

Agenda

Scrutiny Management Board

Date: Monday 16 December 2024

Time: **1.00 pm**

Place: Conference Room 1 - Herefordshire Council, Plough

Lane Offices, Hereford, HR4 0LE

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

For any further information please contact:

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If you would like help to understand this document, or would like it in another format, please call Danial Webb, Statutory Scrutiny Officer on 01432 260659 or e-mail Danial.Webb@herefordshire.gov.uk in advance of the meeting.

Agenda for the meeting of the Scrutiny Management Board

Membership

Chairperson Councillor Ben Proctor Vice-chairperson Councillor Louis Stark

Councillor Bruce Baker
Councillor Jenny Bartlett
Councillor Simeon Cole
Councillor Frank Cornthwaite
Councillor Pauline Crockett
Councillor Clare Davies
Councillor Toni Fagan
Councillor Ed O'Driscoll
Councillor Richard Thomas
Councillor Rob Williams

Herefordshire Council 16 DECEMBER 2024

Agenda

Pages

1. APOLOGIES FOR ABSENCE

To receive apologies for absence.

2. NAMED SUBSTITUTES

To receive details of members nominated to attend the meeting in place of a member of the board.

3. DECLARATIONS OF INTEREST

To receive declarations of interests from members of the board in respect of items on the agenda.

4. MINUTES 9 - 20

To receive the minutes of the meeting held on 28 October 2024.

HOW TO SUBMIT QUESTIONS

The deadline for the submission of questions for this meeting is 5pm on Tuesday 10 December 2024.

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

Accepted questions and the responses will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at www.herefordshire.gov.uk/getinvolved

5. QUESTIONS FROM MEMBERS OF THE PUBLIC

To receive any written questions from members of the public.

6. QUESTIONS FROM COUNCILLORS

To receive any written questions from councillors.

7. FINANCIAL MONITORING

21 - 62

To present the forecast position for 2024/25 at quarter 2 (September 2024), including explanation and analysis of the drivers for the material budget variances, and to outline current and planned recovery activity to reduce the forecast overspend. To provide assurance that progress has been made towards delivery of the agreed revenue budget and service delivery targets, and that the reasons for major variances are understood and are being addressed, as reported to Cabinet at its meeting on 28 November 2024.

8. HEREFORDSHIRE COUNCIL PLAN - DELIVERY PLAN WORKING GROUP

63 - 68

To agree terms of reference for the Herefordshire Council Plan delivery plan working group.

9. THE DELIVERY AND MANAGEMENT OF HEREFORDSHIRE COUNCIL'S CAPITAL PROJECTS - RESPONSE FROM SCRUTINY MANAGEMENT

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BOARD

The response from the Scrutiny Management Board to the 'Delivery and management of Herefordshire Council's capital projects' item from the 28 October 2024 meeting.

[Papers to follow]

10. WORK PROGRAMME

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To consider the work programme for the board.

11. DATE OF THE NEXT MEETING

Tuesday 14 January 2025, 1pm

The public's rights to information and attendance at meetings

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.
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 making to their officers identifying the officers concerned by title. The council's constitution is
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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.



Minutes of the meeting of Scrutiny Management Board held at Conference Room 1 - Herefordshire Council, Plough Lane Offices, Hereford, HR4 0LE on Monday 28 October 2024 at 2.00 pm

Present: Councillor Ben Proctor (chairperson)

Councillor Louis Stark (vice-chairperson)

Councillors: Bruce Baker, Jenny Bartlett, Frank Cornthwaite, Pauline Crockett, Clare Davies, Toni Fagan, Ed O'Driscoll and

Richard Thomas

In attendance: Councillor Peter Stoddart

Officers: Roger Allonby (Service Director Economy and Growth), (Simon Cann

(Committee Clerk), Joni Hughes (Head of Chief Executive's Office), Alfie Rees-Glinos (Democratic Services Support), Rachael Sanders (Director of Finance), Scott Tompkins (Delivery Director Infrastructure), Paul Walker (CEO

Herefordshire Council), Danial Webb (Statutory Scrutiny Officer,

85. APOLOGIES FOR ABSENCE

Apologies for absence had been received from Councillor Simeon Cole and Ross Cook (Corporate Director Economy and Environment).

86. NAMED SUBSTITUTES

There had been no named substitutes.

87. DECLARATIONS OF INTEREST

There were no declarations of interest.

88. MINUTES

The minutes of the previous meeting were received.

Resolved:

That the minutes of the meeting held on 10 September 2024 be confirmed as a correct record and be signed by the Chairperson.

89. QUESTIONS FROM MEMBERS OF THE PUBLIC

No questions had been received from members of the public.

90. QUESTIONS FROM COUNCILLORS

No questions had been received from councillors.

91. THE DELIVERY AND MANAGEMENT OF HEREFORDSHIRE COUNCIL'S CAPITAL PROJECTS

The Service Director Economy and Growth introduced and gave an overview of the report.

The Chair invited comments and discussion from the committee in relation to the report and advised that questions be kept to one of four areas:

- Governance and prioritisation
- Resourcing
- Efficiency and effectiveness
- Impact and social value

The key points of the discussion are detailed below:

Governance and prioritisation

- The committee enquired as to who would be responsible for the project management and centre of excellence function within the council, and which individual would be responsible for standards and ensuring that project managers and client project managers had the right training, skills and expertise to deliver the projects.
 - The Head of the Chief Executive's Office explained that they carried out this function within the Project Management Office and that below this was a matrix management framework, which ensured standardisation and consistency was in place and correct for: training, skills and expertise. Within the framework it was vital that staff worked with the senior responsible officer (SRO) and directors to deliver projects.
- 2. The committee enquired about if and how the budget was split when project managers were allocated to directorates through the matrix management framework. It was asked if there was an exchange of income between the Project Management Office and the directorates to establish some type of accountability route by which the flow of money could be seen.
 - The Head of the Chief Executive's Office explained that every capital project had a budget that was set through the governance process and was included in the business case setting, this accounted for technical resources need for project delivery and was set through the governance structures
 - The Service Director Economy and Growth pointed out that whenever a member made a decision to agree the spend on a capital project, this would include a line for how much of the spend would be used against the Project Management Office (PMO) resource. Each member of the PMO would fill in a time sheet that would state where their time went against each of the projects that they were working on so that there was a clear flow through of information available.
- 3. The committee asked who would be accountable for the project in the event that there was a problem with the delivery of it.
 - The Head of the Chief Executive's Office explained that projects were continuously reviewed and the amount of money required was part of

the review process. Costs involved in projects would change in relation to the expertise and skills required along the way and were not static.

- 4. The committee enquired whether the Project Management Office reported into the executive delivery board. It was also asked who was on the board and what function did the board serve.
 - The Head of the Chief Executive's Office explained that the Executive Delivery Board had closed and the growth, infrastructure and commissioning boards within the Economy and Environment directorate now escalated directly into the senior leadership team.
- The committee asked if there was a safety mechanism in place to ensure that if a project manager could not continue working on a project that a deputy or colleague would be available to continue the work.
 - The Head of the Chief Executive's Office explained they would look for capacity within a project management team to fill any gaps that had emerged. There was a project management knowledge system in place, which stored all the knowledge and documentation relevant to a project so that if needs be another project manager could come along and pick things up straight away.
 - The Service Director Economy and Growth detailed the structure of project manager boards, which were comprised of people from across the council working on the project and usually met on a monthly basis, to review progress and make recommendations on key decisions around the project. The outcomes of board meetings would then be fed into a project highlight report, which provided a detailed month-bymonth record of what was happening on the project. This ensured corporate knowledge was not lost if a particular individual had to step away from a project.
 - The Delivery Director Infrastructure noted that Herefordshire Council's project management systems and structure were similar to those of other local authorities. The director praised the 'Verto' project management system, which enabled swift and quick understanding of multiple projects through the highlighting reporting system.
- 6. The committee asked where the Project Management Office sat within the council's structure.
 - The Head of the Chief Executive's Office stated that in terms of reporting lines the office currently sat within the Economy and Environment directorate, but the office also carried out work for other directorates and services and there were staff across the whole of the council involved with and delivering projects each directorate had access to project managers as and when required.
- 7. The committee enquired if and how it could ascertained that overspends were related to the Project Management Office
 - The Director of Finance explained that within the budget monitoring report all variances of above £250,000 were explicit and explained.

- 8. The committee asked if it might be possible to obtain a flow chart or explanation of where finances around the Project Management Office flowed throughout the council structure.
 - The Service Director Economy and Growth explained that the Project Management Office sat corporately, but its staff were allocated to projects and those projects tended to be led by within each of the directorates - the time was charged into those projects at the point of when the staff were working on them.
- 9. The committee raised concerns about an apparent lack of prioritisation of capital budgets outside of the Economy and Environment directorate.
 - The Cabinet Member Finance and Corporate Services stated that the majority of capital budget projects sat within the Economy and Environment directorate and that this essentially counterbalanced the savings expectations and revenue hit that had been focused at the directorate over the last few years.
- 10. The committee asked how it could be established that the governance of projects was being done well.
 - o The Head of the Chief Executive's Office explained that capital projects were regularly tested and monitored in line with the governance set out in the constitution. Constant tests ensured that the right governance decisions were being made and that everything was legally compliant and following a standardised process. Regular evaluation of performance against the delivery of the projects was being conducted to ensure that projects were delivered on time and on budget, and that industry best practice was applied to all council projects.
- 11. The committee requested more detail around the escalation process and structure by which an accountable board would decide which projects were given priority of available resources.
 - The Service Director Economy and Growth explained that the project board would meet with the senior responsible officers, if there was an issue or issues on the agenda that needed to be escalated they would be flagged and rated as a risk in the highlight report and then that project would automatically go to the next delivery board meeting where a more senior set of officers would review the project and try to determine how the issue could be remedied. If an issue couldn't be resolved at that stage, then it would it go to the Corporate Leadership Team directly.
 - The Executive Delivery Board had included most of the Corporate Leadership Team, but sat outside the team, which meant there were two almost identical operational meeting taking place. The new system had direct Corporate Leadership Team ownership and oversight with a structure underneath it.
- 12. The committee voiced concerns around the costs regularly being incurred in the earlier stages of the project delivery process.
 - The Cabinet Member Finance and Corporate Services pointed out that it was an accepted industry standard that the design of the build

of a project could often account for anywhere between 15-25% of the overall costs of a project. Factors such as legal advice and surveying work could also prove expensive in the initial stages depending on the complexity of a project.

Resourcing

- 13. The committee questioned whether there were sufficient human resources within the council to deliver all of the projects. Was there a gap, if so what was being done to fill it and were new project management training schemes and apprenticeships in place to help meet any shortfall.
 - The Head of Chief Executive's Office provided details around 'lunch and learning' sessions and the buddying systems that were in place for 'softer' project management roles, covering internal council processes and stakeholder management.
 - The Head of the Chief Executive's Office pointed out that a technical skills gap had been identified within the project management workforce and that the office was working with delivery directors to be able to scope out what that looked like.
 - Technical teams consisting of specialist workers were regularly required and employed for certain projects, but were not generally employed as full-time and permanent members of staff. The Project Management Office was currently going through an exercise to identify where there were skills gaps, with the objective of speeding up delivery.
- 14. The committee enquired if constantly having to rely on expensive external consultants posed a threat to successfully delivering and completing certain projects on time and on budget.
 - The Head of the Chief Executive's Office explained that it was a difficult labour market. Specialists such as building or quantity surveyors were often essential for capital projects, but were almost exclusively based in the private sector where salaries could not be matched by the council. Recruiting in these technical areas was difficult so the council used models of how it could get specialist teams together per project to come in and complete fixed-term pieces of work.
 - It was crucial to achieve a balance on how and when the council accessed those specialist services and to determine whether it was more cost efficient to have full-time technical staff in-house on a permanent basis or to use agency and fixed-term technical staff as and when required.
 - It was pointed out that often bringing in technical and specialist consultants near the beginning of a project often ended up paying for itself in terms of avoiding potential costs incurred from having to pay for compensation events later down the line.
- 15. The committee asked if the council was being intelligent and clever in prioritising certain projects that required specialist technical staff in such a way that they got

maximum value for money from these individuals when they were contracted, by using them on a number of concurrent projects.

- The Head of the Chief Executive's Office gave an assurance that there was an ongoing reshaping of how projects were prioritised within the council, with a view to obtaining a clear steer within the stages regarding which resources would be needed and when.
- 16. The committee highlighted the potential risks involved in going out to the market to bring in specialist skillsets without having a strong in-house client side skillset in place, and asked how the council managed that risk.
 - The Service Director Economy and Growth explained that in many instances when recruiting a design team the council would also recruit a capital project manager to essentially act as a specialist client for the manager. They would also go on to manage the critical implementation stages of projects. However, the council was currently looking at gaps in its workforce where in-house individuals or teams might be needed on longer term or permanent basis.
- 17. The committee asked if project managers holding, on average, between four and seven cases at one time was typical of other local authorities.
 - The Delivery Director Infrastructure, stated that case load allocation depended on the complexity of the projects in question, but was confident that the project managers in the council all appeared to have a full and manageable workload.
- 18. The committee enquired if the council was confident that it was trying to deliver the right number of capital projects.
 - The Cabinet Member Finance and Corporate Services stated that the council was spending more to deliver more, and suggested there was little point in having projects sitting with funding approved by the council and then not delivering them.
- 19. The committee asked if there had been any instances where funding had had to be returned because projects could not be delivered.
 - The Cabinet Member Finance and Corporate Services stated that they were not aware of any instances where funding or grants had needed to be returned.

Efficiency and effectiveness

- 20. The committee noted that the council already used Hoople for certain specialist services and asked if this could be expanded in terms of other specialisms required under the capital programme.
 - The Head of the Chief Executive's Office explained that a workshop with Hoople had been scheduled for the following week and would involve discussions about the potential for expanding Hoople's supply of specialist services to the council.

- 21. The committee asked where the point of no return was in a project, whereby the council would say it had gone so far it couldn't stop spending now and couldn't not deliver.
 - The Service Director Economy and Growth explained that the costed risk log identified certain risks that might come to fruition based on designs and investigations and will set aside an amount of money as a contingency fund. This contingency amount related to the level of risk associated with a project and could be drawn down against any contingency as it was needed.
 - If a project did ever get to a point where the funds had run out, then full council would have to make a decision about how best to fund and deliver the outcome of the project, possibly by phasing back some of the intended works or utilising funds from elsewhere.
- 22. The committee enquired if there was a retrospective on how things had gone at the end of each project and how this was captured and recorded.
 - The Head of the Chief Executive's Office explained that there was a 'lessons learned' exercise at the end of each project and the output of these exercises were recorded and intelligence shared. Notably survey work was now being widely shared to avoid the council procuring the same piece of work time after time for different sites in the same location.
- 23. The committee asked what metrics were being used for evaluation of projects as part of the lessons learned exercises.
 - The Head of the Chief Executive's Office stated that different templates were used depending on the project and the metrics used would vary on a case-by-case basis.

Impact and social value

- 24. The Committee was concerned that having too ambitious a Capital Programme might impact on business-as-usual and the resources left available to deliver front line services. This might impact on the social value that might be derived from the Programme itself. It was suggested that there wasn't a clear link between capital project and revenue in terms of managing the resources that might have to come from both.
 - The Cabinet Member Finance and Corporate Services explained that whilst going through recent capital projects that had been brought forward, the projects were looked at not only based on return from investment, but also through the lens of social values, such as the number of jobs created, housing implications and other non-financial measures.
 - The Head of the Chief Executive's Office provided the committee with details of the social value engine and how the project management team was working to define how social values could be measured and used as part of the decision making stage of future projects and procurements.

