the Financial Resilience Reserve of £1,344m are fully untouched and are reserved for exactly the purpose that was specified in the amendment. It was also confirmed that all financial transactions in the year will be subject to detailed testing by the external auditors over the summer months. It was confirmed that a written response would be provided to Councillor Harvey regarding the detailed reserve movements.

It was unanimously resolved that:

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

125. QUARTER 4 PERFORMANCE REPORT

The cabinet member for finance and corporate services provided an overview of the report and noted that this is the final report on the previous administration's County Plan and its associated Delivery Plan for 2023/24. It was confirmed that the performance reports based on the 2024/25 financial year will be based on the Council Plan themes of People, Place, Growth and Transformation. The measures will be detailed in the Delivery Plan. Noted where comparisons can be made with last year, performance was generally better than 12 months ago. It was confirmed that where the status of items was amber or red, there is a corresponding comment from the relevant project manager explaining why.

Within Economy there are 52 activities on the Delivery Plan, 27% were completed, 37% are on track, 35% are on amber and 2% were red. Where performance measures were set 58% are on target which was an improvement on the 50% at Quarter 3.

Within Environment there are 37 activities on the Delivery Plan with 33% complete, 46% are green, 19% are amber, none are red and 3% are currently paused. It was noted that Environmental Health and Planning continued to carry vacancies which has impacted performance and confirmed that both services are part of the transformation program to improve efficiencies, introduce new planning and regulatory software and review structures. In respect of the new household waste contract, FCC has been appointed as the Council's new provider for the collection of household waste and the new contract will provide the Council with new vehicles across the fleet and two electric vehicles will operate in the city centre.

Within Community there are 84 activities on the Delivery Plan, 38% are complete, 36% are green, 20% are amber, none are red and 6% are paused. Progress is continued to be made in relation to short breaks for children including mobilisation of new providers offering group based activities and one to one daytime support. In February 2024, Ofsted carried out their fourth monitoring visit focusing on children in care aged 16 and 17 and care leavers. It was noted that the Council's practice is still too variable and whilst some children and young people received a better service, not enough did. Ofsted acknowledged improvements had been made but not all quick enough and basic practice is not consistent for all children and young people. Improved practice across the service is focusing on the quality of assessments, the quality of plans and planning, supervision and management oversight, purposeful visiting and safely reducing numbers of children in the Council's care. It was confirmed that the Ofsted annual conversation has been moved to 21 August 2024 and the self-evaluation form was being prepared. A fifth Ofsted monitoring visit is likely to take place in the summer and the SEND inspection is also anticipated. The refreshed improvement plan is due to be presented to Cabinet in June 2024. Confirmed that Deborah McMillan has taken over from Gladys Rose White as the Council's DfE improvement advisor and Eleanor Brazil remains a children's commissioner, the progress review report was published in December 2023. The next review is expected to take place in June 2024.

Within Corporate the percentage of invoices paid within target was 92.26% for the 12 months of this financial year, this was better than target and performance at the same point last year. Confirmed this was despite the increase in invoices being processed. The processing of new housing benefit claims and change of circumstances continued to remain steady and within target. Council Tax collection rates hit target for 2023/24 and the business rate collection gap is closing significantly. Whilst response rates to complaints is still behind target, it has improved during the last couple of months and there has been significant improvement in the response times across all directorates. Through the last year the annualised sickness absence rate has increased from 8.81 days at the end of February 2023 to 9.17 days at the end of February 2024. The service continues to proactively manage absence and greater focus is being given to supporting employees to be healthy in order to improve attendance. Workplace stability is 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 that Hereford Council is seen as an employer of choice. Noted the continued move to parking transactions taking place by card or phone, 62.02% of transactions have been made by card or phone in the last 12 months. The Office for Local Government (Oflog) provides information about the performance of local government and the Council has improved across most metrics, these are reported in Appendix B.

Cabinet members discussed the report and it was noted that in respect of the Home Upgrade Grant there was slow processes within the Department of Energy which has prevented the Council from proceeding at a faster pace. It was noted from the 60 Local Authorities within the Consortium, the Council has been the top performer by a significant margin. The Council are inviting more households to take advantage of this grant.

Group leaders gave the views of their groups. It was noted there was an improvement in the performance figures. Queries were raised regarding what the estimate of cost of sickness absence would be and whether discounted membership for Halo can be provided as a preventative step and to help improve staff wellbeing. In respect of tourism, it was queried what steps are being taken to build up tourism and support in the County. Concern was expressed that deliverables and measures of performance in the Children's and Young Persons directorate had not been given the sufficient attention it required. It was raised that meaningful milestones need to be put in place alongside identifying performance measures. It was hoped that the Scrutiny Management Board can assist when the Delivery Plan is considered. It was acknowledged that the statistics within Oflog were not wholly reflective of the Council's actual position.

In response to the queries it was noted that there was no cost associated with sickness as the Council doesn't back fill and the activity cost will be looked at separately. It was confirmed that Halo membership is already offered to all employees at £37.75 per month and the first six weeks are free. Noted access to leisure and fitness facilities were important for physical and mental wellbeing. It was important for staff to be made aware of all offers available and the matter will remain to be reviewed by management. In respect of the tourism query, it was confirmed that Cllr Matthews would be put on the circulation list regarding Destination Bid which covers what they have achieved.

It was unanimously resolved that:

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

The meeting ended at 4.30 pm

Chairperson

Title of report: Children and Young People Scrutiny Committee - Workforce Challenges in Children's Services Recommendations

Meeting: Cabinet

Meeting date: Thursday 27 June 2024

Report by: Democratic Services

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

The purpose of this report is to submit to Cabinet the recommendations from the Children and Young People Scrutiny Committee, made at its meeting on 13 June 2024, and to request a response from the executive.

Recommendation(s)

- a) **That the recommendations on workforce challenges in children's services, made by the Children and Young People Scrutiny Committee at its meeting on the 13 June 2024, be noted.**
- b) **That an executive response to the scrutiny recommendations be prepared for consideration by the Cabinet within two months (27 August, 2024).**

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.

Workforce Challenges in Children's Services

6. The Children and Young People Scrutiny Committee received a report from the Director of Human Resources and Organisational Development providing an update on workforce challenges in children's services, 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 workforce challenge
 - b. reliance on agency workers
 - c. strategies for addressing challenges
 - d. the social work pipeline
 - e. being a good employer
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 38 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.
13. It is stated objective within the Council Plan 2024 to 2028 to recognise and value the role of our employees by attracting and retaining a skilled and committed workforce, whilst working in collaboration with residents, communities and partners to provide the best possible life in Herefordshire. A stated delivery aim is to increase the stability of the children's social worker workforce by recruiting and converting more permanent social workers

Environmental Impact

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

Equality duty

15. There are no specific equalities impacts.
16. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:
17. 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.
18. 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

19. 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.
20. Resource implications should be considered as part of the requested report to Cabinet on the Executive Response to the scrutiny recommendations.

Legal implications

21. The council is required to deliver a scrutiny function.
22. 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 - Workforce Challenges in Children's Services Recommendations.

Background papers

None.

Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published		
Governance	John Coleman	Date 19/06/2024
Finance	Judith Tranmer	Date 19/06/2024

Legal	Click or tap here to enter text.	Date Click or tap to enter a date.
Communications	Luenne Featherstone	Date 18/06/2024
Equality Duty	Click or tap here to enter text.	Date Click or tap to enter a date.
Procurement	Click or tap here to enter text.	Date Click or tap to enter a date.
Risk	Click or tap here to enter text.	Date Click or tap to enter a date.

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

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

**Summary of recommendations to the executive and executive responses Children and Young People Scrutiny Committee
13 June 2024.**

That Herefordshire Council:

Recommendation 1	identifies measures of success for each of the strands in the children and young people workforce strategy.			
Executive Response				
Action –	Owner	By When	Target/Success Criteria	Progress

Recommendation 2	makes clear the links between the council’s corporate workforce strategy and its children and young people workforce strategy.			
Executive Response				
Action	Owner	By When	Target/Success Criteria	Progress

Recommendation 3	builds links with and invests in local schools and voluntary organisations to encourage people to consider children's services as a career.			
Response				
Action	Owner	By When	Target/Success Criteria	Progress

Recommendation 4	encourages people to consider switching careers to Herefordshire Council's children and young people directorate.			
Executive Response				
Action	Owner	By When	Target/Success Criteria	Progress

Recommendation 5	ensures that the voice of children informs the children and young people workforce strategy.			
Executive Response				
Action	Owner	By When	Target/Success Criteria	Progress

Recommendation 6	describes the link between activity, outputs, outcomes and impact of the workforce strategy in terms of a theory of change.			
Executive Response				
Action	Owner	By When	Target/Success Criteria	Progress



Title of report: Recommendations of the Scrutiny Management Board – on the Herefordshire Council Plan and Delivery Plan

Meeting: Cabinet

Meeting date: Thursday 27 June 2024

Report by: Democratic Services

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

The purpose of this report is to submit to Cabinet the recommendations from the Scrutiny Management Board, made at its meeting on 14 May 2024, and to request a response from the executive.

Recommendation(s)

- a) That the recommendations on the Herefordshire Council Plan and draft Delivery Plan, made by the Scrutiny Management Board at its meeting on the 14 May 2024, be noted.
- b) That the executive, in approving the Delivery Plan, notes where it has responded to the recommendations made.

