

# Agenda

## Scrutiny Management Board

Date: **Tuesday 1 July 2025**

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Time: **2.00 pm**

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Place: **Conference Room 1 - Herefordshire Council, Plough Lane Offices, Hereford, HR4 0LE**

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

For any further information please contact:

**Danial Webb, Statutory Scrutiny Officer**

Tel: 01432 260659

Email: [Danial.Webb@herefordshire.gov.uk](mailto:Danial.Webb@herefordshire.gov.uk)

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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](mailto:Danial.Webb@herefordshire.gov.uk) in advance of the meeting.

# **Agenda for the meeting of the Scrutiny Management Board**

## **Membership**

<b>Chairperson</b>	<b>Councillor Ben Proctor</b>
<b>Vice-chairperson</b>	<b>Councillor Louis Stark</b>

**Councillor Jenny Bartlett**  
**Councillor Simeon Cole**  
**Councillor Frank Cornthwaite**  
**Councillor Pauline Crockett**  
**Councillor Dave Davies**  
**Councillor Toni Fagan**  
**Councillor Liz Harvey**  
**Councillor Ed O'Driscoll**  
**Councillor Richard Thomas**  
**Councillor Rob Williams**

## Agenda

	Pages
<b>1. APOLOGIES FOR ABSENCE</b> To receive apologies for absence.	
<b>2. NAMED SUBSTITUTES</b> To receive details of members nominated to attend the meeting in place of a member of the board.	
<b>3. DECLARATIONS OF INTEREST</b> To receive declarations of interests from members of the board in respect of items on the agenda.	
<b>4. MINUTES</b> To receive the minutes of the meeting held on 26 March 2025.	9 - 18
<b>HOW TO SUBMIT QUESTIONS</b>	
The deadline for the submission of questions for this meeting is 5pm on Wednesday 25 June 2025.	
Questions must be submitted to <a href="mailto:councillorservices@herefordshire.gov.uk">councillorservices@herefordshire.gov.uk</a> .	
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 <a href="http://www.herefordshire.gov.uk/getinvolved">www.herefordshire.gov.uk/getinvolved</a>	
<b>5. QUESTIONS FROM MEMBERS OF THE PUBLIC</b> To receive any written questions from members of the public.	
<b>6. QUESTIONS FROM COUNCILLORS</b> To receive any written questions from councillors.	
<b>7. Q4 2024/25 BUDGET REPORT</b> To present the financial outturn position for 2024/25 for revenue and capital budgets, subject to external audit, as reported to Cabinet at the meeting in June 2025.	19 - 62
<b>8. WORK PROGRAMME</b> To consider the work programme for the board.	63 - 86
<b>9. DATE OF THE NEXT MEETING</b> Monday 8 December 2025, 10am	



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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 Wednesday 26 March 2025 at 10.00 am**

**Present:** Councillor Ben Proctor (chairperson)  
Councillor Louis Stark (vice-chairperson)

Councillors: Jenny Bartlett, Simeon Cole, Frank Cornthwaite, Pauline Crockett, Toni Fagan, Liz Harvey, Ed O'Driscoll and Richard Thomas

**In attendance:** Councillors Barry Durkin (Cabinet Member Roads and Regulatory Services, remote attendee), Carole Gandy (Cabinet Member Adults Health and Wellbeing), Jonathon Lester (Leader of Herefordshire Council), Peter Stoddart (Cabinet Member Finance and Corporate Services), Elissa Swinglehurst (Cabinet Member Environment).

**Officers:** Simon Basran (Head of ICT and Digital, remote attendee) Simon Cann (Committee Clerk), Ross Cook (Corporate Director Economy and Environment), Hilary Hall (Corporate Director Community Wellbeing), Jessica Karia (Head of Corporate Performance and Intelligence), Rachael Sanders (Director of Finance), Rosie Thomas-Easton (Director of Strategy and Corporate Services), Alfie Rees-Glinos (Democratic Services Support), Danial Webb (Statutory Scrutiny Officer).

**118. APOLOGIES FOR ABSENCE**

Apologies had been received from Cllr David Davies.

**119. NAMED SUBSTITUTES**

There were no named substitutes.

**120. DECLARATIONS OF INTEREST**

For transparency Cllr Proctor make the committee aware that he sat on the Stronger Towns Board representing the City Council and pointed out that certain capital projects were linked to Stronger Towns..

**121. MINUTES**

The minutes of the previous meeting were received.

**Resolved:** That the minutes of the meeting held on 14 January 2025 be confirmed as a correct record and be signed by the Chairperson.

**122. QUESTIONS FROM MEMBERS OF THE PUBLIC**

No questions had been received from members of the public.

## **123. QUESTIONS FROM COUNCILLORS**

No questions had been received from councillors.

## **124. DIGITAL, DATA AND TECHNOLOGY**

The Chair introduced the item, which was focused on providing an overview of the Digital Data and Technology (DDaT) Strategy that had been implemented in March 2024.

The purpose of the item was for the committee to:

- Review the work packages delivered since the strategy's launch.
- Evaluate the impact on organisational performance and intelligence.
- Consider the strategic contributions and future deliverables.

The Cabinet Member Finance and Corporate Services pointed out that a key consideration during the development of the strategy was the inclusion of Artificial Intelligence (AI), which had experienced significant growth over the last 18 months. The strategy included AI as a placeholder, with plans to evolve its role as the capabilities and understanding of the technology evolved.

It was explained that technology was one of five enablers in the broader transformation strategy for the council. The DDaT work being carried out was not standalone and was integral to other transformation streams.

The Director of Strategy and Corporate Services emphasised the enabling nature of the DDaT Strategy, which supported the council's 'One Council' way of working. The strategy was now entering a review phase, having completed its first year of implementation. The review phase was characterised by: significant experimentation with technologies like AI, testing how digital tools could enhance customer service and resident interaction, and learning from practical application to inform future improvements.

The Director of Strategy and Corporate Services highlighted the rapid pace of technological change, which was continuously introducing new tools and opportunities. It was explained that councils across the UK were at different stages of technology adoption, some were ahead, whilst others lagged behind. Herefordshire Council had taken a collaborative approach, building relationships with other local authorities to learn from their experiences.

The Cabinet Member Finance and Corporate Services reinforced the council's position as a second-wave adopter of technologies such as generative AI. They aimed to learn from early adopters such as Derby City Council, avoid replicating mistakes made by others and integrate proven technologies into council workflows with greater insight and caution.

The Transformation Strategy was scheduled for publication at the end of the month. This would bring new models of working, which would be supported by further digital and technological implementation. The review of the DDaT strategy would align with these upcoming changes to ensure the council remained adaptable and strategically positioned.

The discussion was opened up to the committee, with the key points of debate being listed below:

1. The committee requested details regarding the council's vision of digital, data, and technology (DDaT).
  - The Director of Strategy and Corporate Services explained that the DDaT strategy supported the broader transformation strategy, which was aiming for a target operating model centred around communities, customer services, digital, commissioning, and organisation. The end goal would be to enhance organisational performance through better use of technology.
2. The Committee asked if the Customer Service Strategy would influence the DDaT Strategy.
  - The Director of Strategy and Corporate Services confirmed that both strategies were being refreshed and aligned together. Rapidly evolving technology and community feedback would inform an ongoing review, with the aim being to ensure that DDaT enabled customer engagement was inclusive and effective.
3. The committee enquired about how the council was supporting residents who were not digitally connected.
  - The Director of Strategy and Corporate Services acknowledged that not all residents were digitally literate or wanted to engage digitally, so opt-out options were available. New telephone systems offered both AI and the option to speak to a real person.
  - It was explained that the approach being taken was digital by design and not digital by default. Co-production with communities would ensure that inclusive pathways were being developed, such as the 'tea and tech' initiatives being run through libraries.
4. The question was asked as to whether more should be being done to support digital inclusion.
  - The Cabinet Member Finance and Corporate Services stressed the importance of digital inclusion and explained that the Transformation Strategy would include digital inclusion objectives such as improving understanding of what digital meant for users.
5. The committee asked how the council would measure success in the DDaT implementation.
  - The Director of Strategy and Corporate Services stated that key performance indicators (KPIs) would track staff productivity, service efficiency and resident satisfaction.
  - AI pilot programs such as Copilot and Magic Notes, would each have specific KPIs and feedback loops and these would be integrated into quarterly performance reports.
  - The Transformation Strategy would include outcome-based targets and ongoing monitoring. Specific, Measurable, Achievable, Relevant, Time-bound (SMART) targets were already in place and the council was building more sophisticated performance frameworks for improved tracking over time.