- 25. The committee asked if there were plans to use the social value engine as more than just a marketing tool. When the Project Management Office was looking at projects would it be possible for the social value engine to be weighted, or provide a percentage, in some way that could be considered when prioritising projects and determining budgets.
 - The Head of the Chief Executive's Office explained that the social value engine was in a pilot stage at the moment, but that the plan was that the engine would be used to generate a social value for each project being developed, which would be included in the forecasting in the business case during procurement stages. It was confirmed that it should be possible to convert the social value generated by the engine into a financial figure.
- 26. The committee suggested that the council needed to be explicit, beyond just adding paragraph or two in reports, about the fact that it thought the environment mattered.
- 27. The committee welcomed the work being done around the social value engine, but noted that it was heavily slanted towards the gathering and production of quantitative material, and that the council should be gathering qualitative data through ethnographic research or something similar that would capture the experience of residents and local people.

At the conclusion of the debate the committee agreed to trial a new approach to making recommendations.

Resolved:

The committee agreed that, following the meeting, it would compose and send a letter to the executive that would highlight: areas the committee thought represented good practice, areas where improvement might be needed and include any specific recommendations.

92. DEVOLUTION - OPTIONS FOR HEREFORDSHIRE

The Chief Executive Officer Herefordshire Council introduced the report and explained that it set out what was currently known about devolution and that an update on the devolution process was anticipated in the government's October 2024 budget statement.

The key points were:

- All local authorities that didn't have a devolution deal in place had been written to by the Deputy Prime Minister during July 2024 inviting them to work in partnership with the government to agree some form of devolution deal.
- Herefordshire authority had submitted an expression of interest on 30 September 2024, stating its preference towards the single-county and non-mayoral approaches.
- Herefordshire authority had explained it would be happy to explore what it might mean to work with its neighbours, subject to a new framework being put in place and a white paper on devolution being circulated.

- The expression of interest had made clear that any further progress around a devolution deal for Herefordshire Council would be subject to the necessary discussions and approval at Cabinet and Full Council as part of the democratic process.
- Further detail on devolution including was anticipated in the 30
 October 2024 budget statement from the government, with a white paper expected by mid/later November 2024.
- All-member briefings on the subject would continue and that it might be possible to form some kind cross-party task group approach to devolution, which would draw on the best resources across the council to obtain the best outcome for Herefordshire.

The debate was opened up to the committee, the principal points of the discussion included:

- 1. The committee was given clarification that there was an existing framework for devolution that had been put in place by the previous government, but that the authority was waiting for the new framework from the current Labour government.
- 2. The committee requested a reminder of what devolution would look like.
 - The Chief Executive Officer Herefordshire Council explained that devolution involved a single or group of councils reaching a devolution agreement with government, this gave the authorities involved greater powers and funding around: transport, adult education, skills and work to drive the local economy.
 - It was explained that devolution allowed two or more local authorities to come together and collaborate across the councils. The councils continued to exist as individual identities, but would take together key strategic decisions around areas such as adult education, transport, housing and investment in the economy,
 - Devolution was not focused on councils coming together and merging, but rather them coming together to work on key strategic issues that affected them in the sub region.
- The committee raised concerns about whether devolution would have an adverse impact on and be incompatible with the objectives of the Marches Forward Partnership.
 - The Chief Executive Officer Herefordshire Council stated that discussions around the Marches Forward Partnership had taken place with a senior civil servant. It had been explained that the Marches Partnership wouldn't fit well with the devolution framework because of the English-Welsh nature of the arrangement.
 - The Chief Executive believed the Marches Partnership remained a piece of work that was worth investing in and pointed out that if two English and two Welsh authorities could work together effectively on the partnership, then that would show that the English and Welsh governments what could be achieved. If necessary, the relevant authorities could use their general powers of competence to strengthen the approach.

- The Chief Executive stated that while Herefordshire Council waited for details on the new devolution framework it would continue to work with Shropshire, Powys and Monmouthshire because they were immediate neighbours and that was the right thing to do.
- 4. The committee also asked how much pressure Herefordshire Council might be put under to go into a devolution agreement with larger neighbouring authorities and what level of autonomy would Herefordshire have in choosing who it wanted to partner with.
 - The Chief Executive Officer Herefordshire Council gave an assurance that there was no sense of the authority being forced or coerced into joining into an agreement, but did not want the authority to be left behind and was confident that once the framework was released conversations would flow freely around potential partnerships.
 - The Cabinet Member Finance and Corporate Services pointed out that surrounding English authorities such as Worcestershire and Shropshire were not in as strong and as comfortable a position as Herefordshire. There was a possible risk therefore that Herefordshire could be disadvantaged from accessing certain central government funding coming through a devolution agreement.
- The committee voiced concerns that central government might not be in touch with the challenges of rural communities and questioned whether creating a new level of government at a time when the public purse was depleted represented good value for money.
 - The Chief Executive Officer Herefordshire Council discussed funding in relation to the recent history of devolution deals, but stressed that until the new devolution framework was released conversations around investment and funding would remain hypothetical.
- 6. The committee raised concerns that Herefordshire Council risked being left behind and marginalised if it didn't have a seat at the table on the Council of Nations and Regions.
- 7. The committee asked if it would be possible to produce and circulate clear communications for the residents of the county so that they were inform and prepare in relation to what devolution might involve.
 - The Chief Executive Officer explained that he council had already made public its expression of interest and would share more information with residents once further details had been released by the government.
- 8. The committee asked if there was a risk involved in waiting for more clarity from the government before releasing further communications to the residents and stakeholders, as rumours and misinformation might begin to spread in the meantime.
 - The Cabinet Member Finance and Corporate Services explained that they had taken recent updates on devolution and passed them to their parish councils.

- The Chief Executive Officer assured the committee that if devolution went ahead the council structure would remain unchanged. Ultimately the decision in terms of what to do in relation to devolution would be taken by democratically elected members at full council.
- 9. The committee enquired if there was a timescale for the list of things which the council needed to do next, such as briefings with local MPs about the potential impact of devolution on the council.
 - The Chief Executive Officer stated that they would be meeting local MPs in mid November (2024) to discuss devolution and other significant issues across the council.
- 10. The committee enquired if the council was focusing on what it could get and what might be the key benefits of a devolution deal. It was asked if the Council Plan might be bolstered by a future deal around devolution.
 - The Chief Executive Officer suggested there were two key conversations taking place around devolution One concerned devolution opportunities, which involved devolving powers for: investment infrastructure, adult education and the economy. The second was to ensure that local government was fully funded. The strategy going forward, would be ensuring that cores services were fully funded, whilst also looking at opportunities that might be available through devolving functions.
- 11. The committee noted that the impact of any devolution deal would not be solely confined to the council and that the potential impact on partners in health, the police and fire authorities would need to be considered. The council needed to be mindful that maintaining joined-up and clear communications with partners would be an important part of the process.
 - The Chief Executive Officer gave an assurance that regular and meaningful conversations around devolution between the council and its partners were taking place on a regular basis.
- 14. The committee noted that funding services in a rural county was challenging and that clarity and assurance was provided that the council would continue to receive adequate amounts of money and fund its existing services.

Resolved:

The committee noted report.

93. WORK PROGRAMME

The Chairperson advised committee members to ignore the provisional committee meeting scheduled for 12 November 2024.

The Chairperson advised that the scheduled committee meeting of 24 January 2025 had been cancelled.

A committee member stressed that it was important that the work programme was treated as a living document and that its content should always be relevant and current.

The Chairperson explained that plans to form a working group to look at the Delivery Plan had been pushed back to synchronise with the executive's timescales for the plan. Discussion around the working group would take place in a future meeting.

Resolved:

That the work programme, as amended and subject to periodical reviews, be agreed as the basis of the primary focus for the committee for the remainder of the municipal year 2024/25.

94. DATE OF THE NEXT MEETING

Tuesday 19 November 2024, 2pm

The meeting ended at 16:35

Chairperson



Title of report: Financial Monitoring

Meeting: Scrutiny Management Board

Meeting date: Tuesday 16 December 2024

Report by: Statutory Scrutiny Officer

Classification

Open

Decision type

This is not an executive decision

Wards affected

All Wards

Purpose

To consider the forecast position for 2024/25 at quarter 2 (September 2024).

Recommendation(s)

That:

- a) The committee notes this report.
- b) The committee makes any recommendations in relation the report.

Alternative options

 There are no alternative options. It is within the remit of the Scrutiny Management Board to undertake a scrutiny role in relation to areas which are cross cutting in nature. The forecast position for 2024/25 at quarter 2 is likely, in the near future, to have a material impact on council policy and strategies.

Key considerations

- 2. The report attached as Appendix A presents the forecast position for 2024/25 at quarter 2 (September 2024), including explanation and analysis of the drivers for the material budget variances. It also outlines ongoing and planned recovery activity to reduce the forecast overspend. To provide assurance that progress has been made towards delivery of the agreed revenue budget and service delivery targets, and that the reasons for major variances are understood and are being addressed to the cabinet's satisfaction.
- 3. The forecast 2024/25 outturn shows a net overspend of £10.2 million at quarter 2, before management action estimated at £8.2 million to reduce the forecast overspend to £2.0 million.

4. This report was presented at the Cabinet meeting on 28 November 2024.

Community impact

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

Environmental impact

- 6. The council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.
- 7. This report provides information to allow scrutiny of the forecast position for 2024/25 at Quarter 2 (September 2024) so will have minimal environmental impacts, however consideration has been made to minimise waste and resource use in line with the council's Environmental Policy.

Equality duty

- 8. The Public Sector Equality Duty requires the Council to consider how it can positively contribute to the advancement of equality and good relations and demonstrate that it is paying 'due regard' in our decision making in the design of policies and in the delivery of services.
- 9. The mandatory equality impact screening checklist has been completed for this activity and it has been found to have low impact for equality
- 10. Due to the potential impact of this decision being low, a full Equality Impact Assessment is not required.

Resource implications

11. This report has no direct financial implications, however the Board may wish to consider how money is utilised in order to meet the council's objectives.

Legal implications

- 12. The remit of the scrutiny committee is set out in part 3 section 4 of the constitution and the role of the scrutiny committee is set out in part 2 article 6 of the constitution.
- 13. The Local Government Act 2000 requires the council to deliver the scrutiny function.

Risk management

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

Consultees

15. None in relation to this report.

Appendices

Appendix A - Q2 202425 Budget Report

Appendix B Capital Forecast Q2 2024-25

Appendix C Revenue Outturn Q2 2024-25

Appendix D Savings Delivery Q2 2024-25

Appendix E Earmarked Reserves 01 April 2024

Appendix F Treasury Management Forecast Q2 2024-25

Background papers

None

Report Reviewers Used for appraising this report:

Please note this se	ection must be completed before t	he report can be published
Governance	Danial Webb	Date 06/12/2024
Finance	Click or tap here to enter text.	Date Click or tap to enter a date.
Legal	Click or tap here to enter text.	Date Click or tap to enter a date.
Communications	Click or tap here to enter text.	Date Click or tap to enter a date.
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.

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

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



Title of report: Q2 2024/25 Budget Report

Meeting: Cabinet

Meeting date: Thursday 28 November 20244

Cabinet Member: Cabinet member finance and corporate services

Report by: S151 Officer

Report Author: Director of Finance (S151 Officer)

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

To report the forecast position for 2024/25 at Quarter 2 (September 2024), including explanation and analysis of the drivers for the material budget variances, and to outline current and planned recovery activity to reduce the forecast overspend. To provide assurance that progress has been made towards delivery of the agreed revenue budget and service delivery targets, and that the reasons for major variances are understood and are being addressed to the cabinet's satisfaction.

The forecast 2024/25 outturn shows a net overspend of £10.2 million at Quarter 2, before management action estimated at £8.2 million to reduce the forecast overspend to £2.0 million.

Recommendation(s)

That: Cabinet

- a) Reviews the financial forecast for 2024/25, as set out in the appendices A-D, and identifies any additional actions to be considered to reduce forecast cost pressures;
- b) Notes the progress in delivery of savings targets for 2024/25; and
- c) Approves the transfer of Earmarked Reserve balances to establish a Contingency Reserve to manage the risk of unforeseen demand and cost pressures.

Alternative options

1. Cabinet may choose to review financial performance more or less frequently; or request alternative actions to address any identified areas of variance from budget, including referral to the relevant scrutiny committee.

Key considerations

Revenue Outturn

- 2. The council's approved net revenue budget for 2024/25 is £212.8 million which includes planned savings of £19.5 million comprising £11.6 million of Directorate Savings and £7.9 million of Council wide budget savings. Detailed explanations for variances from budget are set out in Appendix A by Directorate and Service area.
- 3. This report presents the mid-year forecast outturn position for 2024/25 and highlights continuing in-year cost pressures to support increases in demand across social care budgets, temporary accommodation and Special Educational Needs (SEN) transport services.
- 4. The Quarter 2 revenue outturn position for 2024/25 shows a forecast variance from budget of £10.2 million (4.8% of net budget), before management action. It is expected that planned management activity will reduce the forecast overspend to £2.0 million.
- 5. This variance represents cost pressures of £11.6 million noted below, reduced by £1.4 million of delivered Children & Young People 2024/25 Savings Targets, previously removed from the 2024/25 budget by amendment.
 - +£3.9 million in-year net cost pressures;
 - II. +£5.0 million 2024/25 Savings Targets assessed 'at risk';
 - III. +£0.4 million 2023/24 Savings Targets assessed 'at risk'; and
 - IV. +£2.3 million Council wide Savings pending completion of Directorate restructures and vacancy reviews.
- 6. The forecast outturn position for 2024/25 by Directorate, is shown in Table 1 below.

Table 1: 2024/25 Forecast Revenue Outturn before management recovery action

2024/25 Forecast Revenue Outturn at Quarter 2 (September 2024)										
	Revenue Budget	Forecast Outturn	Forecast Variance							
	£m	£m	£m							
Community Wellbeing	76.8	80.2	3.4							
Children & Young People	64.9	64.9	0.0							
Budget Amendment	2.3	0.9	(1.4)							
Economy & Environment	27.7	29.0	1.3							
Corporate Services	24.7	26.9	2.2							
Directorate Total	196.4	201.9	5.5							
Central	16.4	21.1	4.7							
Total	212.8	223.0	10.2							

Management Activity and Recovery Actions

- 7. Initial activity already underway is expected to reduce this forecast overspend to £2.0 million, as set out in Table 2 below, and each Directorate will continue to identify further recovery action and options to mitigate at risk savings targets and ensure recurrent spending is sustainable within the resources available. Corporate Directors will continue to develop Directorate recovery plans to manage in year delivery of services within the approved budget.
- 8. Additional expenditure controls implemented during the last financial year remain in place to support recovery activity in 2024/25. Directorate panels will continue to review expenditure on goods and services as well as changes in staffing arrangements to maintain the increased level of rigour and challenge over expenditure for the remainder of the financial year.

Table 2: Updated forecast revenue position 2024/25

	Revenue Budget £m	Forecast Outturn £m	Forecast Variance £m	Management Action/ Planned Mitigations £m	Revised Forecast £m
Community Wellbeing	76.8	80.2	3.4	(3.1)	0.3
Children & Young People	64.9	64.9	0.0	(0.1)	(0.1)
Budget Amendment	2.3	0.9	(1.4)	(0.9)	(2.3)
Economy & Environment	27.7	29.0	1.3	(1.1)	0.2
Corporate Services	24.7	26.9	2.2	(0.6)	1.6
Directorate Total	196.4	201.9	5.5	(5.8)	(0.3)
Central	16.4	21.1	4.7	(2.4)	2.3
Total	212.8	223.0	10.2	(8.2)	2.0

Delivery of Savings

- 9. Council approved a total of £19.5 million of savings for 2024/25 comprising Directorate Savings of £11.6 million and £7.9 million of Council-wide Savings. As part of routine financial monitoring arrangements, a review of the delivery and status of the 2024/25 approved savings at Quarter 2 has been undertaken; informed by planned and actual activity in the year to date to determine savings targets at risk of in-year delivery.
- 10. This review confirms £8.9 million (46%) of the total savings target for the year has been delivered at Quarter 2 with a further £5.6 million (28%) assessed as 'on target/in progress' for the year. Savings of £5.0 million (26%) are assessed as 'at risk' with work underway to identify mitigations as a priority.
- 11. The budget amendment, approved in February 2024, removed savings of £2.3 million from the Children & Young People Directorate budget. As at September 2024, saving targets S2 (Reduction in Social Worker establishment) and S3 (Reduction in number of agency social workers) totalling £1.4 million are confirmed as delivered in full. Activity to deliver saving target S1 (Reduction in High Cost Placements) of £0.9 million is assessed as 'in progress' but not reflected in the outturn position at Quarter 2. This budget is monitored on a weekly basis due to its volatility and risk of impact on the Directorate financial outturn. As activity to deliver

- this target progresses to provide assurance of delivery, achievement of the saving will be reflected in the outturn position.
- 12. The **delivery of savings in full and on time is critical** to ensure the 2024/25 revenue outturn position is balanced and to prevent further pressure on future years' budgets. Progress on delivery of savings and mitigations will continue to be monitored and reported in the next budget monitoring report to Cabinet.
- 13. A breakdown, by Directorate, of 2024/25 approved savings is shown in Table 3 below. Explanations for under/non-delivery and planned mitigations, identified as part of Directorate recovery plans, are set out in Appendix D.