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.

Scrutiny Management Board – Herefordshire Council Plan Working Group

6. At its meeting on 14 May 2004, the Scrutiny Management Board received a report detailing [findings](#) from the Herefordshire Council Plan Working Group, which had been tasked with reviewing a draft of the Herefordshire Council Plan and its accompanying delivery plan.
7. At the end of its consideration of the working group report, the Scrutiny Management Board made 14 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 38 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. Recommendations of the Scrutiny Management Board - Herefordshire Council and Delivery Plan

Background papers

[Herefordshire Council Plan - findings of the board working group](#)

Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published		
Governance	John Coleman	Date 19/06/2024
Finance	Judith Tranmer	Date 19/06/2024
Legal	Click or tap here to enter text.	Date Click or tap to enter a date.
Communications	Luenne Featherstone	Date 18/06/2024
Equality Duty	Click or tap here to enter text.	Date Click or tap to enter a date.
Procurement	Click or tap here to enter text.	Date Click or tap to enter a date.
Risk	Click or tap here to enter text.	Date Click or tap to enter a date.
Approved by	Click or tap here to enter text.	Date Click or tap to enter a date.

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

Summary of recommendations from the Scrutiny Management Board 14 May 2024 to the Executive in relation to the council and delivery plan, and future planning cycles, with executive responses.

Recommendation 1	If the ambition of the County Plan is to be scaled back to focus on the work only of the Council itself, that a broader and longer term County Strategy/Plan be developed with input from partners and stakeholders to guide action and investment.			
Executive Response				
Action –	Owner	By When	Target/Success Criteria	Progress

Recommendation 2	The Council Plan recognise the increasing importance of partners and partnership working to the operation of the council.			
Executive Response				
Action	Owner	By When	Target/Success Criteria	Progress

Recommendation 3	The Council Plan should be aligned in resource terms with the Medium Term Financial Strategy.			
Response				
Action	Owner	By When	Target/Success Criteria	Progress

Recommendation 4	The Council and Delivery Plans should be clear in showing how council resources and effort is spread fairly across city, Market Town and rural communities.			
Executive Response				
Action	Owner	By When	Target/Success Criteria	Progress

Recommendation 5	Council 'Transformation' is a means to an end, not an end in itself. It should be explained primarily in terms of its beneficial impact on residents and communities.			
Executive Response				
Action	Owner	By When	Target/Success Criteria	Progress

Recommendation 6	The Delivery Plan should contain real, tangible in-year deliverables which progress and support the stated objectives.			
Executive Response				
Action	Owner	By When	Target/Success Criteria	Progress

Recommendation 7	Deliverables should be SMART (Specific, Measurable, Achievable, Realistic, Timely) and should relate to tangible items that are deliverable within that financial year.			
Executive Response				
Action	Owner	By When	Target/Success Criteria	Progress

Recommendation 8	The Delivery Plan should follow the structure and sequencing of the Council Plan to make it straightforward to follow.			
Executive Response				
Action	Owner	By When	Target/Success Criteria	Progress

Recommendation 9	Plain language should be adopted throughout to ensure the documents are accessible to and understandable by all.			
Executive Response				
Action	Owner	By When	Target/Success Criteria	Progress

Recommendation 10	The importance of tackling river pollution should be more evident.			
Executive Response				
Action	Owner	By When	Target/Success Criteria	Progress

Recommendation 11	The importance of improving life for children and families should be more evident.			
Executive Response				
Action	Owner	By When	Target/Success Criteria	Progress

RECOMMENDATIONS FOR FUTURE PLANNING CYCLES 12-14

Recommendation 12	The Council Plan should be aligned in resource terms with the Medium Term Financial Strategy.				
Executive Response					
Action	Owner	By When	Target/Success Criteria	Progress	

Recommendation 13	The Delivery Plan for the following year should be drafted alongside the development of the budget for that financial year.				
Executive Response					
Action	Owner	By When	Target/Success Criteria	Progress	

Recommendation 14	The importance of improving life for children and families should be more evident.				
Executive Response					
Action	Owner	By When	Target/Success Criteria	Progress	



Title of Report: Recommendations of the Health Care and Wellbeing Scrutiny Committee: Update on outcomes of Care Quality Commission Inspection of Herefordshire and Worcestershire Health and Care NHS Trust

Meeting: Cabinet

Meeting date: 27 June 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 Health Care and Wellbeing Scrutiny Committee, made at its meeting on 25 March 2024, and to request a response from the executive.

Recommendations

- a) **That the recommendations following the update on outcomes of Care Quality Commission Inspection of Herefordshire and Worcestershire Health and Care NHS Trust, made by the Health Care and Wellbeing Scrutiny Committee at its meeting on the 25 March 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 proposed; it is a statutory requirement for the Cabinet to be notified and consider reports and recommendations made by a scrutiny committee.

Key considerations

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

Update on outcomes of Care Quality Commission Inspection of Herefordshire and Worcestershire Health and Care NHS Trust

6. From 6 to 8 June 2023 the CQC conducted a Well Led inspection of the Herefordshire and Worcestershire Health and Care NHS Trust, drawing on one to one interviews with board members, subject matter experts, focus groups and stakeholders. As a result of the inspections, a number of changes were made, including moving the trust's overall rating from good to requires improvement.
7. Following initial feedback from the CQC, the Trust and Herefordshire and Worcestershire Integrated Care Board took the decision to appoint an Improvement Director to lead the development and implementation of an Improvement Plan. Based upon the themes in the CQC report and extensive staff engagement exercise through September and October 2023 which almost 700 staff contributed to, the trust has developed and commenced delivery of two key improvement plans.
8. The Health Care and Wellbeing Scrutiny Committee met with directors of the trust at its meeting on 25 March 2024 to scrutinise both the findings of the inspection report and the trust's two improvement plans.

Scrutiny Recommendations

9. At the end of its consideration of this issue, the committee made three recommendations to the Cabinet, as set out at Appendix 1 to this report.

Procedure for Recommendations from Scrutiny Committees

10. 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.

11. 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.
12. 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.
13. 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

14. 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

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

Equality Duty

16. There are no specific equalities impacts.
17. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:
18. 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.
19. 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

20. 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.
21. Resource implications should be considered as part of the requested report to Cabinet on the Executive Response to the scrutiny recommendations.

Legal Implications

22. The council is required to deliver a scrutiny function.
23. 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

Chair, Health Care and Wellbeing Scrutiny Committee

Appendices

Appendix 1: Recommendations of the Health Care and Wellbeing Scrutiny Committee: Update on outcomes of Care Quality Commission Inspection of Herefordshire and Worcestershire Health and Care NHS Trust.

Background papers

[Update on outcomes of Care Quality Commission Inspection of Herefordshire and Worcestershire Health and Care NHS Trust](#)

[Care Quality Commission Inspection Report: Herefordshire and Worcestershire Health and Care NHS Trust](#)

[Presentation - Herefordshire and Worcestershire Health and Care NHS Trust improvement plan](#)

Summary of recommendations to the executive and executive responses
Health Care and Wellbeing Scrutiny Committee
25 March 2024

Recommendation 1	Cabinet to consider how it can support NHS staff with parking availability and charges when undertaking locality based working, with specific regard to Rose Cottage, Ledbury and Ettenham Street Leominster			
Executive Response				
Action –	Owner	By When	Target/Success Criteria	Progress

Recommendation 2	The Trust be requested to provide an infographic guide to mental health services across Herefordshire.			
Executive Response				
Action	Owner	By When	Target/Success Criteria	Progress

Recommendation 3	The Trust to provide the committee with an update on the six work streams of the improvement plan within twelve months.			
Response				
Action	Owner	By When	Target/Success Criteria	Progress



Title of report: Delivery Plan 2024-25

Meeting: Cabinet

Meeting date: Thursday 27 June 2024

Report by: Cabinet member finance and corporate services;

Classification

Open

Decision type

Key

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

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

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

Wards affected

(All Wards);

Purpose

To approve the council's Delivery Plan 2024-25. Cabinet is required to produce a delivery plan which sets out how the strategic priorities within the Herefordshire Council Plan will be delivered and monitored.

Recommendation(s)

That:

- a) Cabinet approve the Delivery Plan 2024-25, as set out in appendix A.**

- b) Authority be delegated to the Chief Executive, in consultation with the Leader of the Council, to make minor amendments to the approved Delivery Plan 2024-25.**

Alternative options

1. There are no alternative options as the Delivery Plan is required to be produced on an annual basis. Cabinet may choose to make amendments to the proposals and it is open to Cabinet to recommend alternatives to the deliverables and milestones that have been identified in the plan.

Key considerations

2. The Herefordshire Council Plan 2024-2028, alongside the Medium Term Financial Strategy, provides the overarching policy framework within which decisions will be taken and resources allocated over the next four years.
3. The Herefordshire Council Plan 2024-2028 was developed through a process of engagement and consultation with the public and key stakeholders and was agreed at Council on 24 May 2024. The Herefordshire Council Plan sets out the key strategic priorities and objectives for the council.
4. The Delivery Plan 2024-25, as at Appendix A, identifies the deliverables and milestones that will progress the key objectives within the Herefordshire Council Plan set against the priorities of People, Place, Growth and Transformation.
5. Progress in delivering the plan across all areas of council will be monitored through:
 - I. Quarterly reporting into Cabinet.
 - II. Routine financial monitoring against the approved revenue budget and capital programme, reported to Cabinet on a quarterly basis.
 - III. Monthly progress reporting to the corporate leadership team.
 - IV. Annual Service Plans outlining service area priorities and key areas of focus to achieve the objectives.
 - V. Annual individual performance and development plans.