6. The committee asked for information regarding the way AI tools like Copilot and Magic Notes were being monitored.
  - The Director of Strategy and Corporate Services stated that each tool had KPIs defined with staff input. Initial feedback sessions were being conducted, with privacy, efficiency, productivity and collaboration being key focus areas. An evaluation of results would be published when the pilots had concluded.
7. The committee asked who oversaw AI governance.
  - The Cabinet Member Finance and Corporate Services stated that the AI Ethics and Governance Board monitored safety, ethics and risks. There were currently no councillors sitting on the board, but membership and terms of reference could be shared.
  - It was pointed out that general data protection regulation (GDPR) compliance was critical, and staff were required to sign agreements when accessing systems via personal devices.
8. The committee requested more information about the improvements being made to 'My Account'.
  - The Director of Strategy and Corporate Services explained that the improvements would form part of a major development program and that current user feedback was being used to help shape improvements.
  - It was acknowledged that currently some My Account issues were not being updated, as they relied on manual updates from Balfour Beatty, but plans were in place for automation with future contracts.
  - It was pointed out that enhancements were being developed so that councillors would be able to see reports and planning applications within their wards.
9. The committee enquired what bring your own device (BYOD) was and why it was being used.
  - The Director of Strategy and Corporate Services stated that BYOD allowed staff to access council services via personal devices. It was about flexibility and not cost saving. Strict security measures and agreements were in place to protect data.
10. The committee asked what was happening with the Mosaic social care system.
  - The Director of Strategy and Corporate Services explained that the system was being upgraded to the latest version to ensure better integration with other systems, It would continue to support social worker case management and productivity.
11. A committee member enquired about the status of broadband in the county and the 1,5% not covered by Fastershire.
  - The Cabinet Member Finance and Corporate Services stated that Fastershire delivered 30Mbps to 98.5% of homes in the county and that 75% now had fibre running to their premises.

- The remaining areas were part of 'Project Gigabit' managed by Building Digital UK. Starlink had been offered as a temporary solution in remote areas.
  - It was explained that future connectivity rollouts were more complex due to being based on telephone exchanges, not administrative boundaries.
12. The committee asked how data was being used for better services and partnerships.
- The Cabinet Member Finance and Corporate Services detailed how the council aimed to integrate data across services and partners, particularly in areas like early help in children's services. Integrated data across services and partners would be explicitly included as a goal in future strategies, although general data protection regulation (GDPR) and consent-based data sharing were key considerations.
13. The committee enquired if the council was seeking consent to use data more effectively.
- The Cabinet Member Finance and Corporate Services confirmed this was the case and work was ongoing to ensure data was used efficiently while respecting privacy laws. Consent processes were being reviewed as part of broader transformation.
14. The committee asked whether the DDaT Strategy would change over the next few years.
- The Director of Strategy and Corporate Services confirmed that the strategy would evolve as new technology emerged and feedback was incorporated. A learning, listening and growing approach would be central to the council's philosophy and the Transformation Strategy would continue to shape and direct the council's digital efforts.

At the conclusion of the debate, the committee discussed potential recommendations and the following resolutions were agreed:

**That Herefordshire Council:**

- 1. Agrees an action plan to address digital exclusion in the county encompassing digital literacy, cost, infrastructure and other factors.**
- 2. Requests an update on work to enhance broadband provision across the county.**
- 3. Provides assurance that the refreshed Customer Services Strategy will drive a review of the digital, data and technology underpinning customer services, to ensure it is enabling residents to get the service they require.**

**125. QUARTER 3 FINANCIAL MONITORING**

The Director of Finance presented the financial performance report for Quarter 3 of the 2024/25 financial year. The report outlined the forecast outturn position as of 31 December 2024, reflecting three quarters of financial activity.

The Director of Finance reported a projected net overspend of £7 million, with management and recovery actions forecast to reduce this to £1.1 million by the year-end

(31 March 2025). It was highlighted that this outcome contrasted positively with the national trend, where 30 local authorities had applied for exceptional financial support during the same period.

It was emphasised that Herefordshire's relatively stable position was not attributable to chance, but rather to robust and consistent financial management, both in-year and over several previous financial years. It was noted that continued vigilance and work remained necessary. Quarter 4 efforts would focus on: ongoing expenditure control measures, managing and reducing discretionary spend, focusing on the realistic delivery of savings and conducting activity data reconciliation as part of year-end close-down procedures.

The Director of Finance acknowledged that it had been a challenging year nationally for local authorities, due to rising demand, cost pressures, and increased complexity of care. In this context, Herefordshire's delivery of ambitious savings targets further underscored the strength of financial oversight. In addition, the report highlighted significant future financial risk associated with the Dedicated Schools Grant (DSG), especially regarding councils' responsibilities for Special Educational Needs (SEN) provision.

The capital forecast outturn as of Quarter 3 stood at £80 million, with further delivery and financial commitments continuing into 2025/26, particularly for major projects.

The Cabinet Member Finance and Corporate Services supported the report and thanked the Director of Finance and her team for the improved quality and clarity of financial reporting, which had earned national recognition with an award for financial reporting in November 2024.

The Cabinet Member Finance and Corporate Services commended Cabinet colleagues for their active engagement with monthly budget reports and for ensuring accountability within their directorates. Continued enforcement of stringent financial controls was noted, including: mandatory director sign-off for any expenditure over £500, the continuation of savings boards and oversight mechanisms introduced in the previous financial year and now extended into 2025/26.

The Cabinet Member Finance and Corporate Services concluded by attributing Herefordshire's strong financial position to the combined effect of tight procedural controls, engaged leadership, and the dedicated efforts of the finance team.

Questions were invited following the presentation, with the key points of debate being listed below:

1. The Committee enquired why the targeted amount of £2.66 million savings relating to the Thrive programme had not been delivered.
  - The Director of Finance explained that there had been difficulties in reducing third-party spend due to contractual constraints and supplier resistance.
  - The Director of Strategy and Corporate Services pointed out that delays in automation and digital transformation had hindered income generation.
2. The committee enquired as to whether the £2.4 million at-risk savings from mutual early resignation (MER) were being absorbed in other areas.

- The Director of Finance confirmed that some were being absorbed into directorate budgets, but frontline posts, like social workers, were excluded from MER.
  - The Corporate Director Community Wellbeing pointed out that plans for 2025–26 would focus on vacant post deletions rather than redundancies.
3. The committee requested details regarding how demographic pressures from an aging population would likely affect savings delivery.
    - The Cabinet Member Adults Health and Wellbeing stated that care needs were rising sharply. Residential care numbers had increased by 23% and costs by 19%, this had resulted in £2.1million in additional cost pressures.
  4. The committee asked about the rising costs in community wellbeing and its implications.
    - The Cabinet Member Adults Health and Wellbeing responded that increased care needs and homelessness were driving costs. Modelling was underway to forecast future pressures and plan investment in council-run facilities.
  5. The Committee questioned whether £1.9 million interest income should be used to cover overspends.
    - The Director of Finance explained that this was not treated as a saving and it was a treasury gain used to reduce reliance on reserves
  6. A committee member asked if it was likely that failing savings would trigger staff redundancies in the future.
    - The Cabinet Member Finance and Corporate Services stated that there were no plans for redundancies and that savings would be achieved by not filling existing vacancies.
  7. The committee focused on special education needs and disability (SEND) and home-to-school transport and enquired as to why £200,000 savings in SEND transport had not been delivered.
    - The Director of Finance explained that the situation was still under review. Delays had occurred, but options involving a council-owned fleet were still being explored, and findings from PwC's earlier transformation review would be feeding into future plans.
  8. The committee asked why the Corporate Risk Register hadn't been published since March 2023.
    - The Cabinet Member Finance and Corporate Services stated that a new strategy had been approved by Audit & Governance and the register would be published quarterly from June 2025. The Scrutiny Management Board was to be included in oversight and member training on risk responsibilities was being planned.
  9. The committee raised concerns regarding the Dedicated Schools Grant (DSG) and whether the DSG deficit might return to council accounts.

- The Cabinet Member Finance and Corporate Services explained that the council had reserves to absorb the £17.1 million DSG deficit without triggering a Section 114 notice.
10. The committee questioned why capital delivery was consistently under target.
- The Director of Finance and Cabinet Member Finance and Corporate Services acknowledged the need for better forecasting and provided a commitment to improve reporting and challenge project timelines. Delivery was increasing and the project management office (PMO) restructure aimed to strengthen this further.
11. The committee questioned whether the capital program was realistically forecast and noted that many savings/commitments didn't appear to match with spend data.
- The Director of Finance and Cabinet Member Finance and Corporate Services agreed that capital reporting could be improved and would benefit from clearer commentary and a focus on spend commitments vs forecast.
12. The committee queried why the government's local authority data explorer indicators were not being used in performance reports.
- The Cabinet Member Finance and Corporate Services and Head of Corporate Performance and Intelligence explained that the council had developed 10 bespoke indicators for more relevant local performance tracking. Government metrics were still considered, but were less reflective of local conditions.