Table 3: Assessment of Delivery of Savings at Quarter 2

	Target £m	At Risk £m	In Progress £m	On Target £m	Delivered £m
Community & Wellbeing	3.2	-	1.2	0.6	1.4
Children & Young People	2.5	0.2	0.9	-	1.4
Economy & Environment	3.1	0.2	0.1	0.1	2.7
Corporate Services	2.8	1.2	0.4	-	1.2
Council wide Savings	7.9	3.4	2.3	-	2.2
Total	19.5	5.0	4.9	0.7	8.9
	100%	26%	25%	3%	46%

Earmarked Reserves

- 14. The council's earmarked reserves represent amounts set aside for future expenditure; to support specific corporate priorities or for general contingencies and cash flow management. The overall level of reserves is reported to Cabinet at least annually; the last report to Cabinet in May 2024 noted total audited balances of £82.8 million comprising the general fund balance of £9.6 million and earmarked reserve balances of £73.2 million.
- 15. It is considered prudent to maintain a level of reserve balances commensurate with risk and an assessment to confirm the adequacy and robustness of balances is undertaken annually by the Section 151 Officer as part of the budget setting process.
- 16. Whilst provision was made in the 2024/25 revenue budget to support increases in demand and cost across all services, the council continues to experience significant in-year financial pressures in respect of social care budgets for adult and children and home to school transport; these budgets representing the majority of the forecast overspend at Quarter 2. These pressures are widely reported as the key budgetary pressures for local authorities across the country.
- 17. To mitigate against such in-year pressures, the establishment of a Contingency Reserve of £11.0 million is proposed; with funds transferred from the Business Rates Risk Reserve. This will reduce the balance on the Business Rates Risk Reserve from £19.7 million at 1 April 2024 to £8.7 million. The remaining balance is considered reasonable and prudent to manage risks in the business rate regime including uncertainty over appeals.

- 18. The Contingency Reserve balance of £11.0 million will remain under review during 2025/26; future use of the reserve will be subject to appropriate governance in accordance with the Council's Finance Procedure Rules and Constitution.
- 19. The Chartered Institute of Public Finance and Accountancy (CIPFA) highlights an annual assessment of the adequacy of reserve balances as best practice in the context of an authority's internal control framework and risk management arrangements. In order to assess the adequacy of earmarked reserves, the Section 151 Officer and leadership team should take account of the strategic, operational and financial risks facing the authority to ensure adequate reserves to manage the impact of uneven cashflows, as contingency to cushion the impact of unexpected expenditure and as a means of building up funds to meet known or predicted requirements.
- 20. The council's earmarked reserve balances at 1 April 2024 are included at Appendix E. A full risk assessment to determine appropriate levels of reserve balances will be undertaken as part of the budget setting process for 2025/26 and an explanation of risk and justification of balances will be reported.

Dedicated Schools Grant (DSG)

- 21. The cumulative DSG deficit is accounted for as an unusable reserve on the council's Balance Sheet, as permitted via statutory instrument, which will remain in place until 31 March 2026. This enables all local authorities to ring-fence the DSG deficit from the overall financial position in the statutory accounts.
- 22. Beyond the period of the statutory override, the expectation is that any balance on the DSG Unusable Reserve will transfer back to the council's total Earmarked Reserves. The deficit will have an impact on the council's overall financial position once the override period ends and this risk is being managed alongside the assessment of the adequacy of the council's reserves, as part of the council's medium term financial strategy. It should be noted that this issue is a major concern amongst local authorities nationally.
- 23. At 1 April 2024, the cumulative deficit brought forward totals £6.1 million. The current in-year forecast is an overspend of £7.6 million within the High Needs block of the DSG; this will increase the cumulative deficit to £13.7 million by 31 March 2025. A focused review to quantify the impact of emerging demand in 2025/26 and future years is currently underway to inform the council's DSG Deficit Management Plan.
- 24. Herefordshire, like many other local authorities, continues to experience increases in demand which are not met by corresponding increases in funding. This is a significant risk across local government and the number of authorities with significant DSG deficits is increasing. The council continues to work with the Department of Education, Local Government Association and other local authorities to seek clarification on the position once the statutory instrument expires and a sustainable funding strategy for the High Needs budget.

Capital Outturn

25. The 2024/25 approved capital budget of £160.0 million has been revised to £96.4 million. The revised capital budget includes £15.3 million of unspent project budgets brought forward from 2023/24, approved movements of £2.8 million, removal of a project (£2.6) million and £3.7 million additional grants, all of which are detailed at the bottom of Appendix B Table b. In line with external audit advice the capital budgets have been re-profiled at Quarter 2 in line with expected

delivery therefore, £82.8m budget has been re-profiled from 2024/25 to future years, a full break down by project can be seen in Appendix B Table c. A summary breakdown is shown in Table 4 below.

Table 4: Revised Capital budget 2024/25 to 2027/28

	2024/25 Budget £m	2025/26 Budget £m	2026/27 Budget £m	2027/28 Budget £m	Total £m
February 2024 Council Approved Budget	160.0	50.8	19.2	-	230.0
Re-profile Budget	(82.8)	55.3	20.1	7.4	0.0
Removal of Maylords Library Project	(2.6)	-	-	-	(2.6)
Other Approved Movements	2.8	2.5	-	-	5.3
23/24 Carry Forward	15.3	-	-	-	15.3
Additional Grant	3.7	25.1	22.4	20.3	71.5
Revised Capital Budget	96.4	133.7	61.7	27.7	319.5

26. The forecast spend position is £88.8 million which represents an underspend of £7.6 million against a budget of £96.4 million. Full details for each project are in Appendix B, Table a. This underspend consists of £5.4 million projects that will deliver below the project budget and £2.2 million in respect of project budgets to be rolled forward for delivery 2025/26 if not spent. The full capital programme analysed by project for current and future years can be seen in detail by Appendix B Table b.

Community impact

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

Environmental Impact

- 28. The council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.
- 29. This report is to review the financial outturn at Quarter 2 of 2024/25 so will have minimal environmental impacts, however consideration has been made to minimise waste and resource use in line with the council's Environmental Policy.

Equality duty

30. 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.
- 31. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. Whilst this paper is not seeking any project specific decisions, in determining the council's budget allocation, the council is working towards its equality objectives (found here: Equality, diversity and inclusion Herefordshire Council). In addition, projects identified within the delivery plan, where relevant, will be subject to an Equality Impact Assessment to ensure appropriate attention is given to our Equality Duty.

Legal implications

32. There are no direct legal implications arising from this report, however, the council must ensure compliance with the Code of Practice on Local Authority Accounting.

Risk management

- 33. The risks associated with the council's business are recorded on the relevant service risk register and escalated in accordance with the council's Performance Management Framework and Risk Management Plan. The highest risks, i.e. those scoring greater than 16 after controls, are escalated to the council's Corporate Risk Register.
- 34. This report includes recommendations in respect of the forecast financial position for 2024/25 and the reallocation of earmarked reserves. If approved, the risks to the forecast position are managed through routine financial management processes to ensure that expenditure incurred is appropriate, eligible and within budget.

Resource Implications

35. These recommendations have no direct financial implications, however cabinet may wish to consider how money is utilised in order to meet the council's objectives.

Consultees

36. None in relation to this report.

Appendices

Appendix A - Revenue outturn

Appendix B - Capital outturn

Appendix C - Treasury management outturn

Appendix D - Savings delivery

Appendix E – Earmarked reserve balances

Background papers

None Identified

Appendix B

Table A - 2024/25 Capital Programme Forecast
Position Sept 2024

2024/25

osition sept 2024									
		Adjustm	ents in Year	r* £000 s			Forecast		
*Adjustments include 23/24 carry forwards and additional grants allocations	2024/25 Original Budgets £000s	2023/24 C/Fwd	Reprofile Table C	Grant & Other changes Table B	Current Capital Budget £000s	Q2 Forecast £000s	Variance to Current Budget £000s	Reason for Forecast Variance to Current Capital Budget	
Disabled facilities grant	2,000	1,009	0	475	3,484	3,484	0		
Empty Property Investment & Development	0	893	-300	0	593	593	0		
Single Homelessness Accommodation Programme (SHAP)	455	0	0	460	915	915	0		
Acquisition Fund for Housing Provision	0	0	0	2,500	2,500	250	-2,250	This is a fund to enable the Council to react quickly to opportunities, therefore the forecast will remain low until purchases come forward. The budget is not reprofiled to ensure it's available in year.	
Merton Meadow - Brownfield Land Release Fund	0	0	0	600	600	600	0		
Swimming Pool Support Fund	0	0	0	83	83	83	0		
Libraries Improvement Fund	0	0	-19	62	42	42	0		
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	7,400	227	-6,228	0	1,399	1,399	0		
Stronger Towns Library & Learning Centre relocation to Shirehall	2,611	350	-2,687	0	274	274	0		
Property Improvements in Care Homes	550	0	0	0	550	550	0		

Community Capital Grants Scheme	1,800	200	-1,880	0	120	120	0	
Total Community Wellbeing Transformation Board	14,816	2,679	-11,114	4,179	10,559	8,309	-2,250	
Key Network Infrastructure (Core Data Centre Switches & Corporate Wi-Fi)	0	28	0	0	28	28	0	
HARC SAN Lifecycle Replacement	370	0	0	0	371	210	-161	The Business Case was prepared at the time of covid when the cost of equipment was increasing and now the cost of equipment has reduced so currently underspending by £161k
Data Centre Equipment Lifecycle Replacement	0	137	0	0	137	37	-100	Project will deliver under budget due to lower costs than estimated and no use of contingency.
Windows Server Upgrades	0	155	-36	0	119	119	0	
Device and Ancillary kit replacement programme	365	-178	0	0	187	187	0	
M365 E5 Implementation	150	0	0	0	150	150	0	
Planning & Regulatory Services software	698	0	-28	0	670	670	0	
VMWare Host Replacement	248	0	0	0	248	248	0	
Total IT & Transformation Delivery Board	1,831	142	-64	0	1,909	1,648	-261	
Schools Capital Maintenance Grant	3,902	976	-1,595	18	3,300	3,300	0	
Peterchurch Area School Investment	3,175	-26	-2,478	0	671	671	0	
Brookfield School Improvements	3,875	703	-1,748	0	2,830	2,830	0	
High Needs Grant	3,328	143	-2,971	0	500	500	0	
Basic Needs Funding	5,000	-16	-3,984	0	1,000	1,000	0	
Childcare Expansion Capital Grant 2023-24	0	0	-296	296	0	0	0	

Preliminary works to inform key investment need throughout the county	23	186	0	0	210	183	-27	Project will deliver under budget
School Accessibility Works	2,172	189	-1,837	0	524	524	0	
C & F's S106	1,047	-13	1,105	301	2,440	2,440	0	
Work to Shirehall Annex (Care Leavers Base)	0	100	0	0	100	80	-20	Project will deliver under budget
Shirehall Improvement Works	3,000	0	-3,000	0	0	0	0	
Children's residential homes for 11 to 18 year olds	424	0	-424	0	0	0	0	
Estates Capital Programme 2019/22	1,456	113	-331	0	1,238	1,238	0	
Residual property works identified in the 2019 condition reports	650	129	0	0	779	429	-350	Underspend by £350k projects delivering under original budget or no longer required.
Estates Building Improvement Programme 22-25	1,135	418	-1,053	0	500	500	0	
Estates Building Improvement Programme 2023-25	2,747	21	-1,768	0	1,000	1,000	0	
Estates Building Improvement Programme 2024-27	1,818	0	-918	0	901	901	0	
Building works from 2022 Condition Surveys	191	0	-181	0	10	10	0	
Flexible Futures	0	110	0	0	110	110	0	
Wye Valley Trust - Education Centre Investment	6,000	0	-6,000	0	0	0	0	
HWGTA - Development of Vocational Work Based Skills Investment	2,000	0	-2,000	0	0	0	0	
Green Homes Grant - Local Authority Delivery	0	40	0	0	40	1	-39	Project will deliver under budget

Home Upgrade Grant	4,646	0	0	0	4,646	3,500	-1,146	The underspend is based on the number of applications that have been received and can be delivered by March 2025
Solar Photovoltaic Panels	1,007	64	-1,070	0	1	1	0	
Employment Land & Incubation Space in Market Towns	10,000	98	-9,471	0	627	627	0	
Leominster Heritage Action Zone	653	958		300	1,911	1,878	-33	Underspend relates to the grant not claimed in 23/24
E & E's S106	4,045	1,223	-3,237	0	2,030	2,030	0	
Gypsy & Traveller Pitch development	1,046	23	0	0	1,069	0	-1,068	Due to planning being refused a new business case will be required as an alternative plan is developed.
Total Growth Delivery Board	63,339	5,439	-43,258	915	26,435	23,752	-2,683	
Local Transport Plan (LTP)	15,466	0	0	0	15,466	15,466	0	
Extra Ordinary Highways Maintenance & Biodiversity Net Gain	151	213	0	0	365	207	-158	Works will complete under budget and no use the contingency.
Public Realm Maintenance - Mitigating Risk on the Network	193	832	0	0	1,025	379	-646	Works will complete under budget and no use the contingency.
Additional Pothole Allocation 23/24 & 24/25	3,660	0	0	0	3,660	3,660	0	
Winter Resilience	740	44	435	0	1,219	1,170	-49	Project will deliver under budget
Resurfacing Herefordshire Highways	5,000	0	0	0	5,000	5,000	0	
Natural Flood Management	337	43	-104	0	276	276	0	
Highways Infrastructure Investment	6,835	1,335	0	0	8,170	8,170	0	
Public Realm Improvements for Ash Die Back	367	296	-118	0	544	544	0	
Traffic Signal Obsolescence Grant and Green Light Fund	0	0	-271	541	270	270	0	

Hereford City Centre Transport Package	5,755	420	-5,375	0	800	800	0	
Hereford City Centre Improvements (HCCI)	300	603	0	0	903	559	-344	Project will complete under budget mainly due to underspend on project management and lack of capital bids for shop front grants
Hereford ATMs and Super Cycle Highway	650	350	-711	0	289	289	0	
Emergency Active travel Fund	0	31	0	0	31	31	0	
Active Travel Fund 4	150	98	0	0	248	248	0	
Southern Link Road	2,200	800	-1,620	0	1,380	1,380	0	
Stronger Towns Fund - Greening the City	300	-2	0	0	298	298	0	
LUF - Active Travel Measures (north of river)	3,715	196	-3,053	0	858	858	0	
LUF - Active Travel Measures (south of river)	8,445	507	-5,029	0	3,923	3,923	0	
Integrated Wetlands	339	182	-616	591	497	497	0	
Local Electric Vehicle Infrastructure Capital Fund (LEVI)	300	124	-424	0	0	0	0	
LEVI Pilot Fund Grant	0	0	-36	60	24	24	0	
Wye Valley National Landscape (previously AONB)	116	37	0	0	153	153	0	
Safer Streets 5		0	0	165	165	165	0	
Fastershire Broadband	2,508	272	0	0	2,780	1,637	-1,143	Forecast based on Gigaclear claim for 24/25, all planned works will have been delivered.
Moving Traffic Enforcement Phase 2	119	25	0	0	144	0	-144	There is no plan to progress this project currently
Total Infrastructure Delivery Board	57,646	6,406	-16,922	1,357	48,488	46,004	-2,484	
UK Shared Prosperity Fund	845	103	0	0	948	948	0	
Waste	18,090	0	-11,393	0	6,697	6,697	0	