Community impact

6. The Delivery Plan 2024-25 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.
7. Within the priority area for People the approach is focussed on strengthening communities with the aim of connecting people to their local communities.

Environmental Impact

8. The Delivery Plan 2024-25 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 communities to make the county more resilient to the effects of climate change.
9. 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.
10. The development of any projects within the Delivery Plan 2024-25 will seek to minimise any adverse environmental impact and identify opportunities to improve and enhance environmental performance.

Equality duty

11. 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.
12. 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.
13. Improving equality of opportunity and access, and reducing inequality underpins the plan as set out in the Herefordshire Council Plan 2024-2028.
 - I. Tackle inequality and improve social mobility through timely intervention and prevention activities which allows residents to live independent and fulfilling lives.
 - II. Support people to feel safe and respected in their communities.

14. Individual projects and delivery within the plan will complete an equality impact assessment as a fundamental element to planning, decision making and implementation.

Resource implications

15. 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

16. 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 proposals will be set out within the relevant decision report.

Risk management

17. The Delivery Plan 2024-25 is an 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 Corporate Leadership Team, Cabinet and Audit and Governance Committee.
18. 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

19. The development of the Delivery Plan 2024-25 has been reviewed by Scrutiny Management Board Working Group and a number of their recommendations have been accommodated within the Delivery Plan.
20. The Delivery Plan 2024-25 was presented at a Political Group Consultation on 5 June 2024. Comments received were as follows;
 - I. Cllr. David Hitchiner (Independents for Herefordshire) requested that Pontrilas Railway Station be included in the Delivery Plan.
 - II. Cllr. Louis Stark (Liberal Democrats): -
 - the Delivery Plan does not sufficiently support the right housing in the right place;
 - it does not sufficiently demonstrate what the council is going to directly do about the river;
 - it does not demonstrate how the Growth priority is going to tackle inequality;
 - it is not clear about what impact the Delivery Plan will have across the three parts of the county – Hereford, Market Towns and Rural Wards

- III. Cllr Mark Woodall (The Green Party) asked what has happened with the all the work around speed reduction and 'Twenty is Plenty' campaign? With regards to rivers he commented on the Government Action Plan and new River Champion for the Wye, and asked how this has been included in the Delivery Plan.
- IV. Cllr. Robert Highfield (Conservative Party) commented that there is a narrow focus on 20mph speed restrictions and we should take more of a holistic and broader approach to road safety which would include 20mph restrictions.

Appendices

Appendix A Draft Delivery Plan 2024-25

Background papers

None identified.

Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published		
Governance	John Coleman	Date 23/05/2024
Finance	Karen Morris, Wendy Pickering & Judith Tranmer	Date 28/05/2024
Legal	Georgina Coley	Date 29/05/2024
Communications	Luenne Featherstone	Date 22/05/2024
Equality Duty	Harriet Yellin	Date 31/05/2024
Procurement	Carrie Christopher	Date 03/06/2024
Risk	Lee Washbrook	Date 21/05/2024
Approved by	Click or tap here to enter text.	Date Click or tap to enter a date.

Delivery Plan 2024/25

47

Introduction

The Herefordshire Council Plan 2024-2028, was approved in May 2024. Our vision is

Delivering the best for Herefordshire in everything we do.

The four priority areas for the plan are:

- **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 along with providing the right infrastructure.
- **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.
- **Transformation** – We will be an efficient council that embraces best practice, delivers innovation through technology and demonstrates value for money.

The Delivery Plan 2024-2025 outlines how the council's priorities and objectives will be achieved and what will be delivered in the next 12 months. The Delivery Plan will be reviewed annually and progress will be reported on a regular basis.

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.

Objectives	This Year We Will...	Key Milestones To Deliver This
Support all children to have the best start in life.	Develop a revised Children's Improvement Plan	<ul style="list-style-type: none"> • Work with our partners to deliver against the approved priorities in the revised Children's Improvement Plan for 2024-2025
	Further develop and embed our restorative practice model focussed on working with families	<ul style="list-style-type: none"> • Deliver a programme of 8 restorative practice learning webinars • Complete the supervision train the trainer programme
	Ensure that the views and lived experience of children and young people inform strategic intent and service delivery	<ul style="list-style-type: none"> • Conduct a quality of life survey with children and young people • Utilise findings from the Bright Spots survey to update service delivery and strategic intent • Develop and publish a Participation Strategy for vulnerable children and young people
	Roll out delivery of the Early Intervention and Prevention Strategy for children and young people	<ul style="list-style-type: none"> • Complete a review of early help provision • Develop an implementation plan for the Early Intervention and Prevention Strategy
	Increase capacity of specialist Special Educational Needs (SEN) school places so that children and young people can attend a local provision that meets their needs	<ul style="list-style-type: none"> • Update the Education Strategy which includes a sufficiency focus • Ensure that all future applications to Department for Education (DfE) schemes are completed and submitted by the DfE specified deadline • Publish a plan to explore solutions through the High Needs capital grant to increase or improve SEN provision, that may include: resource based provision, repurposing of existing council buildings, new build, and purchase and conversion of existing buildings
	Develop and launch the updated Corporate Parenting Strategy	<ul style="list-style-type: none"> • Approve the refreshed Corporate Parenting Strategy • Produce an implementation plan for the strategy

Objectives	This Year We Will...	Key Milestones To Deliver This
Support all residents to live healthy lives within their communities.	Deliver active travel programmes to encourage more walking and cycling	<ul style="list-style-type: none"> • Support 5 businesses at the Hereford Enterprise Zone with employer travel plans • Engage with 15 primary schools across Hereford and the market towns as part of the Stride Active (walk to school) programme • Deliver the Bikeability (cycle training) programme
	Increase capacity and capability of addiction programmes to reduce harm from smoking, alcohol and drugs	<ul style="list-style-type: none"> • Deliver the national Harm to Hope strategy by increasing the number of adults in structured treatment to 996 • Increase capacity of the Herefordshire Stop Smoking Service by recruiting additional Stop Smoking Advisors • Increase smoking quit rates amongst smokers by 25% aligned to the Smoke Free Generation Funding targets
	Sign up education settings to the healthy tots/healthy schools framework	<ul style="list-style-type: none"> • Complete pilot of healthy tots/schools framework • Sign up 20% of education settings to the framework
Tackle inequality and facilitate social mobility by focussing on early intervention and prevention activities that enable people to live independent and fulfilling lives.	Protect children and young people at risk of exploitation	<ul style="list-style-type: none"> • Develop Get Safe as a response to child exploitation and contextual safeguarding concerns • Develop support for young adults up to 25 years, who may be at risk of exploitation, and a transition pathway, through review of the Care and Risk Management Process (CARM) for this cohort and introduction of the adults exploitation toolkit
	Promote the emotional health and wellbeing of children and young people	<ul style="list-style-type: none"> • 400 new registrations achieved to the online Solihull Approach parenting programme and 600 new courses started by parents/carers
	Deliver a Youth Employment Hub to support young people aged 16 to 24 into education, employment and/or training	<ul style="list-style-type: none"> • Launch a Youth Employment Hub • Provide support for 200 young people who are not in education employment or training
	Deliver five technology pilots within the wider Technology Enabled Living Programme	<ul style="list-style-type: none"> • Complete roll out of the technology pilots • Complete evaluation of the technology pilots
	Deliver implementation plans for best start in life and good mental wellbeing within the Health and Wellbeing Strategy	<ul style="list-style-type: none"> • Sign up to the prevention concordat for better mental health • Agree the Mental Wellbeing implementation plan • Present annual progress reports against the implementation plans to the Health and Wellbeing Board

Objectives	This Year We Will...	Key Milestones To Deliver This
	Deliver schemes to tackle inequality and support our most vulnerable residents	<ul style="list-style-type: none"> • Ensure the council tax reduction scheme continues to be maintained at its maximum level of discount • Deliver the Holiday Activity and Food programme (HAF) targeted at children in receipt of free school meals • Deliver the Household Support Fund (HSF) to those affected by cost of living
Enable people to support themselves and each other by providing the right help at the right time.	Improve services for carers of all ages	<ul style="list-style-type: none"> • Approve and launch the All Ages Carers Strategy • Commence delivery of the implementation plan • Produce an annual report on progress of the strategy
	Improve services for people with learning disabilities and mental health issues	<ul style="list-style-type: none"> • Implement a new framework for supported living and community activities • Sign up three new work opportunities providers
	Review existing respite provision and design and implement a model for future delivery	<ul style="list-style-type: none"> • Consult users of existing respite services to understand issues and areas for improvement • Design a model for improved respite provision • Implement revised model
	Explore options for investing in, and building, the council's own care facility	<ul style="list-style-type: none"> • Complete a business case for a council-owned care facility • Take a decision on a council owned care facility
	Improve the model to ensure that people who are discharged from hospital receive the right support in the community, including reablement	<ul style="list-style-type: none"> • Implement robust processes with health partners to achieve safe discharge from hospital • Review the existing reablement model in light of best practice • Undertake a review of 25 sample discharge cases to provide assurance on partnership working
Work with partners and residents to build connected and resilient communities.	Implement the findings of the Talk Community strategic review	<ul style="list-style-type: none"> • Publish the findings of the strategic review • Develop and agree the three-year Talk Community Strategy • Launch the community capital grants scheme • Allocate funding
Support people to feel safe and respected in their communities.	Implement the new Working Together 2023 requirements through the Herefordshire Children's Safeguarding Partnership	<ul style="list-style-type: none"> • Agree and appoint a new Chair • Full implementation of the Working Together 2023 requirements
	Expand CCTV through delivery of the Safer Streets 5 programme	<ul style="list-style-type: none"> • Install CCTV cameras and undertake other related improvements in Leominster, Ross on Wye and Ledbury