At the conclusion of the debate, the committee discussed and agreed the following recommendations.

**That Herefordshire Council:**

- 1. Undertakes a risk assessment regarding the major cumulative risks facing the council including the Dedicated Schools Grant and SEND transport, and the steps being taken to mitigate these risks.**
- 2. Engages all members regarding the major cumulative risks including the Dedicated Schools Grant and SEND transport, and the steps being taken to mitigate these risks.**
- 3. Ensures that the council's risk register is shared with scrutiny committees as part of their work programme planning.**

**126. QUARTER 3 PERFORMANCE REPORT**

The committee had agreed to include and refer to the Quarter 3 performance report as part of the preceding item on Quarter 3 financial monitoring.

**127. HEREFORDSHIRE COUNCIL PLAN - DELIVERY PLAN WORKING GROUP**

The committee was informed that the papers for this item were not available yet and the item would have to be deferred.



**Resolved:**

**That: the item be deferred until the papers were available.**

## **128. RECOMMENDATIONS UPDATE**

The Statutory Scrutiny Officer introduced and provided an overview of the report. It was explained that a review of scrutiny recommendations was carried out in October 2024. The report contained responses received, so far, to recommendations made by the Scrutiny Management Board since 2023. It was pointed out that all of the recommendations made had been shared with officers on at least two occasions.

The Statutory Scrutiny Officer pointed out that the other scrutiny committees who had received the report had requested more time to consider the content and decide what to do next with the provided responses, whether that be: responding to them, seeking more information or closing them down.

The committee stated that the Executive not responding to recommendations from scrutiny committees was unacceptable. The committee noted that scrutiny was a statutory requirement when operating a cabinet-based system of governance. Regardless of the quality of recommendations or whether or not it agreed with them, the Executive should always respond to recommendations put to it.

It was proposed that an explanation be sought as to why the Executive had failed to respond to so many recommendations and that urgent action be taken to rectify the situation.

The Cabinet Member for Finance and Corporate Services agreed with the committee and said it was unacceptable that recommendations were not being responded to, as scrutiny provided the reinforcement of the democratic process. An assurance was given that the situation would be resolved.

At the conclusion of the debate, the committee discussed potential recommendations and the following resolutions were agreed:

**That Herefordshire Council:**

- 1. Ensures that the Statutory Scrutiny Officer drafts a cross-scrutiny committee protocol, to ensure timely responses with faster escalation as required to outstanding recommendations.**
- 2. Asks the Executive to explain the failure to respond to outstanding recommendations.**
- 3. Provides training on producing recommendations to all members of scrutiny committees.**

## **129. WORK PROGRAMME**

It was explained that the work programme was still being finalised.

It was noted that a number of potential items for the work programme had been suggested during the course of the meeting and that these would be discussed, along with other potential subjects, in a work programming session ahead of the committee's next scheduled meeting in May.

The committee agreed to consider the content of the Corporate Risk Register as a potential topic for scrutiny once the committee had been provided with a copy of it.

**130. DATE OF THE NEXT MEETING**

Tuesday 20 May 2025, 2pm

The meeting ended at: 13:08pm

**Chairperson**



# Title of report: 2024/25 Quarter 4 Budget Outturn Report

**Meeting: Scrutiny Management Board**

**Meeting date: Tuesday 1 July 2025**

**Report by: Director of Finance**

## **Classification**

Open

## **Decision type**

This is not an executive decision

## **Wards affected**

(All Wards);

## **Purpose**

To present the financial outturn position for 2024/25 for revenue and capital budgets, subject to external audit, as reported to Cabinet at the meeting in June 2025.

## **Recommendation(s)**

**That Scrutiny Management Board:**

- a) notes the outturn revenue and capital outturn position for 2024/25; and
- b) provides views and any recommendations it wishes to make.

## **Alternative options**

1. 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 outturn position for 2024/25 is likely, in the near future, to have a material impact on future council policy and strategies.

## **Key considerations**

2. The report included at Appendix B presents the outturn underspend position for 2024/25 of £0.5 million (0.2% of budget) after the use of reserves and recovery actions implemented by management during the year. Detailed explanations for variances from budget are set out in

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

Appendix C, by Directorate and Service. This report was presented at the Cabinet meeting on 5 June 2025.

3. The outturn position has been monitored closely throughout the year and management actions were identified to respond to in-year cost pressures. These measures included:
  - establishment of the Budget Resilience Reserve following a review of the adequacy of earmarked reserves in Quarter 3 of 2024/25;
  - planned allocation of the Budget Resilience Reserve in 2024/25 to mitigate the impact of cost pressures and volatility in demand in Directorate budgets;
  - challenge of forecast expenditure over the remainder of the financial year through Directorate expenditure control panels; and
  - a review of financing transactions, Minimum Revenue Provision (MRP) and other corporate budget items aligned to forecast delivery of the Capital Programme and borrowing requirements as part of year end reconciliation and closedown activity.
4. The outturn position assumes a transfer of £4.0 million from the Budget Resilience Reserve, applied to expenditure in adult social care and temporary accommodation budgets in the Community Wellbeing Directorate in 2024/25.
5. This reduces the reserve balance from £11.0 million to £7.0 million at 31 March 2025. The Earmarked Reserves and General Balances Policy Statement 2025/26, reviewed by Cabinet in January 2025, confirms that this balance will be carried forward at 31 March 2025 to manage future emerging risks and in-year budgetary pressures over the medium-term period.
6. The budget amendment, approved in February 2024, allocated additional budget of £2.3 million to the Children & Young People Directorate in 2024/25 to mitigate against non-delivery of savings.
7. The additional allocation was not added to the Directorate budget in 2024/25 and no transaction to transfer funding from the identified reserves was processed. Throughout 2024/25, the £2.3 million allocation has been reported separately in monthly Directorate budget monitoring reports and in quarterly reports to Cabinet to ensure transparency in respect of the forecast use of the additional allocation.
8. Monitoring of the Children & Young People Directorate position from Quarter 1 of 2024/25 reported £1.3 million of the savings target as delivered with £1.0 million reported as 'in progress'. In-year delivery of savings, the assessment of risk in respect of the deliverability of 'in progress' savings and the Directorate forecast outturn position provided increasing assurance throughout 2024/25 that the budget amendment, intended to mitigate non-delivery of savings, was not required. At Quarter 4, the savings have been delivered in full and the Directorate has delivered an underspend position.
9. Transactions to and from reserves are processed as part of the council's year-end closedown processes. As the reserve funding had not been transferred to the Directorate at the start of the financial year, no transaction to return reserve funding to its original source was required.

## **Community impact**

10. 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

11. 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.
12. This report is to review the financial outturn at Quarter 3 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

13. 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.
14. The mandatory equality impact screening checklist has been completed for this activity, and it has been found to have no impact for equality.

## Resource implications

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

## Legal implications

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

## Risk management

17. Set out the risks relating to the recommended action (and alternative options), their consequences and any mitigating actions. Information in this section should be completed by the report author.

## Consultees

18. None in relation to this report.

## Appendices

Appendix A - Cabinet Report Q4  
 Appendix B - Revenue outturn  
 Appendix C - Capital outturn  
 Appendix D - Treasury management outturn  
 Appendix E - Savings delivery  
 Appendix F - Earmarked Reserve balances

## Background papers

None Identified.



# **Title of report: Q4 2024/25 Budget Report**

**Meeting: Cabinet**

**Meeting date: Thursday 5 June 2025**

**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 provisional financial outturn position for 2024/25 for revenue and capital budgets, subject to external audit. The 2024/25 outturn shows a net underspend of £0.5 million after the use of reserves and implementation of recovery plan actions.