Rural Prosperity Fund	856	569	0	0	1,424	1,424	0	
Total Commissioning Delivery Board	19,790	671	-11,393	0	9,069	9,069	0	

Total	157.422	15.338	-82,751	6.451	96.460	88.782	-7.678
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Projects that could be delayed into 25/26, some with no decisions yet made on spend, others with	
delays in delivery.	-2,250
Project to deliver under budget, not spend full grant allocation or project not continuing.	-5,428
	-7,678

Table B – Overall Capital Programme position 2024/25

Scheme Name	Prior Years £000s	2024/25 budget	2025/26 budget	2026/27 budget	2027/28 budget	Total scheme budget
	10003	£000s	£000s	£000s	£000s	£000s
Disabled facilities grant	0	3,484	2,200	2,200	2,200	10,084
Empty Property Investment & Development	0	593	300	0	0	893
Single Homelessness Accommodation Programme (SHAP)	455	915	0	0	0	1,370
Acquisition Fund for Housing Provision	0	2,500	2,500	0	0	5,000
Merton Meadow - Brownfield Land Release Fund	0	600	1,400	0	0	2,000
Swimming Pool Support Fund	0	83	0	0	0	83
Libraries Improvement Fund	0	42	19	0	0	62
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	2,008	1,399	5,690	10,000	53	19,150
Stronger Towns Library & Learning Centre relocation to Shirehall	45	274	2,063	624	0	3,005
Property Improvements in Care Homes	0	550	0	0	0	550
Community Capital Grants Scheme	0	120	1,530	350	0	2,000
Total Community Wellbeing Transformation Board	2,508	10,559	15,703	13,174	2,253	44,197
Key Network Infrastructure (Core Data Centre Switches & Corporate Wi-Fi)	527	28	0	0	0	555
HARC SAN Lifecycle Replacement	1	371	0	0	0	372
Data Centre Equipment Lifecycle Replacement	192	137	0	0	0	329
Windows Server Upgrades	175	119	36	0	0	330
Device and Ancillary kit replacement programme	0	187	415	548	0	1,150
M365 E5 Implementation	300	150	0	0	0	450
Planning & Regulatory Services software	0	670	726	0	0	1,396
VMWare Host Replacement	0	248	0	0	0	248
Total IT & Transformation Delivery Board	1,196	1,909	1,177	548	0	4,830

Schools Capital Maintenance Grant	0	3,300	2,795	1,200	1,200	8,495
Peterchurch Area School Investment	288	671	6,595	3,299	0	10,853
Brookfield School Improvements	422	2,830	2,570	0	0	5,822
High Needs Grant	85	500	2,000	4,318	0	6,903
Basic Needs Funding	215	1,000	8,000	7,068	0	16,284
Childcare Expansion Capital Grant 2023-24	0	0	296	0	0	296
Preliminary works to inform key investment need throughout the county	306	210	0	0	0	516
School Accessibility Works	141	524	1,143	693	0	2,503
C & F's S106	0	2,440	2,369	345	0	5,153
Work to Shirehall Annex (Care Leavers Base)	0	100	0	0	0	100
Shirehall Improvement Works	0	0	2,220	780	0	3,000
Children's residential homes for 11 to 18 year olds	0	0	424	0	0	424
Estates Capital Programme 2019/22	4,313	1,238	331	0	0	5,882
Residual property works identified in the 2019 condition reports	613	779	0	0	0	1,392
Estates Building Improvement Programme 22-25	1,453	500	1,053	0	0	3,007
Estates Building Improvement Programme 2023-25	759	1,000	1,768	0	0	3,527
Estates Building Improvement Programme 2024-27	0	901	1,525	340	0	2,766
Building works from 2022 Condition Surveys	0	10	455	280	0	745
Flexible Futures	740	110	0	0	0	850
Wye Valley Trust - Education Centre Investment	0	0	6,000	0	0	6,000
HWGTA - Development of Vocational Work Based Skills Investment	0	0	2,000	0	0	2,000
Green Homes Grant - Local Authority Delivery	779	40	0	0	0	819
Home Upgrade Grant	0	4,646	0	0	0	4,646
Solar Photovoltaic Panels	1,063	1	535	535	0	2,134
Employment Land & Incubation Space in Market Towns	343	627	11,318	53	8,360	20,701
Leominster Heritage Action Zone	1,493	1,911	0	0	0	3,404

E & E's S106	0	2,030	3,904	3,356	26	9,315
Gypsy & Traveller Pitch development	808	1,069	0	0	0	1,877
Total Growth Delivery Board	13,824	26,435	57,303	22,267	9,586	129,414
Local Transport Plan (LTP)	0	15,466	15,466	15,466	15,466	61,864
Extra Ordinary Highways Maintenance & Biodiversity Net Gain	1,934	365	0	0	0	2,299
Public Realm Maintenance - Mitigating Risk on the Network	3,925	1,025	0	0	0	4,950
Additional Pothole Allocation 23/24 & 24/25	0	3,660	0	0	0	3,660
Winter Resilience	183	1,219	0	0	0	1,402
Resurfacing Herefordshire Highways	0	5,000	5,000	0	0	10,000
Natural Flood Management	274	276	373	350	0	1,274
Highways Infrastructure Investment	0	8,170	3,985	3,885	0	16,040
Public Realm Improvements for Ash Die Back	19	544	494	240	118	1,416
Traffic Signal Obsolescence Grant and Green Light Fund	0	270	271	0	0	541
Hereford City Centre Transport Package	38,304	800	7,875	0	0	46,979
Hereford City Centre Improvements (HCCI)	5097	903	0	0	0	6,000
Hereford ATMs and Super Cycle Highway	0	289	711	0	0	1,000
Emergency Active travel Fund	88	31	0	0	0	119
Active Travel Fund 4	58	248	0	0	0	306
Southern Link Road	0	1,380	3,620	5,300	0	10,300
Stronger Towns Fund - Greening the City	105	298	0	0	0	404
LUF - Active Travel Measures (north of river)	555	858	3,053	0	0	4,466
LUF - Active Travel Measures (south of river)	244	3,923	5,029	0	0	9,197
Integrated Wetlands	2,479	497	1,686	99	0	4,760
Local Electric Vehicle Infrastructure Capital Fund (LEVI)	0	0	424	400	300	1,124
LEVI Pilot Fund Grant	0	24	96	0	0	120
Wye Valley National Landscape (previously AONB)	173	153	0	0	0	326
Safer Streets 5	0	165	0	0	0	165
Fastershire Broadband	30,958	2,780	0	0	0	33,738

Moving Traffic Enforcement Phase 2	0	144	0	0	0	144
Total Highways Maintenance Delivery Board	84,398	48,488	48,083	25,740	15,884	222,592
UK Shared Prosperity Fund	187	948	0	0	0	1,135
Waste	0	6,697	11,393	0	0	18,090
Rural Prosperity Fund	281	1,424	0	0	0	1,706
Total Commissioning Delivery Board	469	9,069	11,393	0	0	20,931

	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s	2027/28 Budget £000s	Total
February 2024 Council Approved Budget	160,033	50,791	19,187	-	230,011
Reprofile Budget	-82,751	55,302	20,092	7,357	0
Removal of Maylords Library Project	-2,611	-	1	-	-2,611
Other approved Movements	2,800	2500	1	-	5,300
23/24 Carry Forwards	15,338	1	1	-	15,338
Additional Grants	3,651	25,066	22,449	20,366	71,532
Revised Capital Budget	96,460	133,659	61,728	27,723	319,570

Grant Additions since February Council

	2024/25	2025/26	2026/27	2027/28	£000s
DfE - Childcare Expansion Capital Grant 2023-24	296				296
WMP - Safer Streets 5 Grant & Town Council Cont	165				165
DLUHC - Phosphate Mitigation Grant	591	1,071	99		1,760
DfE - additional Grant for Brookfield School		822			822
WMCA - LEVI Pilot Grant	60	60			120
DfE - High Needs Grant Increase		2,847			2,847
DfT - TSOG and Green Light Fund Grant	541				541
DfE - Schools Maintenance Grant	18				18

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DLUHC - SHAP Grant	460				460
Sport England - Swimming Pool Support Fund	83				83
Libraries Improvement Fund Grants	62				62
DLUHC - DFG 24/25 additional grant	475				475
DfE - Schools Maintenance Grant 25/26 to 27/28		1,200	1,200	1,200	3,600
DLUHC - DFG 25/26 to 27/28		2,200	2,200	2,200	6,600
DfT - LTP Grant 25/26 to 27/28		15,466	15,466	15,466	46,398
C&F S106 Income	301		1,734		2,035
E&E S106 Income			1,000	1,500	2,500
Arts Council Grant for Museum Project			750		750
DLUHC - Brownfield Land Release Fund	600	1,400			2,000
	3,651	25,066	22,449	20,366	71,532
	0,00=		, -		
				2027/20	
Other Movements	2024/25	2025/26	2026/27	2027/28	£000s
Other Movements LHAZ additional budget approved at council				2027/28	
	2024/25	2025/26	2026/27	-	£000s
LHAZ additional budget approved at council	2024/25 300 2,500	2025/26 0 2,500	2026/27 0 0	0	£000s 300 5,000
LHAZ additional budget approved at council	2024/25	2025/26	2026/27 0	0	£000s
LHAZ additional budget approved at council	2024/25 300 2,500	2025/26 0 2,500	2026/27 0 0	0	£000s 300 5,000

Table C – Reprofiled budget details

Scheme Name	2024/25 Budgets Adj £000s	2025/26 Budgets Adj £000s	2026/27 Budgets Adj £000s	2027/28 Budgets Adj £000s	Reason
Growth Delivery Board					
Schools Capital Maintenance Grant	-1,595	1,595	0	0	Forecast includes 16 tenders for summer plus Emergency - delay due to bat surveys having to be undertaken May-Aug then can plan more works to start in Easter April 2025. Ring-fenced grant so has to be carried forward.
Peterchurch Area School Investment	-2,478	879	1,599	0	Design works have started later than originally planned so there has been some slippage into later years
Brookfield School Improvements	-1,748	1,748	0	0	Delay due to waiting on DFE funding meant delays in signing the contract therefore starting construction late. Ring-fenced grant so has to be carried forward.
High Needs Grant	-2,971	-1,347	4,318	0	Hampton Dene build not due to complete until Sept 25, a decision is currently being taken to decide how to spend the balance of funds. Ring-fenced grant so has to be carried forward.
Basic Needs Funding	-3,984	3,000	984	0	Decision to expand Aylestone was taken later than originally estimated and therefore delayed programme. Ring-fenced grant so has to be carried forward.
Childcare Expansion Capital Grant 2023-24	-296	296	0	0	Awaiting decision on how this grant should be spent and works may not start until 25/26. Ring-fenced grant so has to be carried forward.
School Accessibility Works	-1,837	1,143	693	0	Resource issues internally therefore waiting on consultants to be appointed, there was a delay going out to tender due to service area deciding on requirements, once consultants on board they can design the works
C & F's S106	1,105	284	-1,389	0	S106 based on current agreed projects and projects in the pipeline which are likely to go ahead, this brings forward work to deliver earlier than expected.
Shirehall Improvement Works	-3,000	2,220	780	0	These will take place alongside the Library works in 25/26

Estates Capital Programme 2019/22 Estates Building Improvement Programme 22- 25 Estates Building Improvement Programme	-331 -1,053 -1,768	331 1,053	0	0	These will take place alongside the Library works in 25/26
25	•	1,053			These will take place diologistic the Library works in 25/20
Estatos Building Improvement Drogramma	-1,768		0	0	
Estates Building Improvement Programme 2023-25	=	1,768	0	0	Prioritising other programmes first estimating on 40% of works being achieved in 24/25 due to resources available to design and deliver the
Estates Building Improvement Programme 2024-27	-918	918	0	0	works
Building works from 2022 Condition Surveys	-181	181	0	0	
Wye Valley Trust - Education Centre Investment	-6,000	6,000	0	0	Awaiting final business case before any further decisions can be taken and timeframes agreed
HWGTA - Development of Vocational Work Based Skills Investment	-2,000	2,000	0	0	Awaiting final business case before any further decisions can be taken and timeframes agreed
Solar Photovoltaic Panels	-1,070	535	535	0	Finishing off Marlbrook no further works in the pipeline, waiting on further locations being identified and decisions being taken.
Employment Land & Incubation Space in Market Towns	-9,471	1,058	53	8,360	Delay in bringing forward the phase 1 part of Ross EP, once completed will allow the rest to be completed, the 27/28 budget reflects phase 2 that requires the borrowing to be repaid through additional income.
E & E's S106	-3,237	2,356	2,355	-1,474	S106 based on current agreed projects and projects in the pipeline which are likely to go ahead
Total Growth Delivery Board	-43,258	26,443	9,929	6,886	
IT & Transformation Delivery Board					
Windows Server Upgrades	-36	36	0	0	
Planning & Regulatory Services software	-28	28	0	0	
Total IT & Transformation Board	-64	64	0	0	
Community Wellbeing Transformation Board					
Empty Property Investment & Development	-300	300	0	0	The purchase of a property was later than expected so the refurbishment works will be carried out over both financial years
Libraries Improvement Fund	-19	19	0	0	

Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	-6,228	-3,075	9,250	53	Delayed due to failed procurement which has meant construction not starting until Feb25
Stronger Towns Library & Learning Centre relocation to Shirehall	-2,687	2,063	624	0	Project redirection due to change of cabinet of moving library from Maylords to Shirehall due to timeframe will fall into 25/26
Community Capital Grants Scheme	-1,880	1,530	350	0	A review was undertaken by the Service Director to ensure the proposal on how to issue these grants provides the best outcomes to meet the delivery plan. This reprofile is estimated on how the bids will progress.
Total Community Wellbeing Transformation Board	-11,114	838	10,224	53	
Infrastructure Delivery Board					
Winter Resilience	435	-435	0	0	Accelerating spend from 25/26 budget, as gritters were ordered as one lot for both years.
Natural Flood Management	-104	37	67	0	Budget required in future years as delays in NFM projects. Specific grant so needs to be carried forward.
Public Realm Improvements for Ash Die Back	-118	127	-127	118	Due to delays in commissioning the works, the spend is later than originally planned.
Traffic Signal Obsolescence Grant and Green Light Fund	-271	271	0	0	The works will be planned to fit around the LUF project delivery and therefore some will slip into 25/26
Hereford City Centre Transport Package	-5,375	5,375	0	0	Construction is starting later than originally estimated so budget will be needed in 25/26
Hereford ATMs and Super Cycle Highway	-711	711	0	0	Due to Holme Lacy road delayed by 3 months, not due to start minors works until sept as want same contractor to do works which is better value for money
Southern Link Road	-1,620	1,620	0	0	Budget has been reprofiled in line with expected land purchases and
LUF - Active Travel Measures (north of river)	-3,053	3,053	0	0	Revised profile waiting to be signed off - Commercial Rd, Blueschool & Newmarket North construction not commencing until Feb 2025 therefore due to timeframe slipping into 25/26
LUF - Active Travel Measures (south of river)	-5,029	5,029	0	0	Delay in Holme Lacy Road active travel measures south and Safer routes to schools work commencing later than planned.
Integrated Wetlands	-616	616	0	0	The phase 2 delivery will take place from spring 2025 during the better weather, taking on board the learning from the first wetland delivered

Local Electric Vehicle Infrastructure Capital Fund (LEVI)	-424	124	0	300	Unclear timelines from funding body, legal issues around procurement and therefore delayed delivery.
LEVI Pilot Fund Grant	-36	36	0	0	
Total Infrastructure Delivery Board	-16,922	16,564	-60	418	
Commissioning Delivery Board					
Waste	-11,393	11,393	0	0	Only approved the commencement of approved standard services & the enhanced will be based on future years Business Case & Decisions
Total Commissioning Delivery Board	-11,393	11,393	0	0	
Total	-82,751	55,302	20,092	7,357	

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

Appendix A: 2024/25 Revenue Outturn Quarter 2 September 2024

2024/25 Forecast Revenue Outturn at Quarter 2 (September 2024) 2024/25 Revenue Q2 Outturn Q2 Outturn Budget Variance £m £m £m 76.8 80.2 3.4 Community Wellbeing Children & Young People 64.9 64.9 2.3 **Budget Amendment** 0.9 -1.4 Economy & Environment 1.3 27.7 29.0 **Corporate Services** 24.7 26.9 2.2 201.9 5.5 **Directorate Total** 196.4 4.7 Central 16.4 21.1 Total 212.8 223.0 10.2

Community Wellbeing	2024/25 Approved Revenue Budget £'000	Q2 Outturn £'000	Q2 Outturn Variance £'000
Directorate Management	(13,865)	(12,331)	1,534
Social Care	69,889	72,217	2,328
All Ages Commissioning	16,961	16,767	(194)
Communities	3,700	3,457	(243)
Public Health	113	113	0
Directorate Total	76,798	80,223	3,425

The Directorate is forecasting cost pressures as a result of increased demand and market conditions within adult social care and housing. There has been a continued increase in demographic demand which is reflected in the number of new clients eligible for adult social care provision. In addition, there has been an increase in the complexity and intensity of care support to meet eligible demand, as well as increased average weekly costs.