Objectives	This Year We Will...	Key Milestones To Deliver This
Support people to feel safe and respected in their communities cont.	Deliver a Safer Streets for Schools policy and deliver designs for safer routes to school	<ul style="list-style-type: none"> • Policy developed and approved • Identify three priority schools • Complete co-design stage & stakeholder consultation • Identify eight schools to benefit from smaller scale enhancements
	Commence implementation of the Community Safety Partnership (CSP) Strategy 2024 - 2027	<ul style="list-style-type: none"> • Implement the first year of the CSP strategy against the four priority areas: Domestic Abuse, Violence against Women and Girls - Sexual Violence, Misuse of Drugs and Neighbourhood Crime
	Reduce the waiting list of Traffic Regulation Orders (TROs) and investigate and commence delivery of 35 TRO's countywide	<ul style="list-style-type: none"> • Progress the delivery of 35 schemes to reduce the TRO waiting list using Local Transport Plan (LTP) Capital Funding

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, and do everything we can to improve the health of our rivers.

53

Objectives	This Year We Will...	Key Milestones To Deliver This
Develop Herefordshire as a place for growth, prosperity and communities to thrive.	Undertake the Draft Local Plan 2021-2041 consultation (Regulation 18 and Regulation 19)	<ul style="list-style-type: none"> • Launch Regulation 18 consultation • Commence Regulation 19 consultation
	Deliver the New Road Strategy	<ul style="list-style-type: none"> • Complete design review of phase 1 (Southern section of the western bypass) • Complete “heads of terms” on land acquisition for phase 1 (Southern section of the western bypass) • Complete scheme review of phase 2 (western bypass)
	Deliver a new Local Transport Plan	<ul style="list-style-type: none"> • Complete public consultation on draft Local Transport Plan (LTP) • Complete draft Local transport Plan
	Deliver the Public Realm Services	<ul style="list-style-type: none"> • Agree Public Realm Services operating model • Commence the procurement for a new Public Realm contractor
	Continue to deliver Section 106 infrastructure projects	<ul style="list-style-type: none"> • Reduce backlog of Section 106 schemes • Commission infrastructure projects in a timely manner to ensure best value for money when income is received
	Work with an investment partner to develop student accommodation across the city	<ul style="list-style-type: none"> • Development partner appointed to progress designs at the College Road Campus site and Edgar Street Football Stadium site • Cabinet to consider a business case to progress investment models to build student accommodation on both sites

Objectives	This Year We Will...	Key Milestones To Deliver This
Expand and maintain the transport infrastructure network in a sustainable way and improve connectivity across the county.	Carry out transport infrastructure improvements	<ul style="list-style-type: none"> • Continue with the delivery of the Levelling Up Fund (LUF) projects • Produce a Parking Strategy for the City
	Deliver the highways maintenance investment programme across the county	<ul style="list-style-type: none"> • Deliver the Department for Transport (DfT) Highways Maintenance scheme within the additional funding • Deliver the Resurfacing Herefordshire Highways scheme
	Work with parishes on locally important maintenance	<ul style="list-style-type: none"> • Lengthsman: deliver the scheme within the additional £250k • Public Rights of Way (PROW): deliver the scheme within the additional £250k • Drainage: deliver the scheme within the additional £445k
	Reopen as many closed public rights of way routes as possible	<ul style="list-style-type: none"> • Deliver £140k Local Transport Plan (LTP) capital funding to scope, design and replace bridges to support reopening of routes
	Work with partners across the recently launched Marches Forward Partnership	<ul style="list-style-type: none"> • Engage with both UK and Welsh governments on a new model for working together that not only reflects our functional geography but will also be a pilot for other potential partnerships who sit outside urban conurbations
Value nature and uphold environmental standards to minimise pollution and maximise biodiversity.	Deliver Phase 2 Strategic Mitigation for Phosphate Credits	<ul style="list-style-type: none"> • Purchase additional wetland site • Commence design for second site • Commence construction on the second site • Commence first off-mains treatment plant replacement
	To lead and be responsible for the delivery of the Local Nature Recovery Strategy	<ul style="list-style-type: none"> • Delivery of the Nature Recovery Network mapping • Public engagement to support delivery of the strategy • Publication of the Nature Recovery Strategy
	Integrate Biodiversity Net Gain into the planning process	<ul style="list-style-type: none"> • Securing Biodiversity Net Gain through creation of natural habitats both onsite and offsite through individual planning applications
	Develop a countywide Tree Strategy and guidance	<ul style="list-style-type: none"> • Deliver guidance for the management of the council's tree and hedgerow stock • Deliver the Ash Die Back action plan for the council • Work with partners to deliver a countywide Tree Strategy
	Continue to implement the Herefordshire Natural Flood Management (NFM) project to reduce flood risk to communities within the county	<ul style="list-style-type: none"> • Deliver a range of engagement activity throughout the year • Provide landowners and farmers with recommendations to reduce flood risk and to access the Natural Flood Management (NFM) construction grant

Objectives	This Year We Will...	Key Milestones To Deliver This
	Support and facilitate the partnership approach to address river pollution, through the River Wye Nutrient Management Board, the work of the Wye Catchment Partnership, the Cabinet Commission and working closely with the River Champion	<ul style="list-style-type: none"> • Progress the Nutrient Management Plan and the Wye Catchment Plan • Deliver a rivers conference to promote sustainable farming innovation • Work with partners to support in bringing forward river restoration projects on the ground
Reduce waste, increase reuse and increase recycling.	Mobilise the new waste contract	<ul style="list-style-type: none"> • New contract commences
Work towards reducing county and council carbon emissions, aiming for net zero CO ₂ by 2030/31 and work with partners and communities to make the county more resilient to the effects of climate change.	Reduce the council's own CO ₂ footprint through implementing our Carbon Management Action Plan	<ul style="list-style-type: none"> • 2 electric refuse collection vehicles (RCVs) to be added to the waste collection fleet • Achieve a 65% reduction of CO₂ emissions from our 2008/09 baseline by the end of the financial year • 5 heat decarbonisation plans for the corporate estate • Scope and commence development of the next carbon management plan to take us to 2030/31 • Deliver a climate focused youth conference
	Support households and businesses to take action to address climate change	<ul style="list-style-type: none"> • Install energy efficient measures to 200 homes and retrofit assessments completed for 150 households • Deliver 6 farm carbon audits • Deliver the Big Green Business Event in partnership with Herefordshire Means Business
	Expand the electric vehicles charging network in council owned car parks and additional points through the Local Electric Vehicle Infrastructure (LEVI) funded project	<ul style="list-style-type: none"> • Deliver a total of 50 publically available charge point sockets across the county

Objectives	This Year We Will...	Key Milestones To Deliver This
Support our local culture and heritage and make Herefordshire a thriving, safe and attractive place to live and visit.	Progress the project to redevelop the Library and Learning Centre in the Shire Hall	<ul style="list-style-type: none"> • Appoint a Library design consultant to deliver design proposals • Relocate interim Library to the Town Hall • Undertake consultation with users, stakeholders and internal staff on designs • Develop a new Library Strategy • Appoint principal contractor
	Progress the project to redevelop the Hereford Museum and Art Gallery	<ul style="list-style-type: none"> • Complete design work • Commence Activity Plan (National Lottery Heritage Fund funded) • Procure contractor • Commence construction work
	Progress the Leominster Heritage Action Zone Project; including completion of public realm improvements	<ul style="list-style-type: none"> • Contractor commences works • Completion of public realm improvements works

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.

57

Objectives	This Year We Will...	Key Milestones To Deliver This
Develop employment land to unlock new business opportunities for the County and generate local jobs.	Develop employment land across Herefordshire	<ul style="list-style-type: none"> • Commission Ross Enterprise Park design team • Procure contractor for Ross Enterprise Park • Contractor commences work at Ross Enterprise Park • Complete countywide review of additional employment land needs and opportunities • Select and allocate funding to additional employment land projects across Herefordshire
	Support the growth of the Enterprise Zone in Hereford	<ul style="list-style-type: none"> • Complete current plot sales in the Enterprise Zone • Engage with businesses in Skylon Park regarding future management arrangements • Complete transition of management of Skylon Park to the council
	Develop and implement an Inward Investment and Place Marketing plan for Herefordshire	<ul style="list-style-type: none"> • Recruit inward investment manager • Establish inward investment programme • Commence delivery of the inward investment programme • Publish an Investment Prospectus setting out both financial and development opportunities
Support market towns and Hereford City to be vibrant hubs through working with residents, grassroots organisations and businesses.	Implement the £403k Towns Investment for the Greening the City Towns Investment project	<ul style="list-style-type: none"> • Secure land for improvements of the Great Western Way pathway • Confirm design of the widening of the pathway • Award contracts of works for the widening the pathway • Works completed on the pathway
	Support implementation of the Market Town Investment Plans (MTIP)	<ul style="list-style-type: none"> • UKSPF (UK Shared Prosperity Fund) feasibility funding awarded to each town to support development of Market Town Investment Plan (MTIP) priorities.