## **Recommendation(s)**

**That: Cabinet**

- a) review the financial outturn for 2024/25, as set out in the appendices A-E, and identifies any additional actions to be considered to achieve future improvements; and**
- b) agree the transfer of the reported underspend of £0.5 million to increase the General Fund Balance.**

## **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.
3. This report presents the outturn underspend position for 2024/25 of £0.5 million (0.2% of budget) after the use of reserves and recovery actions implemented by management during the year. Detailed explanations for variances from budget are set out in Appendix A, by Directorate and Service Area.
4. In November 2024, Cabinet approved the transfer of £11.0 million from the Business Rates risk reserve to establish a Budget Resilience Reserve to mitigate against in-year cost pressures. The outturn position assumes a transfer of £4.0 million from the Budget Resilience Reserve, applied to expenditure in adult social care and temporary accommodation budgets in the Community Wellbeing Directorate in 2024/25.
5. This reduces the reserve balance from £11.0 million to £7.0 million at 31 March 2025. The Earmarked Reserves and General Balances Policy Statement 2025/26, reviewed by Cabinet in January 2025, confirms that this balance will be carried forward at 31 March 2025 to manage future emerging risks and in-year budgetary pressures over the medium term period.
6. It is recommended that the £0.5 million underspend for the year ended 31 March 2025 is transferred to increase the General Fund Balance from £9.6 million to £10.1 million.
7. The General Fund Balance, expressed as a percentage of the council's net revenue expenditure, is a key measure of the council's financial resilience. The General Fund Balance was last increased in the year ended 31 March 2022 from £9.1 million to £9.6 million. At £10.1 million, the General Fund represents 4.4% of net revenue expenditure in 2025/26 and represents 2.3 weeks of spend.
8. The Children & Young People Directorate budget delivered an underspend of £2.8 million in 2025/26 and planned savings of £2.3 million have been delivered in full. The budget amendment, approved in February 2024, allocated additional budget of £2.3 million to the Directorate to mitigate against non-delivery of savings.
9. As savings have been delivered in full, the additional budget has not been used in 2024/25 and is presented as an underspend which contributes to the overall underspend position for the year as noted in Table 1: 2024/25 Revenue Outturn below. It is proposed that this budget is not returned to reserves (£1.3 million Financial Resilience Reserve, £0.9 million Care Market Costs) in the year ended 31 March 2025.



10. The revenue outturn position for 2024/25 by Directorate, is shown in Table 1 below.

**Table 1: 2024/25 Revenue Outturn**

<b>2024/25 Revenue Outturn</b>			
	<b>Revenue Budget £m</b>	<b>Outturn £m</b>	<b>Variance £m</b>
Community Wellbeing	76.2	77.8	1.6
Children & Young People	59.7	56.9	(2.8)
Economy & Environment	26.7	25.3	(1.4)
Corporate Services	22.2	23.9	1.7
SEN&Home to School Transport	9.3	12.7	3.4
<b>Directorate Total</b>	<b>194.1</b>	<b>196.6</b>	<b>2.5</b>
Central	16.4	15.7	(0.7)
<b>Sub-Total</b>	<b>210.5</b>	<b>212.3</b>	<b>1.8</b>
C&YP Budget Amendment	2.3	-	(2.3)
<b>Total</b>	<b>212.8</b>	<b>212.3</b>	<b>(0.5)</b>

### Delivery of Savings

11. 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 at 31 March 2025, £10.9 million (56%) of the approved savings have been delivered.
12. Where savings have not been delivered recurrently in 2024/25, a focused review of the original proposals and planned activity has been undertaken and revised savings plans have been developed, where appropriate, to confirm activity to deliver savings in 2025/26.
13. The revised savings plans will be approved as part of Directorate Savings Boards and Budget Boards in 2025/26 and delivery will be monitored robustly against approved targets as part of monthly routine budget monitoring arrangements.
14. The status of individual savings plans is included at Appendix D; a summary by Directorate is noted in Table 3 below.

**Table 3: Delivery of Savings 2024/25**

	<b>Approved Savings £m</b>	<b>Delivered £m</b>	<b>Not delivered £m</b>
Community & Wellbeing	3.2	2.4	0.8
Children & Young People	2.3	2.3	-
Economy & Environment	3.3	2.8	0.5
Corporate Services	2.8	1.2	1.6
Council-wide Savings	7.9	2.2	5.7
<b>Total</b>	<b>19.5</b>	<b>10.9</b>	<b>8.6</b>
	100%	56%	44%

## **Dedicated Schools Grant (DSG)**

15. 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. 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.
16. On 1 April 2024, the cumulative deficit brought forward was £6.1 million. The outturn position for 2025/26 is an overspend of £13.9 million in 2024/25. This increases the council's cumulative DSG deficit to £20.0 million at 31 March 2025. A deficit budget of £20.2 million has been approved for 2025/26; if expenditure is contained within the approved budget, the cumulative DSG deficit will total £40.2 million by 31 March 2026 which is the end of the statutory override period.
17. The Earmarked Reserves and General Balances Policy Statement 2025/26 reported to Cabinet in January 2025 highlighted forecast Earmarked Reserve balances (excluding Schools' balances) of £45.7 million at 31 March 2026. If reserves are required to support the council's financial position in 2025/26, there will be insufficient Earmarked Reserves to mitigate the cumulative deficit balance at 31 March 2026.
18. The risk to the council's overall financial position once the override period ends is being monitored 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.
19. 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.
20. Measures to contain the deficit and mitigate future cost and demand pressures will be managed by the Service through the DSG Deficit Management Plan and the financial impact of agreed mitigations will be monitored and reported throughout the year as part of the council's routine budget monitoring processes.

## **Capital Outturn**

21. The 2024/25 approved capital budget of £160.0 million has been revised to £97.0 million. The revised capital budget includes £15.3 million of unspent project budgets brought forward from 2023/24, approved movements of £0.3 million, £4.1 million additional grants and a reduction of £82.7 million reprofiled into future years, all of which are detailed at the bottom of Appendix B Table b. A summary breakdown is shown in Table 4 below.

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

	<b>2024/25 Budget £m</b>	<b>2025/26 Budget £m</b>	<b>2026/27 Budget £m</b>	<b>2027/28 Budget £m</b>	<b>Total £m</b>
February 2024 Council Approved Budget	160.0	50.8	19.2	-	230.0
Re-profile Budget	(82.7)	55.3	20.1	7.3	0.0
Other Approved Movements	0.3	2.5	-	-	2.8
23/24 Carry Forward	15.3	-	-	-	15.3
Additional Grant	4.1	31.8	22.4	20.4	78.7
<b>Revised Capital Budget</b>	<b>97.0</b>	<b>140.4</b>	<b>61.7</b>	<b>27.7</b>	<b>326.8</b>

22. The final spend position is £74.1 million which represents an underspend of £22.9 million against a budget of £97.0 million; an increase in underspend of £5.6 million from the position reported at Quarter 3. Full details for each project are in Appendix B, Table a. This underspend consists of £5.2 million projects that have delivered below the project budget and £17.7 million in respect of project budgets to be rolled forward for delivery 2025/26 (£11.7 million) and 2026/27 (£6.0 million). The full capital programme analysed by project for current and future years can be seen in detail by Appendix B Table b.

### **Community impact**

23. 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**

24. 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.
25. This report is to review the financial outturn at Quarter 3 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**

26. 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.
27. The mandatory equality impact screening checklist has been completed for this activity, and it has been found to have no impact for equality.

## **Legal implications**

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

## **Risk management**

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

## **Resource Implications**

30. 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**

31. 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: 2024/25 Revenue Outturn Quarter 4 (March 2025)

2024/25 Revenue Outturn at Quarter 4 (March 2025)			
	2024/25 Revenue Budget	Q4 Outturn	Q4 Outturn Variance
	£m	£m	£m
Community Wellbeing	76.2	77.8	1.6
Children & Young People	59.7	56.9	(2.8)
Economy & Environment	36.0	38.0	2.0
Corporate Services	22.2	23.9	1.7
<b>Directorate Total</b>	<b>194.1</b>	<b>196.6</b>	<b>2.5</b>
Central	16.4	15.7	(0.7)
<b>Sub-Total</b>	<b>210.5</b>	<b>212.3</b>	<b>1.8</b>
C&YP Budget Amendment	2.3	-	(2.3)
<b>Total</b>	<b>212.8</b>	<b>212.3</b>	<b>(0.5)</b>
	2024/25 Approved Revenue Budget £'000	Q4 Outturn £'000	Q4 Outturn Variance £'000
Community Wellbeing			
Director and Community Services	(14,634)	(10,853)	3,781
Adult Social Care and Housing	72,824	75,128	2,304
All Ages Commissioning	16,961	16,630	(331)
Public Health	1,082	879	(203)
<b>Directorate Total</b>	<b>76,233</b>	<b>81,784</b>	<b>5,551</b>
Budget Resilience Reserve	-	(4,000)	(4,000)
<b>Total</b>	<b>76,233</b>	<b>77,784</b>	<b>1,551</b>