Key variances from budget (> £250k) at Q2:

£2.5m overspend - Physical Support - Residential Care and Homecare

£1.1m overspend - General Fund Housing - Temporary Accommodation

£1.1m overspend - Learning Disabilities - Residential Care and Supported Living

£0.8m underspend - Net forecast for reduced headcount of Staff and Agency/Interims

£0.6m net utilisation of Social Care Resilience Reserve

Children & Young People	2024/25 Approved Revenue Budget £'000	Q2 Outturn £'000	Variance
Central Children Directorate Costs	924	730	(194)
Education Skills & Learning	8,947	10,254	1,307
Performance Quality, Assurance & Safeguarding	8,133	7,450	(683)
Safeguarding and Family Support	46,915	46,510	(405)
Sub Total	64,919	64,944	25
Supplementary Budget Approval	2,303	864	(1,439)
Directorate Total	67,222	65,808	(1,414)

The forecast includes the following key cost pressures which represent demand and inflationary costs associated with the provision of SEN Transport and growth in the costs of supporting Unaccompanied Asylum Seeking Children. These pressures are mitigated by reduced Staffing and Interim/Agency costs, Agency and In-house Fostering Fees and other net underspends.

Key variances from budget (> £250k) at Q2:

£1.5m overspend - Additional Needs SEN Transport

£0.5m overspend - Looked After Children - Unaccompanied Asylum Seeking Children

£0.7m underspend - Net forecast for reduced headcount of Staff and Agency/Interims

£0.7m underspend - Looked After Children - Agency and In-house Foster Care

£0.5m underspend - Looked After Children - Supported Accommodation

£1.4m Supplementary Budget Approval - Delivery of 3 Year Plan

Economy & Environment	2024/25 Approved Revenue Budget £'000	Q2 Outturn £'000	Variance
Director Management	55	582	527
Environment, Highways and Waste	26,775	26,230	(545)
Economy and Growth	836	2,198	1,362
Directorate Total	27,666	29,010	1,344

The Development Planning Control Income is forecast at £1.3 million less than budgeted in 2024/25. This pressure is mitigated by other net underspends.

Key variances from budget (> £250k) at Q1:

£1.3m overspend Development Planning Control Income

Corporate Services	2024/25 Approved Revenue Budget	Q2 Outturn	Q2 Outturn Variance
	£'000	£'000	£'000
Corporate Services	6,505	8,442	1,937
Governance & Legal	5,652	5,405	(247)
HR & Organisational Development	1,866	1,930	64
Strategic Assets	3,336	3,284	(52)
Strategic Finance	7,294	7,746	452
Directorate Total	24,653	26,807	2,154

The Directorate is forecasting a cost pressure associated with then 2024/25 and 2023/24 brought forward Saving Targets forecast 'At Risk', where delivery plans to evidence activity and confirm recurrent savings are still under review. The forecast also includes an estimate of the increase in external audit fees for 2024/25 as determined by the PSAA.

Key variances from budget (> £250k) at Q2:

£1.9m overspend - 2024/25 and 2023/24 b/fwd Saving Plans considered At Risk of delivery £0.3m overspend - External Audit Fees

	2024/25 Approved	Q2 Outturn	Q2 Outturn
Central	Revenue Budget		Variance
	£'000	£'000	£'000
Directorate Total	16,425	21,058	4,633

The Directorate is forecasting a cost pressure associated with the 2024/25 Saving Targets forecast 'At Risk', where delivery plans to evidence activity to deliver recurrent savings are still under review. The forecast also includes additional interest earned from the Authority's finance and investments.

Key variances from budget (> £250k) at Q2:

£5.7m overspend - 2024/25 on Saving Plans considered At Risk of delivery £3.3m and In Progress £2.4m £1.1m underspend - Additional Interest earned

Appendix D: Progress against 2024/25 approved Savings as at 30 September 2024 (Quarter 2)

Total Savings of £19.5m for 2024/25 were approved by Council on 9 February 2024.

The status of the delivery of approved savings at 30 September 2024 (Quarter 2) is noted below:

Directorate	Approved Savings	Delivered	Forecast	At Risk
	£m	£m	£m	£m
Community Wellbeing	3.2	1.4	1.8	-
Children & Young People	2.5	1.4	0.9	0.2
Economy & Environment	3.1	2.7	0.2	0.2
Corporate Services	2.8	1.2	0.4	1.2
Council-wide	7.9	2.2	2.3	3.4
Total Savings	19.5	8.9	5.6	5.0
оп (1)	100%	46%	28%	26%

At 30 September 2024 (Quarter 2), £8.9 million (46%) of the £19.5 million savings for 2024/25 have been delivered with a further £5.6 million (28%) forecast to be delivered in year.

The status of individual Directorate savings as per Appendix B of the Council Report approved on 9 February 2024, is shown in Annex 1 below.

Annex 1: Status of delivery of approved savings at 30 September 2024 (Quarter 2)

Community Wellbeing 2024/25 Saving Targets Q2 Forecast	Target £'000	At Risk £'000	In Progress £'000	On Target £'000	Delivered Recurrent £'000
S1 (i) Workforce service review - reduce posts in Talk Community	353	-	50	15	288
S3 Delete vacant permanent posts not currently occupied	801	-	-	466	335
S4 Review of high cost packages in Adult Social Care	1,000	-	839	46	115
S5 Better utilisation of existing care contracts	200	-	200	-	
\$6 Reduction in non-care contract values	104	-	-	-	104
S7 Public Health Savings	211	-	-	-	211
S8 Maximise housing benefit claims	22	-	-	-	22
S9 Ensure correct pathways for funding of complex care	500	-	146	48	306
S10 Charge for welfare benefits support	5	-	-	-	5
Total Community Wellbeing	3,196	-	1,235	575	1,386
Children & Young People 2024/25 Saving Targets Q2 Forecast	Target £'000	At Risk £'000	In Progress £'000	On Target £'000	Delivered Recurrent £'000
S1 Reduce Children's High Cost Placements	959	-	864	-	95
S2 Reduce the number of Social Workers based on assumption of reduced demand	338	-	-	-	338
S3 From 1 October 2024 convert 30 posts from Agency to permanent	1,006	-	-	-	1,006
S4 SEN Transport Efficiencies	200	200	-	-	
Total Children and Young People	2,503	200	864	-	1,439
Economy & Environment 2024/25 Saving Targets Q2 Forecast	Target £'000	At Risk £'000	In Progress £'000	On Target £'000	Delivered Recurrent £'000
2024/25 Saving Targets	Target £'000	Risk	Progress	Target	Recurrent
2024/25 Saving Targets Q2 Forecast	£'000	Risk	Progress	Target	Recurrent £'000
2024/25 Saving Targets Q2 Forecast S1 Delete vacant permanent posts not currently	£'000	Risk	Progress £'000	Target	Recurrent £'000
2024/25 Saving Targets Q2 Forecast S1 Delete vacant permanent posts not currently S2 BBLP – Revision of Annual Plan works	£'000 340 450	Risk	Progress £'000 - -	Target £'000 - -	Recurrent £'000 340 450
2024/25 Saving Targets Q2 Forecast S1 Delete vacant permanent posts not currently S2 BBLP – Revision of Annual Plan works S3 BBLP – Annual Efficiency Saving	£'000 340 450 250	Risk £'000 - -	Progress £'000 - - -	Target £'000 - - -	Recurrent £'000 340 450 250

S7 Waste Collection Service	800	-	-	-	800
\$8 Transfer of functions from the Local Enterprise Partnership (LEP)	250	-	100	-	150
S9 Stop using Scoot Highways System	20	-	-	-	20
Total Economy and Environment	3,080	233	107	84	2,656
Corporate Services 2024/25 Saving Targets Q2 Forecast	Target £'000	At Risk £'000	In Progress £'000	On Target £'000	Delivered Recurrent £'000
\$1 Governance & Legal Services: 50% reduction in locum budget	200	-	-	-	200
\$2 Governance & Legal Services: 20% reduction in external legal budget	100	-	-	-	100
\$3 Resources & Assurance: Implementation of Oxygen Finance solution	60	-	60	-	
S4 Resources & Assurance: Reduction in mobile phone provider contract	170	150	-	-	20
S5 Resources & Assurance: automation of Council Tax and Business Rate processes using GovTech solution	100	-	100	-	-
\$6 Reduction in Hoople SLA contract value and workforce service reviews	2,142	1,052	242	-	848
Total Corporate Services	2,772	1,202	402	-	1,168
Central Budget 2024/25 Saving Targets Q2 Forecast	Target £'000	At Risk £'000	In Progress £'000	On Target £'000	Delivered Recurrent £'000
S1 Mutual Early Resignation Scheme 2024 (MERS24)	4,500	-	2,375	-	2,125
\$2 Transformation: Thrive Programme Savings	2,600	2,541	-	-	59
S3 Transformation: Target Operating Model	815	815	-	-	
Total Central Budget	7,915	3,356	2,375	-	2,184
Total All Directorates 2024/25 Savings Targets	19,466	4,991	4,983	659	8,833

RAG Rating – to show confidence in delivery of savings

Red	Delivery in 2024/25 at risk. Recovery action to identify mitigations required.
Amber	Activity to deliver savings in 2024/25 is in progress.
Green	Activity to deliver savings expected to be delivered in 2024/25 is on target.
Blue	Savings achieved in 2024/25.

Herefordshire Council

EARMARKED RESERVES AND GENERAL FUND BALANCE 01 APRIL 2024

Reserve	01 April 2024* £m
Business rates risk	(19.7)
Waste disposal	(6.8)
Fastershire clawback	(0.5)
Additional pension costs	(1.7)
Settlement monies	(2.8)
Care market costs	(1.0)
Whitecross school PFI	(1.8)
Technology enabled communities	(1.5)
Financial resilience	(3.1)
Severe weather fund	(1.0)
Unused grants carried forward	(17.3)
Other reserves individually under £1 million	(6.1)
Total reserves excluding schools	(63.3)
Schools' balances	(9.9)
Total earmarked reserves	(73.2)
General fund balance	(9.6)
Total earmarked reserves and general fund	(82.8)

^{*}audited balances per the council's statutory accounts



APPENDIX C TREASURY MANAGEMENT QUARTER 2 UPDATE

Introduction

- 1.1 Treasury Management is the management of the council's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- 1.2 The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management 2021 recommends that members be updated on treasury management activities at least quarterly. This report, therefore, ensures the council is implementing best practice in accordance with the Code.

Economic Context

- 2.1 The second quarter of 2024/25 saw:
 - Gross Domestic Product (GDP) growth stagnating in July following quarter 2 figures being revised downwards (0.5% quarter on quarter growth);
 - A further easing in wage growth as the headline rate (including bonuses) fell from 4.6% in June to 4.0% in July to 3.8% in August;
 - CPI inflation hitting its target in June before edging above it to 2.2% in July and August, with a fall to 1.7% in September (led by services and fuel prices);
 - Core CPI inflation increasing from 3.3% in July to 3.6% in August to 3.2% in September;
 - 10-year gilt yields falling to 4.0% in September.
- 2.2 On 1 August, the Bank of England's Monetary Policy Committee (MPC) voted to reduce the Bank Rate from 5.25% to 5.00% and held it steady in their September meeting.

Investments

3.1 At 30 September 2024, the council held investments as shown in table 1.

Table 1 Investment Portfolio

Treasury investments	Term	Maturity date	Interest rate	Amount invested £m
Instant Access Money Market Funds:				
Federated	N/A	N/A	5.03%	10.00
Aberdeen Standard	N/A	N/A	5.01%	10.00
Insight	N/A	N/A	4.94%	9.13
Invesco	N/A	N/A	5.00%	7.00
CCLA	N/A	N/A	4.99%	5.00
95 Day Notice Bank Accounts:				
Barclays (ESG green deposits)	N/A	N/A	5.05%	5.00
Fixed Term Deposits:				
Lloyds	94 days	11/11/24	5.03%	5.00
Goldman Sachs	182 days	08/11/24	5.25%	5.00
Total treasury investments			Average 5.03%	56.13

- 3.2 The council applies the credit worthiness service provided by Link Group. This service employs a modelling approach utilising credit ratings from three main credit rating agencies (Fitch, Moody's and Standard and Poor's). This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system to which Link Group allocate a series of colour coded bands with suggested maximum durations for investments. These are detailed in the Treasury Management Strategy for 2024/25 as approved by Council in February 2024.
- 3.3 The council has earned interest on its investments as shown in table 2. There is a revenue budget of £0.5 million for 2024/25, resulting in an underspend of £1.215 million within the Central budget line.

Table 2: Interest earned

Month	Average amount invested £m	Average rate of interest earned	Amount of interest earned £m
April 24	54.6	5.31%	0.221
May 24	61.0	5.27%	0.273
June 24	64.0	5.26%	0.276
July 24	76.2	5.23%	0.339
August 24	75.4	5.06%	0.324
September 24	68.5	5.01%	0.282
Total			1.715
Budget			0.500
Underspend variance			1.215

3.4 In addition to the investment income, the council earns interest on the provision of loan finance to the waste disposal PFI provider. This is expected to generate loan interest of £1.9 million in 2024/25 and will be credited to the waste reserve.

Borrowing

- 4.1 The council can only borrow up to its Authorised Borrowing Limit which represents the affordable limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements. The Authorised Borrowing Limit for external borrowing for 2024/25 is £350m which was approved in the Treasury Management Strategy.
- 4.2 At 30 September 2024, the council held long-term borrowing of £118.1m; no new long-term borrowing has been secured during the financial year. The council's Capital Financing Requirement at 1st April 2024 is £303.1m, which demonstrates that the Council has significant internal borrowing when compared to the actual long-term borrowing (excluding PFI liabilities) of £118.1m.
- 4.3 The current capital financing budget position is shown in table 3.