Objectives	This Year We Will...	Key Milestones To Deliver This
	Work with partners in the Golden Valley Parkway Task Force to complete the strategic outline business case for the proposed new railway station	<ul style="list-style-type: none"> • Strategic Outline Business Case completed
Support residents to access skills development, training and employment opportunities.	Work in partnership with Wye Valley Trust (WVT) with a view to developing a new Education Centre at Hereford County Hospital	<ul style="list-style-type: none"> • Signed “heads of terms” agreed • Full business case presented to Cabinet and decision to be taken
	Explore options for a strategic investment partnership with Herefordshire and Worcestershire Group Training Association (HWGTA) to establish a new centre of excellence at Skylon Park	<ul style="list-style-type: none"> • Signed “heads of terms” agreed • Full business case and delivery model for the new centre of excellence completed • Present to Cabinet for decision to be taken
	Agree a new strategic plan for the council’s adult and community learning education service	<ul style="list-style-type: none"> • Develop and agree the new strategy and delivery plan to support learning and enable access to employment, further training and skill development opportunities
	Working in partnership with the Skills Board to promote the higher education offer available in Herefordshire	<ul style="list-style-type: none"> • Deliver a joint promotional/marketing campaign and the Careers and Enterprise programme in local schools and colleges, to attract students to study in the county including local residents • Develop student accommodation to support NMiTE and the Art College • Work in partnership with NMiTE to support their development and growth
Work with partners to provide high quality and affordable housing to meet all needs.	Enable the delivery of affordable properties in the county, including council owned land, through registered providers and developers	<ul style="list-style-type: none"> • Establish a housing development team • Establish a housing forum to engage registered social providers and developers to identify development opportunities and barriers to growth for high quality and affordable housing • Engage with surrounding land owners and key stakeholders to progress strategically significant council owned sites such as Merton Meadow in Hereford and Model Farm in Ross-on-Wye • Establish the delivery programme

Objectives	This Year We Will...	Key Milestones To Deliver This
	Secure accommodation for vulnerable people at risk of homelessness	<ul style="list-style-type: none"> • Purchase a further 25 properties using funding through the Single Homelessness Accommodation programme, specifically for young people aged 18-25 identified at risk of homelessness • Engage with rough sleepers to enable them to access accommodation and appropriate support
Enhance the rollout of improved broadband across the county to deliver a fully digital Herefordshire	Increase full fibre broadband coverage in the county, and move to new stage of gigabit capable speeds by targeting the final 16% of properties (fibre to home)	<ul style="list-style-type: none"> • Complete the delivery of the remaining Fastershire stage 3 contracts • Support the transition and delivery of BDUK's (Building Digital UK) Project Gigabit investment programme in the county
Work with our partners and businesses to facilitate growth across the county.	Ensure engagement with local businesses by the Herefordshire Growth Hub	<ul style="list-style-type: none"> • Launch the Herefordshire Growth Hub brand • Establish and deliver a range of business support networking events
	Support the growth of the tourism industry across Herefordshire, working closely with the Herefordshire County Business Improvement District (BID) and other key stakeholders	<ul style="list-style-type: none"> • Secure local visitor economy partnership status • Launch the tourism rural prosperity grants 2024 • Deliver all tourism focussed grant funding
	Implement the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (RPF) grant schemes, to support local businesses and communities	<ul style="list-style-type: none"> • Launch all remaining UKSPF (UK Shared Prosperity Fund) and RPF (Rural England Prosperity Fund) grant schemes • Deliver and claim all UKSPF and RPF budget allocations
	Engage with mobile network providers to improve coverage across Herefordshire	<ul style="list-style-type: none"> • Produce a strategy to support improved network coverage.

Transformation:

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

Objectives	This Year We Will...	Key Milestones To Deliver This
Change and transform the organisation to be fit for the future and deliver the efficiencies required	Develop and implement the council's transformation programme and Future Council Operating model	<ul style="list-style-type: none"> • Develop and launch the Transformation Strategy • Develop and launch the Future Council Operating model • Develop and implement the strategic and directorate transformation programmes to support delivery of the Transformation Strategy and Future Council Operating Model
Attract and retain an excellent workforce through effective approaches to recruitment and retention.	Implement the Workforce Strategy	<ul style="list-style-type: none"> • Launch the new Workforce Strategy incorporating our updated values through a planned programme of staff engagement • Conduct the employee survey • Deliver the employee survey action plan • Report the revised employee engagement score
Work collaboratively with our residents, communities and businesses to achieve the best results together.	Implement the Customer Service Strategy	<ul style="list-style-type: none"> • Develop and agree the implementation plan to deliver the strategy • Develop the new customer standards • Review the top 10 high volume customer 'journeys' to streamline and improve the end to end process and experience • Review the council website and microsites to ensure that the information is accessible and relevant
	Ensure improved working with Town and Parish Councils	<ul style="list-style-type: none"> • Develop a draft Town and Parish Charter • Charter ratified by Town and Parish Councils • Recommence the Parish Summits • Review and make recommendations for improving communications with Town and Parish Councils following the first Parish Summit

Objectives	This Year We Will...	Key Milestones To Deliver This
Adopt the digital strategy to embed improved technology across the council	Develop and implement an updated Digital Strategy for improved customer experience, communication and connectivity	<ul style="list-style-type: none"> • Roll out phase 1 of Microsoft 365 to ensure the workforce have the latest version of Microsoft tools • Full review of the council website • Implement a new telephony system • Upgrade the online and telephone payment function • Increase digital functionality in customer services, voice automation and Microsoft co-pilot capabilities • Review and upgrade of our key software systems to be more efficient and fit for the future in order to support our statutory services
Strengthen the council's strategy ensuring alignment for delivering the future vision	Align the council's strategic plans with internal service planning	<ul style="list-style-type: none"> • Review the council's strategic plans and alignment to the Herefordshire Council Plan • Implement business service planning across the directorates to align to the Herefordshire Council plan
Build a data and performance rich culture to inform decisions, improve efficiency and manage demand	Strengthen the performance culture in the organisation and current process	<ul style="list-style-type: none"> • Agree and deliver a development plan for improved performance reporting across the organisation • Develop and implement a Data and Intelligence Strategy to inform decision making, improve efficiency and manage demand more effectively • Develop a Corporate Risk Strategy to improve the process for managing corporate and directorate risks

The new Public Realm services

Meeting: Cabinet

Meeting date: Thursday 27 June 2024

Report by: Cabinet Member – Community Services and Assets

Classification

Open

Decision type

Key

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

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

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

Wards affected

All Wards

Purpose

This report seeks approval of the council's Public Realm Services model for market engagement.

Recommendation

That:

- a) Cabinet adopt the Public Realm Services model set out in Appendix 1 for the purposes of market engagement**
- b) Cabinet delegates authority to the Corporate Director Economy and Environment to carry out market engagement on the Public Realm Services model set out in Appendix 1.**

Alternative Options

1. To vary the current contract. This is not an option as the variations required to the contract to meet the council's vision for the new public realm services are not permissible under the Public Contract Regulations 2015.

Background

2. The council's vision is to deliver public realm services that are fit for the future embracing technology, automation and digital innovation, a transition to electric plant and vehicles, using materials to meet carbon reduction ambitions, investment in people that support development and innovation enabling the service to continually improve, maximising resources and opportunities to best meet the needs of local residents and communities.
3. The 25 April 2024 Cabinet report provided as a background paper to this report, provides details of the current contract with Balfour Beatty Living Places (BBLP) and the reasons why that contract has been terminated with an end date of 31 May 2026.
4. The council has investigated trends and best practice in the sector and developed a model designed to deliver the council's vision. The model is set out in Appendix 1 includes the services proposed to be transferred to the council, the services proposed to be delivered in a new Public Realm Services Contract and the form of contract.
5. Following market engagement, further work is planned to develop the IT systems, fleet and depot arrangements that will be required to support the new model.
6. This report seeks approval to take the model in Appendix 1 to market engagement during Summer 2024, where contractors will be invited to engage with the council, and give their expert opinions on the proposed model and contracting arrangements. This will provide the council valuable insight on the model, and the likely level of interest for competitive procurement.
7. Following market engagement the council will refine the model, and bring a report to Cabinet in Autumn 2024 seeking final approval of the model, and permission to commence the procurement in early 2025. This will provide sufficient time to carry out the procurement and allow for mobilisation to ensure the new model and contracting arrangements are fully operational from 1 June 2026.

Key Considerations

8. The model has been developed to deliver the council's vision, delivering the best for Herefordshire in everything we do, while being attractive to the market to promote competitive procurement.
9. Market engagement during Summer 2024 will provide the contractors early insight to the council's requirements and proposals, allowing time for the model to be refined ahead of the procurement.
10. Until the new model and new contracting arrangement come into effect on 1 June 2026, the council and BBLP will continue to work together to deliver the public realm services under the current contracting arrangements, and are committed to work together to support a smooth transition to the new arrangements.