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

**£2.4m overspend - 2024/25 and b/fwd 2023/24 Savings Plans considered 'at risk' of delivery**

**£2.3m overspend - Increase in demand for adult social care - Residential and Homecare**

**£1.0m overspend - General Fund Housing - Temporary Accommodation**

**£0.7m overspend - Discharge to Assess Pressures**

**£4.0m utilisation from the Budget Resilience Reserve**

**£0.6m utilisation from the Social Care Resilience Reserve**

**£0.3m utilisation from the Public Health Reserve**

Children & Young People	2024/25 Approved Revenue Budget £'000	Q4 Outturn £'000	Q4 Outturn Variance £'000
Central Children Directorate Costs	923	604	(319)
Education Skills & Learning	3,685	3,510	(175)
Performance Quality, Assurance & Safeguarding	8,133	7,219	(914)
Safeguarding and Family Support	46,915	45,602	(1,313)
<b>Sub Total</b>	<b>59,656</b>	<b>56,935</b>	<b>(2,721)</b>
Supplementary Budget Approval	2,303	0	(2,303)
<b>Directorate Total</b>	<b>61,959</b>	<b>56,935</b>	<b>(5,024)</b>

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

**£0.5m overspend - Looked After Children - Unaccompanied Asylum Seeking Children £0.2m overspend - Special Guardianship Allowance**

**£3.6m underspend - Net underspend - reduced headcount of Staff and Agency/Interims**

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

**£0.6m underspend - Looked After Children - Supported Accommodation**

**£0.3m underspend - Short Breaks**

**£0.2m underspend - Residential Placements**

**£0.2m underspend - reduced Legal costs - funded from provision**

**£0.1m utilisation from the Public Health Reserve**

**£2.3m Supplementary Budget Approval - Delivery of 3 Year Plan**

Economy & Environment	2024/25 Approved Revenue Budget £'000	Q4 Outturn £'000	Q4 Outturn Variance £'000
Director Management	55	615	560
Environment, Highways and Waste	22,630	20,168	(2,462)
Strategic Assets	3,217	3,002	(215)
Economy and Growth	794	1,566	772
<b>Sub-Total</b>	<b>26,696</b>	<b>25,351</b>	<b>(1,345)</b>
SEN & Home to School Transport	9,348	12,671	3,323
<b>Directorate Total</b>	<b>36,044</b>	<b>38,022</b>	<b>1,978</b>

**Key variances from budget (> £250k) at Q3:**

**£2.2m overspend - SEND Transport**

**£1.1m overspend - Home to School Transport (HTST)**

**£1.3m overspend - Development Planning Control Income**

**£0.7m overspend - 2024/25 and b/fwd 2023/24 Savings Plans considered 'at risk' of delivery**

**£1.2m underspend - Reduced Waste Disposal contract costs**

**£0.6m underspend - Reduced Energy costs**

**£0.4m underspend - Economic Development**

**£0.2m underspend - Market Towns**

**£0.2m underspend - Car Parking**

**£0.2m underspend - Strategic Assets**

**£0.2m underspend - Public Realm costs**

**£0.2m utilisation from the Public Health Reserve**

Corporate Services	2024/25 Approved Revenue Budget £'000	Q4 Outturn £'000	Q4 Outturn Variance £'000
Transformation and Strategy Services	7,600	9,454	1,854
Governance & Legal	5,639	5,373	(266)
HR & Organisational Development	1,866	1,806	(60)
Strategic Finance	7,063	7,265	202
<b>Directorate Total</b>	<b>22,168</b>	<b>23,898</b>	<b>1,730</b>

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

**£1.6m overspend - 2024/25 and b/fwd 2023/24 Saving Plans considered 'at risk' of delivery**

**£0.5m overspend - Project Management Office**

**£0.3m overspend - External Audit Fees**

**£0.6m underspend - Application of flexible capital receipts to fund transformation**

Central	2024/25 Approved Revenue Budget £'000	Q4 Outturn £'000	Q4 Outturn Variance £'000
<b>Central Total</b>	<b>16,352</b>	<b>15,700</b>	<b>(652)</b>

**Key variances from budget (> £250k) at Q3:**

**£0.5m underspend - WME dividend received for 24/25**

**£0.2m underspend - interest received not utilised against unmet savings**



## Appendix C

**Table A - 2024/25 Capital  
Programme Outturn**

					2024/25				
*Adjustments include 23/24 carry forwards and additional grants allocations	2024/25 Original Budgets £000s	Adjustments in Year* £000s			Current Capital Budget £000s	Q3 Forecast £000s	Outturn £000s	Outturn Variance to Current Budget £000s	Reason for Forecast Variance to Current Capital Budget
		2023/24 C/Fwd	Reprofile Table C	Grant & Other changes Table B					
Disabled facilities grant	2,000	1,009	0	815	3,824	3,484	3,266	-558	Additional £340k Grant was allocated late in February and therefore there wasn't time to spend it by the end of March and there were some delays on construction works on some of the properties purchased using the SHAP grant.
Empty Property Investment & Development	0	893	-300	0	593	593	306	-287	The construction works on Blackfriars St have not commenced as estimated but the contract has now been awarded, and works will take place in 25/26
Single Homelessness Accommodation Programme (SHAP)	455	0	0	460	915	915	896	-18	Completed under budget
Acquisition Fund for Housing Provision	0	0	0	2,500	2,500	250	111	-2,389	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 its available in year.

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Merton Meadow - Brownfield Land Release Fund	0	0	0	600	600	402	393	-207	Funded from a government grant (£2m). Re-profile due to slight delay in procuring and appointing master planners for the development. They are now contracted and have commenced work. Outline planning application to be submitted in the spring, to enable the flood alleviation scheme to commence in the autumn (in accordance with the requirements of the grant).
Swimming Pool Support Fund	0	0	0	83	83	83	79	-3	Completed under budget
Libraries Improvement Fund	0	0	-19	62	42	42	31	-11	Works to continue in 25/26

Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	7,400	227	-6,228	0	1,399	1,056	874	-525	Due to the delay in appointing a contractor to advise on RIBA stage 4 (construction designs) and implement the construction phase (RIBA 5) subject to being within budget. The council has proactively engaged contractors at each stage. To date there has been limited interest in a design and build approach. We are at advance stage of discussions with a major contractor regarding a direct award via a framework.
Stronger Towns Library & Learning Centre relocation to Shirehall	2,611	350	-2,687	0	274	274	295	22	
Shirehall Improvement Works	3,000	0	-3,000	0	0	0	0	0	
Property Improvements in Care Homes	550	0		0	550	475	225	-325	The contingency won't be required, so should deliver under budget and some works were late starting so will complete early 2025/26.
Community Capital Grants Scheme	1,800	200	-1,880	0	120	0	4	-116	Scheme has been launched late, so no grants issued in year, but a small amount of spend on officer time.

<b>Total Community Wellbeing Transformation Board</b>	<b>17,816</b>	<b>2,679</b>	<b>-14,114</b>	<b>4,519</b>	<b>10,900</b>	<b>7,573</b>	<b>6,481</b>	<b>-4,419</b>	
Key Network Infrastructure (Core Data Centre Switches & Corporate Wi-Fi)	0	28	0	0	28	28	20	-8	Completed under budget
HARC SAN Lifecycle Replacement	370	0	0	-160	211	155	155	-56	Completed under budget
Data Centre Equipment Lifecycle Replacement	0	137	0	-100	37	37	16	-21	Completed under budget
Windows Server Upgrades	0	155	-36	0	119	119	119	-1	
Device and Ancillary kit replacement programme	365	-178	0	0	187	187	158	-30	Less laptops were purchased than forecast
M365 E5 Implementation	150	0	0	77	227	227	191	-36	Some upgrades were delayed until April so the budget will be carried forward to fund costs in 25/26
Planning & Regulatory Services software	698	0	-28	0	670	200	3	-667	Due to the complexity of the procurement process and the broad scope of service areas involved, the process to appoint a new provider has been more time consuming than originally anticipated
Contact Centre Telephony Replacement	0	0	0	82	82	82	15	-67	Work was not completed by March and therefore the budget will carry forward to 2025/26 for these works to complete
Wide Area Network (WAN) Replacement	0	0	0	286	286	286	165	-121	Work was not completed by March and therefore the budget will carry forward to 2025/26 for these works to complete
VMWare Host Replacement	248	0	0	0	248	187	182	-65	Completed under budget
<b>Total IT &amp; Transformation Delivery Board</b>	<b>1,831</b>	<b>142</b>	<b>-64</b>	<b>185</b>	<b>2,094</b>	<b>1,508</b>	<b>1,023</b>	<b>-1,071</b>	