Table 3: Summary of borrowing budget

	Budget £m	Forecast £m	(Surplus)/deficit
			£m
Minimum Revenue Position (MRP)	9.7	9.5	(0.2)
Interest Payable on loans	5.8	4.7	(1.1)
Total	15.5	14.2	(1.3)

Compliance with Treasury and Prudential Limits

- 5.1 During the quarter ended 30 September 2024, the council has operated within the treasury and prudential indicators set out in the Treasury Management Strategy for 2024/25. Actual values for quarter 2 are shown in table 4.
- 5.2 Treasury indicators for quarter 2 are shown as actual values as at 30 September 2024, e.g. for PI4 (authorised limit for external debt), the actual value of external debt as at 30 September 2024 of £155.9 million is shown against a Treasury Indicator limit of £420.0 million as approved in the Treasury Management Strategy. This means that actual debt is lower than the approved limit and the council is operating within agreed boundaries.
- Prudential indicators for quarter 2 are shown as updated forecasts for the financial year 2024/25, e.g. for PI1 (capital expenditure), the forecast of spend for the financial year 2024/25 of £88.8 million is shown against a Prudential indicator value approved in the Treasury Management Strategy of £160.0 million. This means that capital expenditure for 2024/25 is now forecast to be lower than was budgeted for at the start of the year.

Table 4: Prudential and Treasury indicators for 2024/25 as at 30 September 2024

Ref	Treasury indicators	Description	2024/25 Budget/Limit £000	Actual as at 30 September 2024 £000	Compliance result
PI4	Authorised limit for external debt	To set an authorised limit for its gross external debt for the forthcoming financial year (includes PFI liabilities)	420,000	155,900	Within limit
PI5	Operational boundary for external debt	To set an operational boundary for its gross external debt for the forthcoming financial year (includes PFI liabilities)	400,000	155,900	Within limit
PI8	Upper limit for principal sums invested over 364 days	To set an upper limit for total principal sums invested over 364	5,000	NIL	Within limit
PI7	Maturity structure upper and lower limits:	To set upper and lower limits for the maturity structure of its borrowing			
	Under 12 months		0-10%	6%	Within limit
	12 months to 2 years		0-10%	5%	Within limit
	2 to 5 years		0-25%	10%	Within limit
	5 to 10 years		0-35%	20%	Within limit
	10 years and above		0-80%	59%	Within limit
	Prudential indicators	Description	2024/25 Budget £000	Forecast for 2024/25 at 30 September 2024 £000	Compliance result
PI1	Capital expenditure	A reasonable estimate of the total capital expenditure that it plans to incur during the forthcoming financial year	160,033	88,782	Under budget
PI2	Capital financing requirement (CFR)	A reasonable estimate of the total capital financing requirement at the end of the forthcoming financial year	349,974	322,706	Under budget
PI3	Gross debt and CFR	To ensure that the total gross debt does not, except in the short term, exceed the total of capital financing requirement	52%	37%	Below 100%, within limit
PI6	Ratio of financing costs to net revenue stream	To estimate the proportion of financing costs to net revenue stream for the forthcoming financial year	7%	7%	In line with budget
PI9	Ratio of net commercial and service investments income to net revenue stream	To estimate the proportion of net income from commercial and service investments to net revenue stream for the forthcoming financial year	1%	1%	Low reliance on this income



Title of report: Herefordshire Council Plan delivery plan working group terms of reference

Meeting: Scrutiny Management Board

Meeting date: 16 December 2024

Report by: Statutory Scrutiny Officer

Classification

Open

Decision type

This is not an executive decision

Wards affected

All wards

Purpose

To determine whether to form a committee working group to scrutinise development of *Herefordshire Council Plan* delivery plan.

Recommendation(s)

That:

- a) The committee consider forming a working group according to the terms of reference attached as appendix 1; and
- b) The attending Cabinet Member(s) at the meeting be invited to identify any additional elements relevant to the terms of reference.

Alternative options

- 1. The committee could make changes to the terms of reference before agreeing to form a working group.
- 2. It could also decide not to form the working group.

Key considerations

- 3. Scrutiny Management Board has looked at both the Herefordshire Council Plan and the delivery plan several times since May 2023.
 - a. On November 21 2023 the committee looked at the former Herefordshire County Plan's 2023-24 delivery plan, as well as receiving an update on the production of the (then) forthcoming Herefordshire Council Plan for the period 2024-2028.
 - b. On 19 March 2024 the committee agreed to set up a working group to contribute to a draft of the 2024-28 Council Plan.
 - c. On 14 May 2024 the committee reported on its work to contribute to the draft 2024-28 Council Plan, making a number of recommendations to strengthen the plan. At the time, the delivery plan was yet to be published, so the committee agreed to look at the draft plan before its presentation to Cabinet on 27 June 2024.
- 4. At a work programme planning meeting, the board agreed to carry out a piece of work to look at the progress in delivering the agreed objectives in the 2024-5 Herefordshire Council Plan delivery plan, as well as progress in producing the 2025-26 delivery plan.
- 5. As the committee has agreed a full work programme for the 2024-25 municipal year, it has agreed to carry out this work in an informal working group meeting, the membership of the group being the members of Scrutiny Management Board. It will then report back its findings and recommendations to a formal meeting of Scrutiny Management Board in March 2025.
- 6. Draft terms of reference for the working group are attached as appendix 1.

Community impact

- 7. The scrutiny function supports community development through robust scrutiny of the council's policy framework, including the Local Plan, Health and Wellbeing Strategy, Herefordshire Plan and the Medium Term Financial Strategy.
- 8. Scrutiny also supports community issues more directly through the work of the Connected Communities Scrutiny Committee.
- 9. The function also helps to ensure that the council discharges its corporate parent duties effectively, through scrutiny of the corporate parenting board and the council's broader work to support its looked after children and their families.

Environmental impact

- 10. 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.
- 11. All reports to scrutiny committees, as with all council committees, include appraisals of the impact of the report content on climate change. Scrutiny committee work programmes directly link to the council plan priorities, including the key priority to 'Protect and enhance our environment and ensure that Herefordshire is a great place to live'.
- 12. Climate change and carbon reduction related issues are directly identified in the remit and therefore focus of the Environment and Sustainability Scrutiny Committee.
- 13. Whilst this is a decision on back office functions and will have minimal environmental impacts, consideration has been made to minimise waste and resource use in line with the council's Environmental Policy. Examples include:

- a. Creation of an online-only briefing programme, eliminating the need to travel to Hereford for a single meeting.
- b. Paper-free briefings and informal meetings, eliminating the need for printed paper.

Equality duty

- 14. Under section 149 of the Equality Act 2010, a public authority must, in the exercise of its functions, have due regard to the need to:
 - a. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 15. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. As this report is primarily for information, we do not believe that accepting (or rejecting) this report will have an impact on our equality duty.

Resource implications

- 16. Effective scrutiny produces evidence-based recommendations. These can be informed by learning from best practice and an understanding of 'what works' at other similar local authorities, as well as developing a robust picture of what the situation is locally based on data, intelligence and insights. Where adopted, recommendations can help with the efficiency and effectiveness of services that can be delivered differently, as well as informing the development of current and new policies.
- 17. As this report is primarily for information, there are no direct resource implications arising from this report. However the function may require some funding in order to carry out its work effectively. Requirements may include purchasing training or expert advice. However it is anticipated that much of the training and development required during the year can be met using existing council resources.

Risk management

- 18. Effective scrutiny is a feature of the council's governance arrangements, where the council is operating executive arrangements. There are a range factors that could result in risks to council of not doing scrutiny effectively. These include the failure to:
 - a. challenge and hold decision makers to account
 - b. link scrutiny work to the delivery of the council's priorities and risk management
 - c. carry out thorough and appropriate research to make evidence-base recommendations
 - d. engage partners and providers
 - e. ensure that structures and models of operation are fit for purpose and match ambition and available resources
 - f. ensure that scrutiny can operate as the voice of communities and
 - g. draw on member knowledge and experience to inform policy development.

- 19. To mitigate, tolerate or eradicate these risks, enablers for effective scrutiny include:
 - a. operating in an apolitical manner
 - b. clarity of vision and purpose
 - c. scrutiny support availability, capability and capacity
 - d. effective engagement and commitment by members and officers at all levels, including cabinet, opposition leaders, scrutiny chairs and senior officers who play a central role in setting the tone and direction
 - e. robust work programming and prioritisation of topics with clear objectives and expected impacts
 - f. ensuring that scrutiny work will add value to the council and communities e.g. through strong links between work programme topics and the integrated strategic plans that set out the actions and timescales to deliver the priorities in the County Plan
 - g. access to and availability of robust data and intelligence and
 - h. good relationships with partners and providers.

Consultees

20. None

Appendices

Appendix 1 Herefordshire Council Plan delivery plan working group terms of reference

Background papers

Herefordshire Council Plan delivery plan 2024/25

Scrutiny Management Board Herefordshire Council Plan delivery plan working group

Terms of reference

Background

Scrutiny Management Board has looked at both the Herefordshire Council Plan and the delivery plan several times since May 2023.

- On November 21 2023 the committee looked at the former Herefordshire County Plan's 2023-24 delivery plan, as well as receiving an update on the production of the (then) forthcoming Herefordshire Council Plan for the period 2024-2028.
- On 19 March 2024 the committee agreed to set up a working group to contribute to a draft of the 2024-28 Council Plan.
- On 14 May 2024 the committee reported on its work to contribute to the draft 2024-28 Council Plan, making a number of recommendations to strengthen the plan. At the time, the delivery plan was yet to be published, so the committee agreed to look at the draft plan before its presentation to Cabinet on 27 June 2024.

Unfortunately, the committee was unable to meet before Cabinet agreed the delivery plan. It has therefore agreed to carry out a piece of work to look at the progress in delivering the agreed objectives in the 2024-5 Council Plan delivery plan, as well as progress in producing the 2025-26 delivery plan.

As the committee has agreed a full work programme for the 2024-25 municipal year, it has agreed to carry out this work in an informal working group meeting, the membership of the group being the members of Scrutiny Management Board. It will then report back its findings and recommendations to a formal meeting of Scrutiny Management Board in March 2025.

Objectives

The group aims to:

- Understand the actions the executive is prioritising in the 2024-25 delivery plan.
- Appraise how the executive ensure that the actions in the current and future delivery plans meet the ambitions of the Herefordshire Council Plan.
- Examine how progress in carrying out the delivery plan is monitored, challenged and facilitated.
- Ensure that oversight of the delivery plan is reflected in performance reporting, and that performance reporting is helping to drive delivery of the plan.
- Scrutinise the alignment between the delivery plan, the capital programme and the medium term financial strategy.

• Further scrutinise support for the current delivery plan through the 2024-25 budget, and proposals for the 2025-26 delivery plan and budget.

Information required

- 2024-28 Herefordshire Council Plan
- 2024-25 Herefordshire Council Plan delivery plan
- Draft 2025-26 Herefordshire Council Plan delivery plan
- 2024-25 medium term financial strategy
- 2024-25 capital programme

Participants

- Leader of the Council
- Head of Corporate Performance & Intelligence
- Portfolio Manager, Corporate Services
- Programme co-ordinator

Schedule

Agree terms of reference	16 December 2024
Working group meeting	Date to be confirmed February 2025
Present findings and recommendations to Scrutiny Management Board	11 March 2025
Present recommendations to Cabinet.	27 March 2025



Title of report: Work programme 2024/5

Meeting: Scrutiny Management Board

Meeting date: Tuesday 16 December 2024

Report by: Statutory Scrutiny Officer

Classification

Open

Decision type

This is not an executive decision

Wards affected

All Wards

Purpose

To consider the draft work programme for Herefordshire Council's scrutiny committees for the municipal year 2024/25.

Recommendation(s)

That:

- a) The committee agree the draft work programme attached at appendix 1.
- b) The committee note the work programme for the other scrutiny committees, and identify any opportunities for collaboration or alignment of work.

Alternative options

- 1. The committee could decline to agree a work programme for its future committee meetings. This would likely result in unstructured and purposeless meetings.
- 2. The committee could also decline to identify areas of potential collaboration or alignment of work with other committees. This could result in duplication or overlap of work.

Key considerations

- 3. A fundamental part of good scrutiny is planning and agreeing a programme of work for the committee to undertake. A well-considered work programme:
 - a. identifies priorities for the committee's work that align with corporate and partnership priorities, as well as reflecting community concern;
 - b. ensures that each identified topic has clear objectives that focus the committee's work;

- c. creates a timetable for the committee's programme of work so that the committee carry out its work at the optimal time; and
- d. provides officers and partners with requirements for evidence that will support the committee in providing evidence-based scrutiny
- 4. To prepare this work programme, the committee chairs have met with officers of the council to identify potential priority areas of work for the committee. These priority areas have been scheduled within the work programme to ensure the committee considers topics when it is most useful to do so. A draft of this work programme has then been circulated to the council's corporate leadership team and other key senior directors, alongside committee chairs, for further comment and refinement.
- 5. As agreed by Scrutiny Management Board, I have replaced individual work programme reports, updated in time for each committee meeting, with a single combined work programme, published at the beginning of each month. This makes it easier for committees to plan work on topics that straddle the remit of more than one committee. It also facilitates planning for specific items on the work programme from corporate directors. The most recent work programme was published on 6 December 2024 and is attached as Appendix 1.
- 6. Attached as Appendix 2 to this report is the council's most recently published forward plan of key decisions.

Community impact

- 7. Effective scrutiny enables the committee to reflect community concern. Overview and scrutiny is a key part of the council's governance arrangements and provides accountability and assurance, as well as a vehicle for elected councillors to contribute to policy development and review. Scrutiny committees have the overall aim of driving improvement to services to the local community.
- 8. As well as scrutinising the council's own services, scrutiny committees have the power to look into the provision of local health services and issues which affect the economic, social or environmental wellbeing of the county.
- 9. The proposed work programme reflects as widely as possible key local priorities within this context.

Environmental impact

10. This report contains no direct environmental impacts. However, the work that the committee will undertake resulting from agreeing this work programme may have direct impacts. Reports arising from or supporting this work will outline their potential environmental impact.

Equality duty

11. 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. This report contains no direct equality impacts. However, the reports and issues that the committee will consider may have direct impacts. Reports arising from or supporting this work will outline the any associated equality impacts for committee consideration.

Resource implications

12. This report constitutes part of the typical function of this committee. Similarly, a programme of work undertaken by committee is an integral part of the council's 'business as usual'. There is no resource implication in setting or agreeing a work programme. However agreed topics in the work programme, in particular any requests for bespoke research or the involvement of outside experts or community groups, may incur resource costs. These will be contained in any reporting or planning of agreed topics within this work programme.

Legal implications

- 13. The remit of the scrutiny committee is set out in part 3 section 4 of the constitution and the role of the scrutiny committee is set out in part 2 article 6 of the constitution.
- 14. The Local Government Act 2000 requires the council to deliver the scrutiny function.

Risk management

15. There are no risks identified in the committee agreeing an effective and timely programme of work. However there is a risk to the council's reputation if committees fail to set a work programme, or set a programme of work that does not address local authority, partnership or community priorities.

Consultees

- 16. In drafting this work programme, consideration has been given to:
 - a. The previous work of scrutiny committees;
 - b. Priorities suggested by members of the committee; and
 - c. Work with Herefordshire Council officers to develop topics and agree optimum timings to bring items for consideration.
- 17. This work programme is subject to ongoing review, which may involve additional consultees.

Appendices

Appendix 1 – Scrutiny work programme 2024/25 December 2024

Appendix 2 – Herefordshire Council Forward Plan 8 November 2024

Background papers

None



SCRUTINY WORK PROGRAMME 2024-2025

December 2024

Below are the work programmes of Herefordshire Council's five scrutiny committees.

Work programmes are subject to change, with revised programmes agreed at the end of formal committee meetings.

Table of Contents

Children and Young People Scrutiny Committee	Error! Bookmark not defined.
Connected Communities Scrutiny Committee	Error! Bookmark not defined.
Environment and Sustainability Scrutiny Committee	Error! Bookmark not defined.
Health Care and Wellbeing Scrutiny Committee	Error! Bookmark not defined.
Scrutiny Management Board	Error! Bookmark not defined.