Implementation & Timescales

Activity	Start Date	Finish Date
Cabinet Decision to end current contract with BBLP	25 Apr 2024	Complete
Effective date of 2 year No-Fault Termination Notice	31 May 2024	Complete
Cabinet Decision to adopt new model for market engagement purposes	27 Jun 2024	
Market engagement	July 2024	Aug 2024
Services review & model refinement (including IT, fleet & depots)	July 2024	Aug 2024
Develop contract documents, specification & tender documents	Aug 2024	Nov 2024
Cabinet Decision to approve model and commence procurement (date TBC)	Autumn 2024	
Deliver procurement process (10 months)	Jan 2025	Nov 2025
Cabinet Decision to Award contract (date TBC)	Late 2025	
Sign contract	1 Jan 2026	31 Jan 2026
Deliver Demobilisation and mobilisation (5 months)	1 Jan 2026	31 May 2026
Contract with BBLP ends	31 May 2026	
New Public Realm Services Contract Goes Live	1 Jun 2026	

Community impact

11. Public realm services are a statutory function of the council and vital to communities as the services include maintaining and developing infrastructure, maintaining green areas, providing effective drainage, lighting the highway and enabling safe and reliable travel by all modes of transport, and access for business and leisure. Transformation is an integral part of the Council Plan 2024 to 2028. A stated aim being to create an efficient council that embraces best practice, delivers innovation through technology and demonstrates value for money
12. The Department for Transport has asked local transport authorities to refresh their Local Transport Plans, this work is under way and will be ready for implementation late 2024 or early 2025 and will inform the procurement for public realm services, with an emphasis on active and sustainable traffic measures.
13. The new model will encourage engagement with community groups and parish councils to seek out efficiencies, and identify where local communities would like the service enhanced. The model will allow for top up voluntary and paid services to be provided within the scope of the new contract.

Environmental Impact

14. The public realm services will be aligned to meet the council's environmental objectives including net zero carbon ambitions including:
 - a) *Improve drainage and increase flood resilience*
 - b) *Reduce the council's carbon emissions*
 - c) *Work in partnership with others to reduce carbon emissions*
 - d) *Improve the air quality*
 - e) *Improve residents' access to green space*
 - f) *Increase the number of short distance trips being done by sustainable modes of travel including walking, cycling and use public transport*

15. Net zero carbon ambition aligned with the council's targets will be a requirement of the model, the procurement and the new contract.

Equality duty

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

A public authority must, in exercise of its functions, have due regard to the need to –

- I. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - II. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - III. 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 the council to consider how it can positively contribute to the advancement of equality and good relations, and demonstrate that the council are paying 'due regard' in its decision making in the design of policies and in the delivery of services.
 18. 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.
 19. Equality impact assessments are provided in Appendix 2 for the impact on the services and Appendix 3 for the impact on the workforce.

Resource implications

20. The 2024/25 approved revenue budget includes £0.9 million of one-off funding allocated to deliver the project and additional funding of £1.0 million from the council's earmarked reserve balances has been identified. Project costs comprise of: project management; contract expertise; procurement; legal; property including the depots; human resources; change management; communications; IT and demobilisation costs.
21. Following market engagement, the Public Realm Services Model will be refined and a review of estimated service costs will be undertaken to consider any potential impact on the council's revenue and capital budgets and the Medium Term Financial Strategy. This review will form part of the report to Cabinet in Autumn 2024.

Legal implications

22. This contract will be procured under the Procurement Act 2023. Where the council carries out preliminary market engagement, the authority must publish a preliminary market engagement notice before publishing a tender notice. The preliminary market engagement notice provides information that the contracting authority intends to conduct, or has conducted, preliminary market engagement together with any other information specified in Procurement Regulations 2024 under section 95.

Risk management

23. The key risks associated with approval of the model for market engagement are:

Ref	Risk	Potential Impact	Mitigation
1	The model does not deliver the council's vision for new public realm services.	Public realm services do not meet the requirements and expectations of Herefordshire's communities and residents.	The model has been developed with cross party engagement. Market engagement will be used to refine the model and a final version of the model will be brought back to Cabinet for approval in Autumn 2024.
2	Lack of interest in the new contract.	Lack of competition during the procurement process in 2025 may result in cost escalation and concerns relating to VFM for the new contract.	Notify the market early. And undertake market engagement during summer 2024, and refine the model and contracting arrangements to ensure they are attractive to the market to support competitive procurement.
3	BBLP struggle to retain staff and operatives during the two year transition period.	Inadequate resources and loss of local and expert knowledge lead to reduction in service capacity.	The council and BBLP are delivering staff communications setting out the roadmap to the new model and contract from June 2026, and are providing assurances to staff identified to transfer to the council or new contract under the new model. The council and BBLP will continue to work together to ensure that the current workforce are not moved to other parts of the business during the transition period as set out in the current contract.
4	Relationship sours with the current provider BBLP during the two year transition period.	Service delivery performance reduces, and/or BBLP adopt a commercial approach for last two years of contract resulting in service reduction and cost and claim increases.	BBLP have committed to support a smooth transition to the new model. The Council and BBLP are working together to maintain a good relationship and ensure appropriate contractual and performance controls are in place during last two years of the contract, as is required under the current contract.

Consultees

The council and BBLP have delivered communications with their staff in relation to the transition to

the new Public Realm Services as set out in this report.

Appendices

- Appendix 1- Public Realm Services Model Summary
- Appendix 2- Equality impact assessments for services
- Appendix 3- Equality impact assessments for workforce

Background papers

Cabinet 25 April 2024

<https://councillors.herefordshire.gov.uk/ieDecisionDetails.aspx?Id=10100>

Cabinet 2 March 2023

<https://councillors.herefordshire.gov.uk/ieListDocuments.aspx?CId=251&MId=8905&Ver=4>

Connected Communities Scrutiny Committee 13 February

<https://councillors.herefordshire.gov.uk/ieListDocuments.aspx?CId=1157&MId=8826&Ver=4>

Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published		
Governance	Claire Porter	Date 18/06/2024
Finance	Racheal Hart	Date 07/06/2024
Legal	Sarah Halliwell Senior Lawyer	Date 22/05/2024
Communications	Luenne Featherstone	Date 06/06/2024
Equality Duty	Harriot Yellen	Date 07/06/2024
Risk	Click or tap here to enter text.	Date Click or tap to enter a date.
Approved by	Click or tap here to enter text.	Date Click or tap to enter a date.

Glossary of terms, abbreviations and acronyms used in this report.

- Balfour Beatty Living Places (BBLP)
- Value for Money (VFM)

This documents sets out the Public Realm Services model and new contracting arrangements that are proposed to be developed and refined as part of market engagement during the Summer 2024.

A refined version of the model and new contracting arrangements are proposed to be brought to the council's Cabinet committee in Autumn 2024 for approval, prior to the council commencing procurement in early 2025.

Services for the New Public Realm Services Contract

The contractor will deliver the following “core services” under a new Public Realm Services contract:

- Network resilience & civil emergencies services
- Winter service
- Reactive maintenance (potholes & patching)
- Carriageway & footway maintenance programmes
- Drainage (gully cleansing & land drainage)
- Street lighting
- Structures (maintenance of bridges and culverts)
- Street cleaning (bin emptying, fly tipping & road sweeping)
- Fleet management and mechanical workshop (TBC)

- Parks and open spaces (highways verges and trees)

- Cemeteries & burials will be included in the procurement as a separate lot to allow comparison with delivery via Hoople
- Schemes up to a value of up to £100,000 (one hundred thousand pounds) may be directly awarded through the contract at the council's discretion

The core services usually comprise of labour, fleet and materials. However for the contractor to host the contract and deliver the core services effectively, they require a facility and team of people which would ordinarily comprise of the following functions:

- Contract management
- Business & IT support
- Performance Management & reporting
- Supervisors
- Contract accountancy
- Quantity surveying
- Social value, carbon & environmental services
- Fleet management
- Depots and depot management
- Health & safety services

Such provision by the contractor to deliver the core services is often referred to as the Local Management Overhead (LMO).

The LMO to deliver the quantum of services set out by the council in the tender documents will be used by tenderers to propose a LMO. Under evaluation tenderers LMO's will be

assessed by the council for their appropriateness and proportionality in relation to the core services and contract value.

The council would like the LMO to flex during the contract term agreed between the council and the contractor, reacting to changes in service priorities and contract turnover, although this requires further work to understand a contractual mechanism to provide this.

BBLP employees and workforce who are primarily delivering the core services and LMO services will be offered transfer rights to the new contractor under the Transfer of Undertakings Protection of Employment rights (TUPE).

Services transferred to the council

Technical roles transferred to the council from BBLP under the Transfer of Undertakings Protection of Employment rights (TUPE) include the following functions:

- Asset Management Team
- Network Management
- Locality Stewards (incl Highway Inspections)
- Design / Project Management / Quantity Surveying (part)
- Customer Services (enquiries and complaints)
- Communications Lead (communications management including social media)
- Fleet (part)
- Health & Safety / CDM (part)

An initial assessment has identified that 59 roles will transfer from BBLP to the council for the functions listed.