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Schools Capital Maintenance Grant	3,902	976	-1,595	18	3,300	3,300	3,278	-22	
Peterchurch Area School Investment	3,175	-26	-2,478	0	671	500	666	-6	
Brookfield School Improvements	3,875	703	-1,748	0	2,830	1,892	1,759	-1,070	Due to a delay in completing contract with the contractor and the retained multi-disciplinary team together with a decision to re-programme one phase of the project, initial payments were delayed, however the programme is still on track overall to complete by the end of Oct 2025.
High Needs Grant	3,328	143	-2,971	0	500	500	398	-102	Lower costs than estimated and Hampton Dene project has been delayed.
Basic Needs Funding	5,000	-16	-3,984	0	1,000	300	345	-655	Budget reprofiled due to delays with the appointment of the main contractor. It should be noted that this does not affect the completion date for the works at Aylestone School.
Childcare Expansion Capital Grant 2023-24	0	0	-296	296	0	0	13	13	
Preliminary works to inform key investment need throughout the county	23	186	0	0	210	210	194	-15	Completed under budget
School Accessibility Works	2,172	189	-1,837	0	524	590	617	93	Some schemes have progressed sooner than expected so accelerated spend approved

C & F's S106	1,047	-13	1,105	301	2,440	1,444	1,488	-952	<ul style="list-style-type: none"> <li>Kingstone High School Storage conversion and extension project (£318k) have been placed on hold while the school are re-evaluating their options</li> <li>Kingstone &amp; Thruxton Primary School - Small Group / Intervention room and Forest School Upgrades is expected to complete (£22k) under budget</li> <li>Kingstone High School - Access Corridor Installation has a very large budget and after tendering is expecting an underspend of (£187k)</li> <li>Ashfield Park Office and Reception Area extension (£663k) has a longer build programme than anticipated and some spend has been moved into the next FY</li> </ul> <p>The above project related delays/issues have prompted the reduction in forecast</p>
167 Work to Shirehall Annex (Care Leavers Base)	0	100	0	0	100	84	85	-15	Some furniture still needs to be purchased to complete the project, all construction works are complete.
Children's residential homes for 11- to 18-year-olds	424	0	-424	0	0	0	0	0	
Estates Capital Programme 2019/22	1,456	113	-331	0	1,238	1,238	806	-432	The car parks work came in under budget and the works at Shirehall has not progressed as early as expected.
Residual property works identified in the 2019 condition reports	650	129	0	0	779	429	344	-435	Underspend by £250k projects delivering under original budget or no longer required. There is one project that will complete by June 2025 to complete all this programme of works

Estates Building Improvement Programme 22-25	1,135	418	-1,053	0	500	400	474	-26	Underspend due to a combination of projects being delivered under budget and re-programming of works to account for receipt of statutory approvals and delivery during seasonal restrictions.
Estates Building Improvement Programme 2023-25	2,747	21	-1,768	0	1,000	906	799	-201	Underspend due to a combination of projects being delivered under budget and re-programming of works to account for receipt of statutory approvals and delivery during seasonal restrictions.
Estates Building Improvement Programme 2024-27	1,818	0	-918	0	901	820	689	-212	Underspend due to projects being delivered under budget and re-profiling of programme to focus on urgent works.
Building works from 2022 Condition Surveys	191	0	-181	0	10	2	4	-6	
Flexible Futures	0	110	0	0	110	110	89	-21	Completed under budget
Wye Valley Trust - Education Centre Investment	6,000	0	-6,000	0	0	0	0	0	
HWGTA - Development of Vocational Work Based Skills Investment	2,000	0	-2,000	0	0	0	0	0	
Green Homes Grant - Local Authority Delivery	0	40	0	0	40	1	1	-39	Project has delivered under budget

Home Upgrade Grant	4,646	0	0	0	4,646	4,125	3,628	-1,018	The underspend is based on the number of applications that have been received and can be delivered by March 2025. The grant budget is a 'ceiling' amount against which funds can be drawn down. Actual spend is always influenced by the type of applications coming forward and the resulting spend per property, which can only be estimated at the outset. A new scheme will continue in 25/26, following on from this current phase. There will be some works for surveys and agreement for some construction works to be carried out in April 2025 due to planning issues.
Employment Land & Incubation Space in Market Towns	10,000	98	-9,471	0	627	531	523	-104	Reflects a slight delay in finalising the RIBA stage 4 (construction designs) prior to seeking a contractor. Some changes are required to the highway's designs requiring a revision to the current planning approval. Contractor to be procured by April/ May and on site in summer 2025.
Leominster Heritage Action Zone	653	958		300	1,911	1,878	1,858	-53	Underspend relates to the £30k grant not claimed in 23/24 and project completing £23k under budget.
Gypsy & Traveller Pitch development	1,046	23	0	0	1,069	0	0	-1,068	Due to planning being refused a new business case will be required as an alternative plan is developed.
<b>Total Growth Delivery Board</b>	<b>55,287</b>	<b>4,152</b>	<b>-35,951</b>	<b>915</b>	<b>24,404</b>	<b>19,259</b>	<b>18,057</b>	<b>-6,347</b>	
Local Transport Plan (LTP)	15,466	0	0	0	15,466	15,466	15,466	0	
Extra Ordinary Highways Maintenance & Biodiversity Net Gain	151	213	0	0	365	207	206	-159	Works completed under budget and no use of the contingency.

Public Realm Maintenance - Mitigating Risk on the Network	193	832	0	0	1,025	404	333	-691	Works completed under budget and no use of the contingency.
Additional Pothole Allocation 23/24 & 24/25	3,660	0	0	0	3,660	3,660	3,660	0	
Winter Resilience	740	44	435	0	1,219	1,175	1,178	-41	Completed under budget
Resurfacing Herefordshire Highways	5,000	0	0	0	5,000	5,000	4,919	-81	Some contingency budgets were not required but the budget will be rolled forward and spent in 25/26
Natural Flood Management	337	43	-104	0	276	276	280	4	
Highways Infrastructure Investment	6,835	1,335	0	0	8,170	8,170	7,354	-816	There were delays on the bridge works to be carried out by BBLP, the work will be carried out in 25/26
Public Realm Improvements for Ash Die Back	367	296	-118	0	544	526	562	17	
Traffic Signal Obsolescence Grant and Green Light Fund		0	-271	541	270	270	3	-267	Other works were prioritised over these works in 24/25, the work will progress in 2025/26.
Hereford City Centre Transport Package	5,755	420	-5,375	0	800	597	604	-196	Challenging and protracted negotiations with legal teams at Network Rail and Transport for Wales in connection with the Transport Hub have delayed the point of certainty at which a contractor can be appointed, which has prevented construction expenditure originally planned for Q4.
Hereford City Centre Improvements (HCCI)	300	603	0	0	903	560	560	-343	Project completed 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	0	0	-289	This budget represents match-funding to the Levelling Up South programme and so being delivered together. Budget profiling is to match LUF South as noted below.



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Emergency Active travel Fund	0	31	0	0	31	31	31	0	
Active Travel Fund 4	150	98	0	0	248	121	76	-172	Underspend on the Barton Road element is to be reallocated to Quiet Routes. Though agreed in principle previously, this re-allocation was only formalised by Active Travel England in late December and so the budget could not be reprofiled until confirmed.
Southern Link Road	2,200	800	-1,620	0	1,380	639	356	-1,024	The need to procure alternative professional services rather than utilising Public Realm contract has delayed the start of works meaning that less work will be undertaken this financial year than anticipated.
Stronger Towns Fund - Greening the City	300	-2	0	0	298	11	11	-288	This element of Stronger Towns funding represents match funding for the Great Western Way part of the Levelling Up programme, and so the budget is profiled to match. Previous in-year budget figures reflect the original ST grant timeline and could only be reprofiled when the Stronger Towns board formalised approval for delivery in 25/26 alongside LUF.