Children and Young People Scrutiny Committee

Committee meeting

21 January 2025 report deadline 9 January 2025 pre meeting lines of enquiry planning 10 January 2025

Topic and Objectives	Evidence required	Attendees* (Report or presentation writer in bold)
 Findings of the CQC/Ofsted inspection of SEND services Review the inspection and its finding, in order to: Evaluate the level of need for SEND provision in Herefordshire, and how Herefordshire Council and partners meet that need. Understand how Herefordshire Council, the Department for Education and other bodies fund the development of capacity to support children with a SEND. Scrutinise how the council, schools and health partners work together to support children, with or without a statement of need or education, health and care plan (EHCP). Measure progress in meeting recommendations following the SEND peer review by the Local Government Association. Explore how the council and the local parent-carer forum work together to co-produce strategy and practice. Scrutinise the current neuro-development pathway and its role in supporting children. 	 Local Government Association peer review of SEND services Ofsted/CQC inspection of services report (if available) 	 Liz Farr Service Director, Education Hilary Jones – Service Manager SEND Jess Brooks – Integrated Care Board Children's Lead Helen Gill, Directorate Support Team Herefordshire and Worcestershire Integrated Care Board Wye Valley Trust Parent Carer Forum
 Supporting children with additional needs Explore the role of short breaks and their commissioning. Other objectives to be agreed. 		 Hayley Doyle, Service Director All Age Commissioning Jessica Davies – Service manager Children with Disabilities

Briefing 9 January 2025

Topic and Objectives	Evidence required	Attendees* (Report or presentation writer in bold)
 Thresholds of Need Overview of Hereford Safeguarding Partnership's updated thresholds of need. 	 Hereford Safeguarding Partnership's updated thresholds of need 	Corporate Director, Children and Young People
Work programme ● Review work programme	Draft work programme	Statutory Scrutiny Officer

Briefing 20 February 2025

Topic and Objectives	Evidence required	Attendees* (Report or presentation writer in bold)
School attainment Overview of pupil attainment from Key Stage 1 to A level in Herefordshire	Pupil attainment data	Service Director, Education

Committee Meeting

18 March 2025 report deadline 6 March 2025 pre meeting lines of enquiry planning 06 March 2025

Topic and Objectives	Evidence required	Attendees*
		(Report or presentation writer
		in bold)
HSCB Annual report	•	•

Work programme	Draft work programme	Statutory Scrutiny Officer
Review work programme		

27 May 2025 report deadline 15 May 2025 pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
 Child exploitation Understand different ways children are at risk of exploitation and the factors that contribute to that risk. Scrutinise how the different agencies work together to tackle exploitation. Scrutinise the role of the Herefordshire Safeguarding Children Partnership in tackling exploitation. 	 Member briefing on child exploitation Criminal exploitation of children, young people and vulnerable adults - county lines Childrens-society-Criminal- Exploitation-Stages-of-Recruitment Exploitation Safety Plan Practice Guidance 	 Service Director, Safeguarding West Mercia Police West Mercia Youth Justice Service Wye Valley NHS Trust Herefordshire Safeguarding Children Partnership exploitation lead
Update on Improvement Plan and Quality Assurance FrameworkObjectives to be agreed	Updated Improvement Plan	Head of Service Safeguarding and Review
Work programme • Review work programme	Draft work programme	Statutory Scrutiny Officer

Committee Meeting

22 July 2025 report deadline 10 July 2025 pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Early help for children and families		
Objectives to be agreed		
Work programme	Draft work programme	Statutory Scrutiny Officer
Review work programme		

16 September 2025 report deadline 4 September 2025 pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Youth Justice		
Objectives to be agreed		
Work programme	Draft work programme	Statutory Scrutiny Officer
Review work programme		

^{*}The Corporate Director, Children and Young People and Portfolio Holder, Children and Young People, both have a standing invitation to each committee meeting. It is assumed that the portfolio holder will attend each meeting.

Connected Communities Scrutiny Committee

Committee Meeting

15 January 2025 report deadline 3 January 2025 pre meeting lines of enquiry planning 6 January 2025

Topic and Objectives	Evidence required	Attendees*
• Scrutinise the ongoing development of the Local Transport Plan.	Overview report	 Service Director Environment and Highways Head of Transport and Access Services Members of Environment and Sustainability Scrutiny Committee
Scrutinise progress in the creation and delivery of investment plans for Herefordshire towns.	Market town reports	 Service Director, Economy and Growth Ross Town Clerk Ledbury Town Clerk Leominster Town Clerk Kington Town Clerk Bromyard Town Clerk
Work programme ● Review work programme	Draft work programme	Statutory Scrutiny Officer

Committee Meeting

12 March 2025 report deadline 28 February 2025 pre meeting lines of enquiry planning 21 February 2025

Topic and Objectives	Evidence required	Attendees*
Highways Winter Maintenance	Overview of winter service	Service Director Environment
Review of winter maintenance of highways following the 2024-	Map of highways and footpaths gritted	and Highways
25 winter period.	during the winter period	Head of Highways and Traffic

Hereford City Masterplan	•	•
Objectives to be agreed		
Work programme	Draft work programme	Statutory Scrutiny Officer
Review work programme		

13 May 2025 report deadline 1 May 2025 pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
 Cultural Strategy 2019-2029 Review progress in delivering the cultural strategy. Scrutinise delivery of proposed cultural developments, such as Hereford Shire Hall. 	Evidence to be agreed.	 Culture and Leisure Lead Hereford Voice Chief Executive, Courtyard Hereford
 Scrutinise findings of public consultation on Local Transport Plan proposals. Review draft plan before Council approval. 	 Draft Local Transport Plan Plan consultation findings 	 Service Director Environment and Highways Head of Transport and Access Services Members of Environment and Sustainability Scrutiny Committee
Work programme • Review work programme	Draft work programme	Statutory Scrutiny Officer

Committee Meeting

8 July 2025 report deadline 26 June 2025 pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Tourism and Destination Management	Evidence to be agreed	To be agreed

Objectives to be agreed		
 Scrutinise progress against the October 2024 Council motion to: Ensure all drains, gullies and culverts that fall under the responsibility of Herefordshire Council are accurately mapped. Undertake an urgent programme of rectifying and repairing drains, gullies and culverts where they have been damaged by the recent unprecedented period of rainfall. Develop a full countywide maintenance schedule that anticipates the likelihood of heavier rainfall in the future. Publish the maintenance schedule so that ward members, city, town and parish councils and local people can have confidence in the plans. Ensure that areas most at risk of flooding are prioritised for maintenance. 	Evidence to be agreed	To be agreed
Work programme	Draft work programme	Statutory Scrutiny Officer
Review work programme		

9 September 2025 report deadline 28 August 2025 pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Broadband		
Objectives to be agreed.		
Work programme	Draft work programme	Statutory Scrutiny Officer
Review work programme		

^{*}The Corporate Director, Economy and Environment, Cabinet Member, Economy and Growth, Cabinet Member, Community Services and Assets, Cabinet Member, Roads and Regulatory Services, and Cabinet Member, Transport and Infrastructure, all have a standing invitation to the meeting.

Environment and Sustainability Scrutiny Committee

Committee Meeting

20 January 2025 report deadline 8 January 2025 pre meeting lines of enquiry planning 9 January 2025

Topic and Objectives	Evidence required	Attendees*
 River Lugg water quality Receive an update on the current apportionment of the sources of nutrient overload on the River Lugg. Understand progress in delivering the special plan for the River Wye. Update on activity to improve the water quality of the River Lugg and evaluate the progress on developing new wetland areas on river improvement and their impact on housing development. Further understand the environmental, social and economic impacts of poor water quality and pollution in the River Lugg, including the ability to plan and build new housing. 	 Analysis of water quality data from Nutrient Management Board or Environment Agency Environment Agency Source apportionment data Evidence from Natural England to Nutrient Management Board Diffuse Water Pollution Plan report 	 Head of Environment, Climate Emergency and Waste Services Herefordshire Construction Industry Lobby Group Farm Herefordshire CPRE Herefordshire
Work programmeReview work programme	Draft work programme	Statutory Scrutiny Officer

24 March 2025 report deadline 12 March 2025 pre meeting lines of enquiry planning 13 March 2025

Topic and Objectives	Evidence required	Attendees*
 Energy Efficiency and Retrofitting Understand the outcomes of the building retrofit and supply chain development funded by Climate Reserve fund. Evaluate progress on Keep Herefordshire Warm and HUG initiatives. Consider whether new houses and self –build properties are 'zero carbon ready'. The role of fuel replacement to heat homes. 	 Climate Reserve fund financial reports Stats of surveys undertaken, grants awarded, work completed Future Homes Standard 	 Gareth Ellis – Sustainability & Climate Change Officer Andrew Cooper – LGA, previously Renewable Energy Assoc., Yorkshire Energy Services Jackie Jones – Building Sense National Retrofit Hub
Six-month review of the operation of the council's new waste contract	To be confirmed	Ben Boswell - Head of Environment Climate Emergency and Waste Services
Work programme • Review work programme	Draft work programme	Statutory Scrutiny Officer

Committee Meeting

12 May 2025 report deadline 29 April 2025 pre meeting lines of enquiry planning May 2025

Topic and Objectives	Evidence required	Attendees*
 Road User Safety How do speed limits impact on road user safety and what is council policy on them. Looking at the administration of TROs across the council. Look at best practice on the provision of road architecture. 	 Relevant evidence from the LTP consultation Evidence on the effectiveness of 20mph speed limit zones A map of existing/pending 20 mph speed zones across the county 	 Road Safety Officer West Mercia Police Head of Highways and Traffic Representatives from road user groups TRL

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	Research on motor vehicle operation and air quality	
Work programme Review work programme	Draft work programme	Statutory Scrutiny Officer

7 July 2025 report deadline 25 June 2025 pre meeting lines of enquiry planning June/July 2025

Topic and Objectives	Evidence required	Attendees*
 Consider the council's response to the government white paper on authorities running their own bus services. Examine the opportunities to develop 'on-demand' bus services. Scrutinise council policy on free access to public transport for disadvantaged groups. Scrutinise the outcome of the £1,064,000 grant allocation to Herefordshire Council by the Department for Transport to improve bus services. 	 Evidence from the local transport plan consultation. Best practice examples from other local authorities. 	 Head of Transport and Access Services Bus services user groups
Work programmeReview work programme	Draft work programme	Statutory Scrutiny Officer

8 September 2025 report deadline 27 August 2025 pre meeting lines of enquiry planning August/September 2025

Topic and Objectives	Evidence required	Attendees*
Land management and use		
Work programme • Review work programme	Draft work programme	Statutory Scrutiny Officer

^{*}The Corporate Director, Economy and Environment and Cabinet Member, Environment, both have a standing invitation to the meeting.

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Health Care and Wellbeing Scrutiny Committee

Working Group Meeting January 2025

Topic and Objectives	Evidence required	Attendees*
 All-age carers' strategy action plan Scrutiny of all-age carers' strategy action plan and carers' support service Recommendations to further develop the action plan 	Draft action plan	 Commissioning Manager, Community Wellbeing Chair, Carers' Partnership Group

Briefing

16 January 2025 planning 4 December 2024

Topic and Objectives	Evidence required	Attendees*
Joint Strategic Needs Assessment (JSNA)	Briefing on JSNA	Director of Public Health
Objectives to be confirmed.		Intelligence Unit team Leader
		Consultant in Public Health

Committee Meeting

27 January 2025 report deadline 15 January 2025 pre meeting lines of enquiry planning 16 January 2025

Topic and Objectives	Evidence required	Attendees*
MOVED FROM MAR 25	Briefing on dentistry responsibilities in	Director of Public Health
Dental services in Herefordshire	Herefordshire	Others to be determined
 To identify the responsibilities of the local authority in respect of oral health, and the responsibilities of NHS England, in respect of dentistry. 		

 To examine Hereford's oral health outcomes and the work being undertaken to improve the oral health of the local population. To investigate the pressures and challenges faced by dental care services and the work being undertaken to improve access to dental care. To examine the local population's views and experiences of accessing and using NHS dental services To identify potential recommendations to improve the oral health of Herefordshire's population and access to dental care. 		
CQC assurance visit preparation		
To scrutinise preparation for an anticipated visit from the Care Quality Commission.		
All-age carers' strategy action plan – recommendations of the working group • Discuss and agree recommendations of the proposed working group.	Working group report and draft recommendations	 All-age carers' steering group chair Senior commissioning officer
Work programme ◆ Review work programme	Draft work programme	Statutory Scrutiny Officer

Briefing

11 February 2025

Topic and Objectives	Evidence required	Attendees*
Roundtable with home care providers		Home care providers
 Meet with home care providers to better understand their work and 		
 learn more about challenges to the 		
sector.		

RESCHEDULED Committee Meeting

February 2024 report deadline TBC pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
 West Mercia Police "Right Care, Right Person" policy Scrutinise the impact of the change in West Mercia policy regarding responses to welfare, mental health incidents and missing persons. Further scrutinise the delivery of the policy. 	 West Mercia Police "Most Appropriate Agency" policy Herefordshire Council policy 	West Mercia PoliceDirector of Public Health
 Supported housing for working age adults with additional needs How do we forecast, commission and meet the housing needs of adults with a learning or with a severe and enduring mental health problem? How do we work with developers to provide the required housing? 		 Service Director – All Ages Commissioning Head of Housing
Work programme • Review work programme	Draft work programme	Statutory Scrutiny Officer

Committee Meeting

31 March 2025 report deadline 19 March 2025 pre meeting lines of enquiry planning 20 March 2025

Topic and Objectives	Evidence required	Attendees*
 MOVED FROM JAN 2025 Health and Wellbeing Strategy To examine the objectives of the strategy. To scrutinise delivery plans underpinning key objectives of the Health and Wellbeing Strategy. Good start in life Mental Health To measure progress in developing Herefordshire's Joint Strategic Needs Assessment. 	Health and Wellbeing strategy	 Chair, Health and Wellbeing Board Director of Public Health

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Community activity – da	 Review the information available to support carers Scrutinise the commissioning of short breaks and other forms of respite care. Understand and identify possible learning from good practice in other local authorities. 	 Provision in other local authorities Focus group with consortium members Other evidence to be determined. 	 Herefordshire Activities <u>Together consortium</u> Service Director All Age <u>Commissioning</u> Registered Manager Shared <u>Lives</u>
Work programme	Review work programme.	Draft work programme	Statutory Scrutiny Officer

19 May 2025 report deadline 7 May 2025 pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Respite care for working-age adults Review the information available to support carers of working-age adults Scrutinise the commissioning of short breaks and other forms of respite care. Understand and identify possible learning from good practice in other local authorities.	 Respite provision in other local authorities Briefing on current respite care provision in Herefordshire. Focus group with consortium members Other evidence to be determined. 	 Service Director All Age Commissioning Registered Manager Shared Lives Respite care providers
Work programmeReview work programme	Draft work programme	Statutory Scrutiny Officer

28 July 2025 report deadline 16 July 2025 pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Topic to be confirmed		
Work programme • Review work programme	Draft work programme	Statutory Scrutiny Officer

Committee Meeting

29 September 2025 report deadline 17 September 2025 pre meeting lines of enquiry planning TBC

Evidence required	Attendees*
Draft work programme	Statutory Scrutiny Officer

^{*}The Corporate Director, Community Wellbeing and Cabinet Member Adults, Health and Wellbeing, both have a standing invitation to the meeting.