The Contract

The council has investigated the form of contract and options that would best deliver the services to the council's requirements. This investigation has identified the NEC 4 Term Service Contract with a combination of options A, C and E will best meet the council's vision as set out in the table:

Option	Description	Scenario for use
Option A: Priced Contract with Price List	Lump Sum Activity or Item Rate from Price List	Core Services & Schemes
Option C: Target Contract with Price List	Target is built up from Price List Contractor is paid their "Defined Costs" + Fee Risk is shared: Loss/gain 50/50 (TBC)	Option from Year 3 of the Contract for Core Services & Schemes that the council may invoke

Option E: Cost Reimbursable Contract	Works are agreed and paid on an open book basis Contractor is paid their "Defined Costs" + the Fee percentage	By exception for unusual services that are not catered for in the Price List
---	--	--

The Specification

The contract specification will be developed in accordance with national and local standards:

- Highway Maintenance Efficiency Programme
- Design Manual of Roads and Bridges (DfT)
- Material requirements & specifications including British Standards
- Local requirements & Standard Details (as standard as possible)

The contract will allow new items to be included in the Price List during the contract term, and include an allowance to review and potentially re-price a limited number of items from the Price List where this is considered reasonable, in support of a commercially sustainable long term contract and relationship between the council and the Contractor.

The Contract will allow for innovation and efficiency variations to maximise public benefit and value for money.

The proposed contract term will be an initial term of 7 years, with the option to extend for periods up to 3 years. The decision to extend would be taken at year 5, and include a VFM assessment.

The council are exploring contract terms in excess of 10 years as part of the market engagement to understand what benefits and challenges this would present in respect of fleet renewal and assurances relating to value for money.

Performance Management is an important aspect of the contract and will include:

- Council Strategic Key Performance Indicators
- Contractor Strategic Key Performance Indicators
- Contractor Operational Key Performance Indicators
- The contract will include "Low Service Damages" for non-compliance

A Performance Management Framework will be developed and discussed as part of the market engagement and provided in the tender documents for procurement.

Requirements relating to IT, accommodation, depots and fleet are being reviewed and developed to support the model and new contracting arrangements.

Equality Impact Assessment (EIA) Form

Please read EIA guidelines when completing this form

1. Name of Service Area/Directorate

Name of Head of Service for area being assessed:
Mark Averill- Director of Environment & Highways
Directorate: Economy & Environment

Individual(s) completing this assessment:

- Alex Deans- Interim Major Contract Improvement Specialist
- Ed Bradford- Head of Highways and Traffic
- Bruce Evans- Engineering Manager
- Spencer Grogan- Parks & Leisure Centre Commissioning Manager
- Jwerea Morgan- BBLP Future Operating Model lead
- Anthony Agate- BBLP Network and Engagement Manager
- Paul Raynor- BBLP Contracts Operations Manager

Date assessment completed: 19/03/24

2. What is being assessed

Activity being assessed (eg. policy, procedure, document, service redesign, strategy etc.)

The Public Realm Services delivered by the council and its 2013 contract with Balfour Beatty Living Places (BBLP) include the following services:

Technical Services

- Asset Management Team
- Network Management
- Locality Stewards (incl Highway Inspections)
- Design / Project Management / QS
- Customer Services (enquiries and complaints)
- Communications Lead (communications management including social media)
- Fleet (part)
- Health & Safety / CDM (part)

Core Services and works

- Network resilience & civil emergencies services
- Winter service
- Reactive maintenance (potholes & patching)
- Carriageway & footway maintenance programmes
- Drainage (gully cleansing & land drainage)
- Street lighting
- Structures (maintenance of bridges and culverts)
- Parks and open spaces (highways verges and trees)
- Street cleaning (bin emptying, fly tipping & road sweeping)
- Fleet management and mechanical workshop (TBC)
- Cemeteries & burials
- Infrastructure schemes and projects

What is the aim, purpose and/or intended outcomes of this activity?

The council's vision is to deliver public realm services that are fit for the future embracing technology, automation and digital innovation, a transition to electric plant and vehicles, using materials to meet carbon reduction ambitions, investment in people that support development and innovation enabling the service to continually improve, maximising resources and opportunities to best meet the needs of local residents and communities.

Name of lead for activity

Alex Deans- Interim Major Contract Improvement Specialist

Who will be affected by the development and implementation of this activity?

- Service users
- Patients
- Carers
- Visitors
- Staff
- Communities
- Other:

Is this:

- Review of an existing activity
- New activity/policy
- Planning to withdraw or reduce a service, activity or presence?

What information and evidence have you reviewed to help inform this assessment? (name your sources, eg. demographic information for services/staff groups affected, complaints etc.)

Best practice from other local authorities
Review of the Public Realm Services delivered under the contract with BBLP
The Major Contract Improvement Plan 2020-2023
Contract performance indicators
Cabinet 25 April 2024
<https://councillors.herefordshire.gov.uk/ieDecisionDetails.aspx?Id=10100>
Cabinet 2 March 2023
<https://councillors.herefordshire.gov.uk/ieListDocuments.aspx?CId=251&MId=8905&Ver=4>
Connected Communities Scrutiny Committee 13 February
<https://councillors.herefordshire.gov.uk/ieListDocuments.aspx?CId=1157&MId=8826&Ver=4>

Summary of engagement or consultation undertaken (eg. who and how have you engaged with, or why do you believe this is not required)

Council service managers, commissioners and support services
BBLP
Cross party Member groups
Market engagement is scheduled for Summer 2024

Summary of relevant findings

The Public Realm Services which primarily maintain the highway network have direct and indirect impacts on the communities and residents of Herefordshire.

The services include statutory obligations to ensure the free movement on the network, and ensure safety. This includes core services like cutting the grass, cleaning drains, fixing street lights and filling potholes.

While undertaking the services it is also essential to comply with safety legislation to ensure the services are delivered safely including provision for the various equality groups including but not limited to blind, partially sighted, the elderly and those with mobility issues.

Works are covered by standard national safety requirements and site specific risk assessments to ensure works are delivered safely on the network catering for the equality groups. These will include appropriate signing and guarding, lighting and appropriately planned and signed diversion routes.

There are also indirect impacts of the services such as ensuring that vulnerable people including blind, partially sighted, the elderly and those with mobility issues can travel safely, reduce crime and fear of crime through providing safe and well lit highways.

The review of the Public Realm Services has identified that although the council desires to deliver the technical services in-house, the works and core services are best delivered by a contractor.

The new delivery model includes the termination of the current Public Realm Services Contract delivered by BBLP, and the reprocurement of a new contractor to deliver the services from June 2026.

The procurement process will be designed to ensure that any new contractors participating in the tender process have due regard to the equality requirements of a local authority.

The process will not impact adversely for the delivery of services for the equality groups listed below.

However should the council or new provider propose to change an aspect of service delivery that could potentially impact the residents of Herefordshire, including any of the equality groups, then this specific service change will be subject to an independent EIA.

Likewise should a capital scheme or project propose to change or improve part of the highway network, then this proposal is subject to an independent EIA, which looks at the impact during construction and any changes or improvements to the highway network.

3. The impact of this activity

Please consider the potential impact of this activity (during development and implementation) on each of the equality groups outlined below. **Please tick one or more impact box below for each Equality Group and explain your rationale.** Please note it is possible for the potential impact to be both positive and negative within the same equality group and this should be recorded. Remember to consider the impact on staff, public, patients, carers, partner organisations, etc. in these equality groups.

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Age		✓		Transferring the Technical Services from BBLP to the Council, and the core service works to a new provider under a compliant procurement process with equality

Equality Group	Potential <u>positive</u> impact	Potential <u>neutral</u> impact	Potential <u>negative</u> impact	Please explain your reasons for any potential positive, neutral or negative impact identified
				assurances, will not have a negative impact on this equality group, although this will be managed and reviewed during the transition to the new services to 1 June 2026.
Disability		✓		As above
Gender Reassignment		✓		As above
Marriage & Civil Partnerships		✓		As above
Pregnancy & Maternity		✓		As above
Race (including Travelling Communities and people of other nationalities)		✓		As above
Religion & Belief		✓		As above
Sex (including issues of safety and sexual violence)		✓		As above. And noting that civil engineering industry and workforces have a higher proportion of male workers than female.
Sexual Orientation		✓		As above
Other Vulnerable and Disadvantaged Groups (eg. carers, care leavers, homeless, social/ economic deprivation, etc)		✓		As above
Health Inequalities (any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental & economic conditions within societies)		✓		As above

What actions will you take to mitigate any potential negative impacts?

Potential negative impact	Actions required to reduce/ eliminate negative impact	Who will lead on action?	Timeframe
EIA matters arising during the procurement process and transition to new services from 1 June 2026.	Managed as part of Project Governance controls to 1 June 2026.	Alex Deans-Interim Major Contract Improvement Specialist	Under review until 1 June 2026.

Where an impact on any of the Equality Groups is realised after the implementation of the project/service/policy, the commissioners and/or providers of the project/service/policy will seek to minimise the impact and carry out a full review of this EIA.

4. Monitoring and review

How will you monitor these actions?

The EIA will be reviewed and updated along with the procurement process and implementation of the new model and contracting arrangements, which are scheduled to go live on 1 June 2026.