LUF - Active Travel Measures (north of river)	3,715	196	-3,053	0	858	459	541	-316	Changes to scope arising from the consultation phases, alongside internal reviews of delivery priorities have elongated the design period compared to what had originally been envisaged. This has moved construction phases into 25/26. A revised timeline on this basis has previously been agreed in principle with DfT, extending the delivery period to March 2026. However, it has not been possible to reprofile the budget until more recently without the Project Adjustment Request which formalises the agreement, and so previous in-year forecasts could not reflect the proposed carryforward. The LUF North programme (Transport Hub) has also been impacted by the legal challenges and delays associated with Network Rail/Transport for Wales as noted under HCCTP above.
LUF - Active Travel Measures (south of river)	8,445	507	-5,029	0	3,923	335	289	-3,634	Comments as noted for LUF North
Integrated Wetlands	339	182	-616	591	497	375	197	-300	Much of the expenditure forecast for 24/25 related to the pilot scheme for school sewage treatment plant replacement, a new approach to phosphate mitigation. Natural England as a stakeholder raised a challenge to the way the pollution load from day pupils and boarders was being accounted for, which if justified risked making the scheme financially nonviable. A cautionary pause while the council's legal position was reviewed and ratified means that while the scheme is back on track, the main expenditure will now be in 25/26. Design for the Tarrington wetland remain on track but the land

									acquisition for the Dilwyn site did not take place in 2024/25 as expected.
Local Electric Vehicle Infrastructure Capital Fund (LEVI)	300	124	-424	0	0	0	0	0	
LEVI Pilot Fund Grant	0	0	-36	60	24	0	24	0	
Wye Valley National Landscape (previously AONB)	116	37	0	123	276	276	231	-45	Ring fenced grant to be carried forward for works to complete in 2025/26
Safer Streets 5	0	0	0	165	165	165	165	0	
Solar Photovoltaic Panels	1,007	64	-1,070	0	1	1	1	0	
Fastershire Broadband	2,508	272	0	-108	2,672	1,637	1,606	-1,066	Spend based on Gigaclear final claims for 24/25, all planned works have been delivered.
E & E's S106	4,045	1,223	-3,237	0	2,030	1,935	1,179	-852	CCG not claiming £280k income that is held for them. The property purchase in Ross was later than expected so the £250k conversion works will now take place in 25/26. Offsite Play and Open Space have under delivered by £260k on projects that were expected to complete.

Moving Traffic Enforcement Phase 2	119	25	0	0	144	0	0	-144	There is no plan to progress this project currently
Total Infrastructure Delivery Board	62,698	7,693	-21,229	1,372	50,534	42,297	39,832	-10,702	
UK Shared Prosperity Fund	845	103	0	0	948	935	946	-2	Majority of the grant was spent by March 2025
Waste	18,090	0	-11,393	0	6,697	6,697	6,323	-374	Phase 1 completed under budget
Rural Prosperity Fund	856	569	0	0	1,424	1,369	1,424	0	All the grant was spent by March 2025
Total Commissioning Delivery Board	19,790	671	-11,393	0	9,069	9,001	8,693	-375	

Total	157,422	15,338	-82,751	6,991	97,000	79,637	74,087	-22,914
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Projects delayed into 25/26, some with no decisions yet made on spend, others with delays in delivery.	-17,708
Project to deliver under budget, not spend full grant allocation or project not continuing.	-5,206
	-22,914

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Table B – Overall Capital Programme position 2024/25

Scheme Name	Prior Years	2024/25	2025/26	2026/27	2027/28	Total scheme
	£000s	budget	budget	budget	budget	budget
		£000s	£000s	£000s	£000s	£000s
Disabled facilities grant	0	3,824	2,200	2,200	2,200	10,424
Empty Property Investment & Development	0	593	600	0	0	1,193
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
<b>Total Community Wellbeing Transformation Board</b>	<b>2,508</b>	<b>10,900</b>	<b>16,003</b>	<b>13,174</b>	<b>2,253</b>	<b>44,837</b>
Key Network Infrastructure (Core Data Centre Switches & Corporate Wi-Fi)	527	28	0	0	0	555
HARC SAN Lifecycle Replacement	1	211	0	0	0	212
Data Centre Equipment Lifecycle Replacement	192	37	0	0	0	229
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	227	43	0	0	570
Planning & Regulatory Services software	0	670	726	0	0	1,396
Contact Centre Telephony Replacement	0	82	0	0	0	82
Wide Area Network (WAN) Replacement	0	286	0	0	0	286
VMWare Host Replacement	0	248	0	0	0	248
<b>Total IT &amp; Transformation Delivery Board</b>	<b>1,196</b>	<b>2,094</b>	<b>1,220</b>	<b>548</b>	<b>0</b>	<b>5,058</b>

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
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
Gypsy & Traveller Pitch development	808	1,069	0	0	0	1,877
<b>Total Growth Delivery Board</b>	<b>12,761</b>	<b>24,404</b>	<b>52,864</b>	<b>18,376</b>	<b>9,560</b>	<b>117,965</b>
Local Transport Plan (LTP)	0	15,466	21,348	15,466	15,466	67,746
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

Active Travel Fund 5	0	0	99	0	0	99
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	276	0	0	0	449
Safer Streets 5	0	165	0	0	0	165
Solar Photovoltaic Panels	1,063	1	535	535	0	2,134
Fastershire Broadband	30,958	2,672	0	0	0	33,630
E & E's S106	0	2,030	3,904	3,356	26	9,315
Moving Traffic Enforcement Phase 2	0	144	0	0	0	144
<b>Total Highways Maintenance Delivery Board</b>	<b>85,461</b>	<b>50,534</b>	<b>58,503</b>	<b>29,630</b>	<b>15,910</b>	<b>240,038</b>
UK Shared Prosperity Fund	187	948	401	0	0	1,536
Waste	0	6,697	11,393	0	0	18,090
Rural Prosperity Fund	281	1,424	0	0	0	1,706
<b>Total Commissioning Delivery Board</b>	<b>469</b>	<b>9,069</b>	<b>11,795</b>	<b>0</b>	<b>0</b>	<b>21,332</b>
<b>Total</b>	<b>102,394</b>	<b>97,000</b>	<b>140,385</b>	<b>61,728</b>	<b>27,723</b>	<b>429,230</b>



	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
Other approved Movements	266	2,543	-	-	2,809
23/24 Carry Forwards	15,338	-	-	-	15,338
Additional Grants	4,114	31,748	22,449	20,366	78,677
<b>Revised Capital Budget</b>	<b>97,000</b>	<b>140,385</b>	<b>61,728</b>	<b>27,723</b>	<b>326,836</b>

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Grant Additions since February Council						
		<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>£000s</b>
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
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
DEFRA - Wye Valley National Landscape		123				123
MHCLG - RS15 Grant			300			300
MHCLG - Additional 24/25 DFG Grant		340				340
DfT - Additional 25/26 LTP Grant			5,882			5,882
DfT - Active Travel Fund 5 Grant			99			99
MHCLG - UKSPS 25/26 Grant			401			401
		<b>4,114</b>	<b>31,748</b>	<b>22,449</b>	<b>20,366</b>	<b>78,677</b>
Other Movements		<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>£000s</b>
LHAZ additional budget approved at council		300	0	0	0	300
Acquisition Fund for Housing Provision approved at Council		2,500	2,500	0	0	5,000
M365 Project funded from reserves		77	43			120
Removal of Maylords Library Project		(2,611)				(2,611)

		266	2,543	0	0	2,809
Total Grants and other movements		4,381	34,291	22,449	20,366	81,486





## APPENDIX D TREASURY MANAGEMENT REPORT 2024/25

### Introduction

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

### Economic Context

- 2.1 The final quarter of the year saw:
- Gross Domestic Produce is low at 0.1% for the final quarter of the year, giving 1.1% overall growth for the financial year.
  - Unemployment is currently 4.5%, with annual wage inflation at 6%.
  - Consumer Price Index (CPI) inflation has increased in the last quarter of the financial year to 3% in January, 2.8% in February and 2.6% in March.
  - Borrowing has become more expensive over 2024/25, Gilt yields rose in the Autumn and have remained elevated.
- 2.2 In March, the Bank of England voted to keep interest rates unchanged at 4.5% and suggested that further reductions would be gradual. The latest projections from our treasury management advisors suggest the bank rate will continue to decrease in a cut and hold pattern, falling to 3.5% at the end of the 2025/26 financial year.

### Investments

- 3.1 At 31 March 2025, the council held investments as shown in table 1.

**Table 1 Investment Portfolio**

Treasury investments	Term	Maturity date	Interest rate	Amount invested £m
<b>Instant Access Money Market Funds:</b>				
Federated	N/A	N/A	4.53%	10.00
Aberdeen Standard	N/A	N/A	4.53%	10.00
Invesco	N/A	N/A	4.53%	7.00
CCLA	N/A	N/A	4.50%	4.61
<b>95 Day Notice Bank Accounts:</b>				
Barclays (ESG green deposits)	N/A	16/06/2025	4.40%	5.00
<b>Fixed Term Deposits:</b>				
Central Bedfordshire Council	181 days	20/05/2025	5.20%	5.00
<b>Total treasury investments</b>			<b>Average 4.59%</b>	<b>41.61</b>

3.2 The council applies the credit worthiness service provided by MUFG Corporate Markets (formerly Link). 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 MUFG 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 2024/25m resulting in an underspend of £2.6 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
Apr 24	54.6	5.31%	0.221
May 24	61.0	5.27%	0.273
Jun 24	64.0	5.26%	0.276
Jul 24	76.2	5.23%	0.339
Aug 24	75.4	5.06%	0.324
Sep 24	68.5	5.01%	0.282
Oct 24	69.7	4.97%	0.294
Nov 24	71.6	4.82%	0.284
Dec 24	60.5	4.79%	0.246
Jan 25	61.5	4.76%	0.249
Feb 25	49.8	4.66%	0.178
Mar 25	42.8	4.59%	0.167
<b>Total</b>			<b>3.133</b>

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

## Borrowing

4.1 The council can only borrow up to its Authorised Borrowing Limit which represents the affordable limit determined in compliance with the Local Government Act 2003. It is the

maximum amount of debt that the authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements. The Authorised Borrowing Limit for external borrowing for 2024/25 is £350m which was approved in the Treasury Management Strategy.