Scrutiny Management Board

Committee Meeting

16 December 2024 report deadline 4 December 2024 pre meeting lines of enquiry planning 4 December 2024

Topic and Objectives	Evidence required	Attendees*
 Review of 2024-2025 Quarter 2 outturn How effective has the executive been in managing the budget for the first six months of the year What mitigating actions have been taken in high-risk areas of planned cost savings? Have we delivered costs savings in line with the quarterly savings profile? Where has the executive seen unplanned growth in budgets and what mitigating actions have been taken? What are the key risks to the delivery of the budget over the remainder of the year? What has been the impact of the executive's work on the communities of Herefordshire? Scrutiny of management action to achieve planned budget outturn. 	 Quarter 2 2024-25 Budget Report Capital Forecast Quarter 2 2024-25 Revenue Outturn Quarter 2 2024-25 Savings Delivery Quarter 2 2024-25 Earmarked Reserves 01 April 2024 Treasury Management Forecast Quarter 2 2024-25 	Director of Finance
 Herefordshire Council Plan – Delivery Plan Working Group Agree terms of reference for the planned Herefordshire Council Plan delivery plan working group 	Draft terms of reference	Statutory Scrutiny Officer
Work programme Review work programme	Draft work programme	Statutory Scrutiny Officer

14 January 2025 report deadlines 2 January 2025 pre meeting lines of enquiry planning 3 or 6 January 2025 (date to be confirmed)

Topic and Objectives	Evidence required	Attendees*
 Budget, Capital Programme and Medium-Term Financial Strategy Scrutinise the proposed 2025-26 budget for Herefordshire Council. Evaluate the alignment between the medium term-financial strategy and the Herefordshire Council Plan and its delivery plan. Ensure that the capital priorities in capital programme align with the priorities of the delivery plan. 	 Draft 2025-26 budget Capital Programme Medium-term financial strategy 	 Director of Finance All corporate directors Leader, Council
Work programme Review work programme	Draft work programme	Statutory Scrutiny Officer

Working Group Meeting February 2025

Topic and Objectives	Evidence required	Attendees*
 Herefordshire Council Plan – Delivery Plan Working Group Understand the actions the executive is prioritising in the 2024-25 delivery plan. Assess delivery of the current delivery plan and the impact of those actions on the 2025-26 delivery plan and the capital programme. Appraise how the executive ensure that the actions in the current and future delivery plans meet the ambitions of the Herefordshire Council Plan. Ensure that oversight of the delivery plan is reflected in performance reporting, and that performance reporting is helping to drive delivery of the plan. Scrutinise the alignment between the delivery plan, the capital programme and the medium term financial strategy. 	2024-28 Herefordshire Council Plan 2024-25 Herefordshire Council Plan delivery plan Draft 2025-26 Herefordshire Council Plan delivery plan 2024-25 medium term financial strategy 2024-25 capital programme	Leader of the Council Head of Corporate Performance & Intelligence Portfolio Manager, Corporate Services Programme co-ordinator

 Further scrutinise support for the current delivery plan through the 2024-25 budget, and proposals for the 2025-26 delivery plan and budget.

Committee Meeting

11 March 2025 report deadline 27 February 2025 pre meeting lines of enquiry planning 28 February 2025

Topic and Objectives	Evidence required	Attendees*
Digital, Data and Technology		
 What are the council's proposed investments in digital and data technology? How does the council achieve value for money in its 		
investments?		
 What are the gaps in the council's information technology, and how will address them? 		
 What staffing, training and corporate restructuring will be required to deliver the proposed investments? 		
 What opportunities exist to digitise council services? 		
 How will the council ensure that digitisation does not exclude vulnerable groups? 		
Financial Monitoring	Quarter 3 outturn	Director of Finance
Review of 2024-2025 quarter 3 outturn.		
 Scrutiny of management action to achieve planned budget outturn. 		
 Scrutiny of portfolio holder action to identify risks in delivery of agreed budget. 		
Herefordshire Council Plan – Delivery Plan Working Group Agree findings of the delivery plan working group	Final working group report	Statutory Scrutiny Officer
Work programme • Review work programme	Draft work programme	Statutory Scrutiny Officer

20 May 2025 report deadline 8 May 2025 pre meeting lines of enquiry planning May 2025

Topic and Objectives	Evidence required	Attendees*
 Hoople How does our relationship with Hoople deliver value for money for the council? How does Hoople itself deliver value for money? What are Hoople's areas of competence and expertise? How does the council balance the friction caused by having a client/supplier relationship with the benefits of having a Tekkal supplier and a specialist? How does the council capture Hoople's expertise in shaping relevant policies and plans? What has been in the impact of Hoople on the communities of Herefordshire? How does Hoople contribute to the priorities in the Council Plan and its annual delivery plan? 		Director of Finance
Work programme Review work programme	Draft work programme	Statutory Scrutiny Officer

Committee Meeting

1 July 2025 report deadline 19 June 2025 pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
 Workforce planning How does the council determine its workforce requirements? Where are the gaps in the current council staffing structures and 	Workforce strategy	Director of Human Resources and Organisational Development
skills, and what work is underway to fill those gaps?		

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 What has been the impact of MERS on the council's structure, and how will those impacts be addressed? What programmes are planned and are underway to develop the council's workforce? 		
Work programme • Review work programme	Draft work programme	Statutory Scrutiny Officer

30 September 2025 report deadline 18 September 2025 pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*	
Topic to be confirmed			
Work programme • Review work programme	Draft work programme	Statutory Scrutiny Officer	

^{*}The Director of Finance and all Cabinet portfolio holders have a standing invitation to each committee meeting. Portfolio holder attendance is dependent on the topic being discussed.

HEREFORDSHIRE COUNCIL FORWARD PLAN



This document, known as the Forward Plan, sets out the decisions which are expected to be taken during the period covered by the Plan by either Cabinet as a whole, or by individual Cabinet Members. The Plan is updated regularly and is available on the Herefordshire Council website (www.herefordshire.gov.uk) and from Council Offices. This edition supersedes all previous editions.

The council must give at least 28 days' notice of key decisions to be taken. A key decision is one which results in the council incurring expenditure or making savings of £500,000 or more, and/or is likely to be significant in terms of the strategic nature of the decision or its impact, for better or worse, on the amenity of the community or quality of service provided by the council to a significant number of people living or working in the locality affected.

Current cabinet members are listed below. For more information and links papers for Cabinet meetings please visit https://councillors.herefordshire.gov.uk/mgCommitteeDetails.aspx?ID=251

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

Documents submitted in relation to each decision will be a formal report, which may include one or more appendices. Reports will usually be made available on the council website at least 5 clear working days before the date of the decision. Occasionally it will be necessary to exempt part or all of a decision report from publication due to the nature of the decision, for example if it relates to the commercial or business affairs of the council. Other documents may be submitted in advance of the decision being taken and will also be published on the website unless exempt.

To request a copy of a decision report or related documents please contact governancesupportteam@herefordshire.gov.uk or telephone 01432 261699.

The following information is provided for each entry in the Forward Plan:

Heading	Contains
Report title and purpose	A summary of the proposal
Decision Maker and Due date	Who will take the decision and the date the decision is expected to be made
Lead cabinet member and officer contact(s)	The cabinet member with responsibility for this decision and the officers producing the decision report.
Directorate	The directorate of the council responsible for the decision.
Date uploaded onto plan	The date the decision was first uploaded and the notice period started for key decisions.
Decision type, exemptions and urgency	Whether the decision is a Key or Non-Key decision, if the report is expected to be fully open, partly exempt or fully exempt and if urgency procedures are being followed.

Decisions to be taken by Cabinet at a formal meeting are listed first, ordered by date, and include both Key and Non-Key decisions. Decisions to be taken by individual Cabinet Members are then listed, grouped by portfolio area and sorted by date. These include Key decisions only.

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Cabinet decisions by date (Key and Non-key list	ed)				
Addition of Capital Budget to deliver IT Capital Programme	Cabinet 28 November 2024	Cabinet member finance and corporate services Amy Swift, Portfolio Manager Amy.Swift2@herefordshire.gov.uk		30 October 2024	KEY
Q2 2024/25 Budget Report To report the forecast position for 2024/25 at Quarter 2, including explanation and analysis of the drivers for the material budget variances, and to outline current and planned recovery activity to reduce the forecast overspend. To provide assurance that progress has been made towards delivery of the agreed revenue budget and service delivery targets, and that the reasons for major variances are understood and are being addressed to the cabinet's satisfaction.	Cabinet 28 November 2024	Cabinet member finance and corporate services Rachael Sanders, Director of Finance Rachael.sanders@herefordshire.gov.uk Tel: 01432 383775	Corporate Support Centre	NEW ITEM	Non Key Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Q2 Performance Report 2024/25 To review performance of Quarter 2 (Q2) 2024/25 and to report the performance position across all Directorates for this period.	Cabinet 28 November 2024	Cabinet member finance and corporate services Jessica Karia, Head of Corporate Performance and Intelligence jessica.karia@herefordshire.gov.uk Tel: 01432 260976	Corporate Support Centre	30 October 2024	Non Key Open
The New Public Realm Services Defines the new public realm services for procurement	Cabinet 28 November 2024	Cabinet member community services and assets Alex Deans, Interim Programme Director – Major Contracts Alex.Deans@herefordshire.gov.uk	Economy and Environment	30 October 2024	KEY Open

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Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Corporate Parenting Strategy To approve the corporate parenting strategy	Cabinet 19 December 2024	Cabinet member children and young people Caroline Marshall, Project manager, Julie Mepham caroline.marshall3@herefordshire.gov.uk, Tel: 01432 260249,	Children and Young People	30 October 2024	KEY Open
Ofsted Monitoring Visit Feedback To share the feedback letter from Ofsted following their fifth Monitoring Visit conducted 8th to 23rd October, with site days 22nd/23rd October 2024	Cabinet 19 December 2024	Cabinet member children and young people Maxine David, Executive Support Officer, Tina Russell, Corporate Director Childrens and Young People maxine.david@herefordshire.gov.uk, tina.russell@herefordshire.gov.uk Tel: 01432 260044, Tel: 01432 260 267	Children and Young People	30 October 2024	Non Key Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Herefordshire and Worcestershire Group Training Association Ltd (HWGTA) Investment Partnership Model To develop a business case outlining options for a preferred investment model and; to approve the preferred investment model option for the HWGTA Ltd and Herefordshire Council partnership to enable the development of a vocational centre of excellence on Skylon Park.	Cabinet 23 January 2025	Cabinet member community services and assets Joni Hughes, Head of Chief Executive's Office, Gabriela Singh, Project Manager Joni.Hughes@herefordshire.gov.uk, Gabriella.Singh@herefordshire.gov.uk Tel: 01432 260598, Tel: 01432 260375	Corporate Support Centre	30 October 2024	KEY Open
New care facility To consider and agree the business case to invest in and develop the council's own care facility in Herefordshire to meet future demand	Cabinet 23 January 2025	Cabinet member adults, health and wellbeing Hilary Hall, Corporate Director Community Wellbeing, Hayley Doyle, Service Director - All Age Commissioning Hilary.Hall@herefordshire.gov.uk, Hayley.Doyle@herefordshire.gov.uk Tel: 01432 260832	Community Wellbeing	30 October 2024	KEY
Cabinet Member Decisions (Key decisions only)					

Portfolio: adults, health and wellbeing

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Community Spaces Capital Grant Scheme Following the approval of the outline business case for the community spaces capital grant scheme this is to approve the approach and drawdown of the £2million allocated within the capital budget. The aims of the grant scheme are to: a. transform and improve existing/unused buildings for community benefit b. create improved spaces for communities to connect and for events and activities to be delivered c. increase opportunities for people to access integrated services in their community d. target areas of health inequalities and deprivation	Cabinet member adults, health and wellbeing 15 November 2024	Cabinet member adults, health and wellbeing Emily Lowe, Talk Community Development Lead Emily.Lowe2@herefordshire.gov.uk Tel: 01432 383423	Community Wellbeing	30 October 2024	KEY Open
Portfolio: children and young people					
Accommodation based support for children in care and care leavers aged 16-21 To seek approval to commission, by means of a competitive tender process in line with the council's contract procedure rules, an accommodation based service for 16-25 year old children in the Council's care and care leavers. The accommodation based support service is currently delivered by Caring for Communities and People (CCP) and is due to expire on 31 March 2025.	Cabinet member children and young people 11 November 2024	Cabinet member children and young people Wendy Dyer, Commissioning Officer Communities Wendy.Dyer@herefordshire.gov.uk Tel: 01432 261673	Community Wellbeing	30 October 2024	KEY Open

	Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency		
	Schools Budget 2025/26 To approve school forum's recommended budget proposals for school budgets, central school services and early years within the Dedicated Schools Grant (DSG) for 2025/26	Cabinet member children and young people 14 February 2025	Cabinet member children and young people Clare Bellis-powley, Senior Finance Business Partner clare.bellis-powley@herefordshire.gov.uk	Children and Young People	NEW ITEM	KEY Open		
	Portfolio: community services and assets							
r	High Needs Provision Capital Grant spend To approve the spend of the High Needs Provision Capital Grant to extend our inclusion offer in mainstream schools, increase places for children with Special Educational Needs and Disabilities (SEND) and to improve Alternative Provision (AP) education arrangements	Cabinet member community services and assets 8 November 2024	Cabinet member community services and assets Hilary Jones, Virtual headteacher, Caroline Marshall, Project manager, Quentin Mee, Head of Educational Development hjones@herefordshire.gov.uk, caroline.marshall3@herefordshire.gov.uk, Quentin.Mee@herefordshire.gov.uk Tel: 01432 260579, Tel: 01432 260249,	Children and Young People	30 October 2024	KEY Open		

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Student Accommodation Update and Recommendations To update Cabinet Member on the progress and budget for the project	Cabinet member community services and assets 28 November 2024	Cabinet member community services and assets Joni Hughes, Head of Chief Executive's Office, Susan White, Programme Manager Joni.Hughes@herefordshire.gov.uk, Susan.White2@herefordshire.gov.uk Tel: 01432 260598, Tel: 01432 260070	Economy and Environment	30 October 2024	KEY Open
Portfolio: economy and growth					
Portfolio: environment					
Warm Homes: Local Grant We are seeking approval to apply for and spend funding under the new Warm Homes: Local Grant funding scheme	Cabinet member environment December 2024	Cabinet member environment Bernadette Muldowney, Programme Management Office Bernadette.Muldowney@herefordshire.gov.uk	Economy and Environment	NEW ITEM	KEY Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency				
Portfolio: finance and corporate services	Portfolio: finance and corporate services								
Household Support Fund 6 To accept the Household Support Fund allocation from the Department of Work and Pensions. To also approve the local eligibility approach for allocation of the funding for the Household Support Fund.	Cabinet member finance and corporate services 18 November 2024	Cabinet member finance and corporate services Emily Lowe, Talk Community Development Lead, William Merriman, Senior Project Manager, Nikki Stroud, Talk Community Children and Families Lead Emily.Lowe2@herefordshire.gov.uk, William.Merriman2@herefordshire.gov.uk, nikki.stroud@herefordshire.gov.uk Tel: 01432 383423,	Corporate Support Centre	30 October 2024	KEY Open				
Portfolio: roads and regulatory services									

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
2025/26 Capital Investment in Existing Highway Infrastructure To authorise the spend/investment in the public realm assets and infrastructure in 2025/26 following Council's resolution at the Council meeting 10 February 2023, to approve the proposed Capital Programme for 2023/24 through to 2026/27.	Cabinet member roads and regulatory services 13 November 2024	Cabinet member roads and regulatory services Ed Bradford, Head of Highways and Traffic Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786	Economy and Environment	30 October 2024	KEY Open
24/25 Winter Service To seek approval for the arrangements being made for the provision of winter service during the period of 2023 through to 2024 season, as set out in the Winter Service Plan. The Winter Service Plan continues to build on existing best practice and the findings of reviews that have taken place both locally and nationally. Herefordshire Council will continue to meet its duties towards the maintenance of the highway network in full and by working in partnership with Herefordshire's communities, wherever practicable, enhance the county's resilience to the impact of prolonged or severe winter weather.	Cabinet member roads and regulatory services 5 December 2024	Cabinet member roads and regulatory services Bruce Evans, Engineering Manager bje@herefordshire.gov.uk Tel: 07792880548	Economy and Environment	30 October 2024	KEY Open