Should there be any proposed service/policy changes during the re-design and re-procurement of the Public Realm Services working in partnership with BBLP and/or the new provider, then these changes would be subject to further EIAs specific to any changes being proposed and designed, prior to their implementation.


When will you review this EIA? (eg in a service redesign, this EIA should be revisited regularly throughout the design & implementation)

The EIA will be under review aligned with the implementation of the project to 1 June 2026.

5. Equality Statement

- All public bodies have a statutory duty under the Equality Act 2010 to set out arrangements to assess and consult on how their policies and functions impact on the 9 protected characteristics.
- Herefordshire Council will challenge discrimination, promote equality, respect human rights, and design and implement services, policies and measures that meet the diverse needs of our service, and population, ensuring that none are placed at a disadvantage over others.
- All staff are expected to deliver services and provide services and care in a manner which respects the individuality of service users, patients, carers etc, and as such treat them and members of the workforce respectfully, paying due regard to the 9 protected characteristics.

Signature of person completing EIA



Date signed

06/06/2024

Equality Impact Assessment (EIA) form for activities affecting the workforce

1. Name of Service Area/Directorate

Name of Head of Service for area being assessed:

Mark Averill- Director of Environment & Highways

Directorate: Economy & Environment

Individual(s) completing this assessment:

- Alex Deans- Interim Major Contract Improvement Specialist
- Ed Bradford- Head of Highways and Traffic
- Bruce Evans- Engineering Manager
- Spencer Grogan- Parks & Leisure Centre Commissioning Manager
- Jwerea Morgan- BBLP Future Operating Model lead
- Anthony Agate- BBLP Network and Engagement Manager
- Paul Raynor- BBLP Contracts Operations Manager

Date assessment completed: 19/03/24

2. What is being assessed

Activity being assessed (eg. policy, procedure, document, service redesign, strategy etc.)

The Public Realm Services delivered by the council and its 2013 contract with Balfour Beatty Living Places (BBLP) include the following services:

Technical Services

- Asset Management Team
- Network Management
- Locality Stewards (incl Highway Inspections)
- Design / Project Management / Quantity Surveying
- Customer Services (enquiries and complaints)
- Communications Lead (communications management including social media)
- Fleet (part)
- Health & Safety / CDM (part)

Core Services and works

- Network resilience & civil emergencies services
- Winter service
- Reactive maintenance (potholes & patching)
- Carriageway & footway maintenance programmes
- Drainage (gully cleansing & land drainage)
- Street lighting
- Structures (maintenance of bridges and culverts)
- Parks and open spaces (highways verges and trees)
- Street cleaning (bin emptying, fly tipping & road sweeping)
- Fleet management and mechanical workshop (TBC)
- Cemeteries & burials (part or TBC)
- Infrastructure schemes and projects

What is the aim, purpose and/or intended outcomes of this activity?

The council's vision is to deliver public realm services that are fit for the future embracing technology, automation and digital innovation, a transition to electric plant and vehicles, using materials to meet carbon reduction ambitions, investment in people that support development and innovation enabling the service to continually improve, maximising resources and opportunities to best meet the needs of local residents and communities.

Name of lead for activity

Alex Deans- Interim Major Contract Improvement Specialist

Who will be affected by the development and implementation of this activity?

- Full time staff
- Part time staff
- All staff that are involved in delivering the Public Realm Services for the council and BBLP.

Is this:

- Review of an existing activity
- New activity/policy
- Planning to withdraw or reduce a service, activity or presence?

What information and evidence have you reviewed to help inform this assessment?

Performance of current BBLP employees and workforce
Individuals T&Cs
TUPE rights
Wider employee benefits
On call / out of hours including Winter Service Decision Making
Training and development
Vehicles (provision of)
Travel benefits and staff car parking
Place of work
Business continuity plans
H&S requirements
Systems, IT and data that supports the workforce
Review of the Public Realm Services delivered under the contract with BBLP
The Major Contract Improvement Plan 2020-2023
Contract performance indicators
Cabinet 25 April 2024
<https://councillors.herefordshire.gov.uk/ieDecisionDetails.aspx?Id=10100>
Cabinet 2 March 2023
<https://councillors.herefordshire.gov.uk/ieListDocuments.aspx?CId=251&MId=8905&Ver=4>
Connected Communities Scrutiny Committee 13 February
<https://councillors.herefordshire.gov.uk/ieListDocuments.aspx?CId=1157&MId=8826&Ver=4>

Summary of engagement or consultation undertaken (eg. who and how have you engaged with, or why do you believe this is not required)

Council service managers, commissioners and support services
BBLP
Cross party Member groups
Council HR services
Council legal services
Council finance officers
Balfour Beatty Living Places HR services
Council and BBLP comms teams
Market engagement is scheduled for Summer 2024

Summary of relevant findings

The outcome of the review is that the council has in April 2024 terminated the current contact with BBLP, which will take effect on 31 May 2026 (2 year termination period).

The new model, subject to cabinet approval in Autumn 2024 will require:

- A redesign and restructure of the council client (currently around 35 roles), commissioning and contract management structure.
- The BBLP Technical Services employees will transfer into the council (59 roles).
- The BBLP Core Services and Works employees will transfer to the contractor that is selected from the procurement process ran in 2025 (65 BBLP workforce direct employees plus supply chain TBC).

The BBLP Technical Service role employees, and BBLP Core Service and Works role employees who are primarily working on the Herefordshire contract will be offered Transfer of Undertakings Protection of Employment rights (TUPE) into the council and new contractor respectively, where under TUPE existing terms and conditions will be retained by the new employers.

The BBLP Technical Service employees identified to be transferred into the council will deliver very similar services under similar working arrangements and office locations as currently provided, therefore subject to the council's employment terms and conditions and HR policies, there is not anticipated to be any negative impact of any of the groups listed. The Council is fully compliant in its EIA duties relating to staff transfer under TUPE and for all employees.

The BBLP Core Services and Works employees (operatives undertake the physical activities and works on site) will under TUPE transfer to the new provider, that wins the procurement process to be ran during 2025. Under TUPE regulations the BBLP employees T&Cs will be protected with the new contractor, and the services delivered by the new provider will be similar services that are currently delivered by BBLP. The new provider may have different working and H&S practices to BBLP, however new requirements will be addressed by appropriate training, health and safety processes and welfare provisions of the provider. This will ensure the BBLP employees identified to transfer to the new provider under TUPE are not disadvantaged by the new Public Realm Services Future Operating model from 1 June 2026.

The procurement process put in place by the council will be designed to ensure that any new contractors participating in the tender process have due regard to the equality requirements of a local authority and will be fully compliant with TUPE, HR, safety and wellbeing matters in relation to their employees.

3. The impact of this activity

Please consider the potential impact of this activity (during development and implementation) on each of the equality groups outlined below. **Please tick one or more impact box below for each Equality Group and explain your rationale.** Please note it is possible for the potential impact to be both positive and negative within the same equality group and this should be recorded. **Note that you may not be aware of a staff member's protected characteristics.**

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Rationale/reasons
Age		✓		Transferring the Technical Service employees from BBLP to the Council, and the core service works employees to a new provider under a compliant procurement process, with TUPE and HR requirements with the necessary equality assurances, will not have a negative impact on this equality group, although this will be managed and

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Rationale/reasons
				reviewed during the transition to the new services to 1 June 2026.
Disability		✓		As above
Gender Reassignment		✓		As above
Marriage & Civil Partnerships		✓		As above
Pregnancy & Maternity		✓		As above
Race (including Travelling Communities and people of other nationalities)		✓		As above
Religion & Belief		✓		As above
Sex (including issues of safety and sexual violence)		✓		As above
Sexual Orientation		✓		As above
Other (eg. carers, social/economic deprivation, etc)		✓		As above

What actions will you take to mitigate any potential negative impacts?

Potential negative impact	Actions required to reduce/eliminate negative impact	Who will lead on action?	Timeframe
Matters arising during the procurement process and transition to new services from 1 June 2026.	Managed as part of Project Governance controls to 1 June 2026.	Alex Deans-Interim Major Contract Improvement Specialist	Under review until 1 June 2026.

Where an impact on any of the Equality Groups is realised after the implementation of the project/service/policy, the commissioners and/or providers of the project/service/policy will seek to minimise the impact and carry out a full review of this EIA.

4. Monitoring and review

How will you monitor these actions?

The EIA will be reviewed and updated along with the procurement process and implementation of the new model and contracting arrangements including staff restructures, TUPE transfer and mobilisation which are scheduled in 2026 leading up to a go live on 1 June 2026.


When will you review this EIA?

The EIA will be under review aligned with the implementation of the project to 1 June 2026.

5. Equality Statement

- All public bodies have a statutory duty under the Equality Act 2010 to set out arrangements to assess and consult on how their policies and functions impact on the 9 protected characteristics.
- Herefordshire Council will challenge discrimination, promote equality, respect human rights, and design and implement services, policies and measures that meet the diverse needs of our service, and workforce, ensuring that none are placed at a disadvantage over others.
- All staff are expected to behave in a manner which respects the individuality of service users and colleagues, and upholds our values.

Signature of person completing EIA

A rectangular box containing a handwritten signature in black ink. The signature is cursive and appears to be 'A. J. P.'.

Date signed

06/06/24