4.2 At 31 March 2025, the council held long-term borrowing of £138.8m; this includes a new long-term loan of £25m which has been secured during the financial year (20-year repayment term at 5.44% interest). The council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR), this is the capital expenditure that has not yet been paid for by revenue or other resources. The council's CFR at 31 March 2025 is £326.0m, which demonstrates that the Council has significant internal borrowing when compared to the actual long-term borrowing (excluding PFI liabilities).

4.3 The current capital financing budget position is shown in table 3. The underspend has arisen from utilisation of internal borrowing over external borrowing, alongside a slippage in the capital investment budget spend.

**Table 3: Summary of borrowing budget**

	Budget £m	Outturn £m	(Surplus)/deficit £m
Minimum Revenue Position (MRP)	9.7	9.2	(0.5)
Interest Payable on loans	5.8	4.8	(1.0)
<b>Total</b>	<b>15.5</b>	<b>14.0</b>	<b>(1.5)</b>

## Compliance with Treasury and Prudential Limits

5.1 During the quarter ended 31 March 2025, the council has operated within the treasury and prudential indicators set out in the Treasury Management Strategy for 2024/25. Actual values for quarter 4 are shown in table 4.

5.2 Treasury indicators for quarter 4 are shown as actual values as at 31 March 2025, e.g. for PI4 (authorised limit for external debt), the actual value of external debt as at 31 March 2025 of £186.6 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.

5.3 Prudential indicators (PI) for quarter 4 are shown as actual outturns for the financial year 2024/25, e.g. for PI1 (capital expenditure), the outturn spend for the financial year 2024/25 of £74.1 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 outturn is lower than was budgeted for at the start of the year.

**Table 4: Prudential and Treasury indicators for 2024/25 as at 31 March 2025**

Ref	Treasury indicators	Description	2024/25 Budget/Limit £000	Actual as at 31 March 2025 £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	186,600	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	186,600	Within limit

PI8	Upper limit for principal sums invested over 364 days	To set an upper limit for total principal sums invested over 364 days	5,000	NIL	Within limit
PI7	Maturity structure upper and lower limits:	To set upper and lower limits for the maturity structure of its borrowing			
	Under 12 months		0-10%	5%	Within limit
	12 months to 2 years		0-10%	6%	Within limit
	2 to 5 years		0-25%	8%	Within limit
	5 to 10 years		0-35%	22%	Within limit
	10 years and above		0-80%	59%	Within limit
Ref	Prudential indicators	Description	2024/25 Budget £000	2024/25 Actual £000	Compliance result
PI1	Capital expenditure	A reasonable estimate of the total capital expenditure that it plans to incur during the forthcoming financial year	160,033	74,078	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	325,964	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%	43%	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%	Under budget
PI9	Ratio of net commercial and service investments income to net revenue stream	To estimate the proportion of net income from commercial and service investments to net revenue stream for the forthcoming financial year	1%	1%	Low reliance on this income



Appendix E: Progress against 2024/25 approved Savings as at 31 March 2025 (Quarter 4) Total

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

The outturn of the delivered approved savings at 31 March 2025 (Quarter 4) is noted below:

Directorate	Approved Savings	Delivered	Not Delivered
	£m	£m	£m
Community Wellbeing	3.2	2.4	0.8
Children & Young People	2.3	2.3	-
Economy & Environment	3.3	2.8	0.5
Corporate Services	2.8	1.2	1.6
Council-wide	7.9	2.2	5.7
Total Savings	19.5	10.9	8.6
	100%	56%	44%

At 31 March 2025 (Quarter 4), £10.9 million (56%) of the 2024/25 £19.5 million savings were delivered, and £8.6 million (44%) were outstanding.

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 31 March 2025 (Quarter 4)

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	-	-	-	353
S3 Delete vacant permanent posts not currently occupied	801	-	-	-	801
S4 Review of high cost packages in Adult Social Care	1,000	649	-	-	351

<b>S5</b> Better utilisation of existing care contracts	<b>200</b>	200	-	-	-
<b>S6</b> Reduction in non-care contract values	<b>104</b>	-	-	-	104
<b>S7</b> Public Health Savings	<b>211</b>	-	-	-	211
<b>S8</b> Maximise housing benefit claims	<b>22</b>	-	-	-	22
<b>S9</b> Ensure correct pathways for funding of complex care	<b>500</b>	-	-	-	500
<b>S10</b> Charge for welfare benefits support	<b>5</b>	-	-	-	5
<b>Total Community Wellbeing</b>	<b>3,196</b>	<b>849</b>	<b>-</b>	<b>-</b>	<b>2,347</b>
<b>Children &amp; Young People 2024/25 Saving Targets Q2 Forecast</b>	<b>Target £'000</b>	<b>At Risk £'000</b>	<b>In Progress £'000</b>	<b>On Target £'000</b>	<b>Delivered Recurrent £'000</b>
<b>S1</b> Reduce Children's High Cost Placements	<b>959</b>	-		-	959
<b>S2</b> Reduce the number of Social Workers based on assumption of reduced demand	<b>338</b>	-	-	-	338
<b>S3</b> From 1 October 2024 convert 30 posts from Agency to permanent	<b>1,006</b>	-	-	-	1,006
<b>Total Children and Young People</b>	<b>2,303</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,303</b>
<b>Economy &amp; Environment 2024/25 Saving Targets Q2 Forecast</b>	<b>Target £'000</b>	<b>At Risk £'000</b>	<b>In Progress £'000</b>	<b>On Target £'000</b>	<b>Delivered Recurrent £'000</b>
<b>S1</b> Delete vacant permanent posts not currently	<b>340</b>	-	-	-	340
<b>S2</b> BBLP – Revision of Annual Plan works	<b>450</b>	-	-	-	450

<b>S3</b> BBLP – Annual Efficiency Saving	<b>250</b>	-	-	-	250
<b>S4</b> Reduced Energy Costs	<b>580</b>	-	-	-	580
<b>S5</b> Changes to School Enforcement team	<b>40</b>	3	-	-	37
<b>S6</b> Inflationary Increases in Fees and Charges	<b>350</b>	267	-	-	83

2

<b>S7</b> Waste Collection Service	<b>800</b>	-	-	-	800
<b>S8</b> Transfer of functions from the Local Enterprise Partnership (LEP)	<b>250</b>	-	-	-	150
<b>S9</b> Stop using Scoot Highways System	<b>20</b>	-	-	-	20
<b>S4 Transferred from C&amp;YP</b> SEN Transport Efficiencies	<b>200</b>	200	-	-	-
<b>Total Economy and Environment</b>	<b>3,280</b>	<b>470</b>	-	-	<b>2,810</b>

<b>Corporate Services 2024/25 Saving Targets Q2 Forecast</b>	<b>Target £'000</b>	<b>At Risk £'000</b>	<b>In Progress £'000</b>	<b>On Target £'000</b>	<b>Delivered Recurrent £'000</b>
<b>S1</b> Governance & Legal Services: 50% reduction in locum budget	<b>200</b>	-	-	-	200
<b>S2</b> Governance & Legal Services: 20% reduction in external legal budget	<b>100</b>	-	-	-	100
<b>S3</b> Resources & Assurance: Implementation of Oxygen Finance solution	<b>60</b>	60	-	-	-
<b>S4</b> Resources & Assurance: Reduction in mobile phone provider contract	<b>170</b>	109	-	-	61
<b>S5</b> Resources & Assurance: automation of Council Tax and Business Rate processes using GovTech solution	<b>100</b>	100	-	-	-
<b>S6</b> Reduction in Hoople SLA contract value and workforce service reviews	<b>2,142</b>	1,273	-	-	869
<b>Total Corporate Services</b>	<b>2,772</b>	<b>1,542</b>	-	-	<b>1,230</b>

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	-	-	2,136
S2 Transformation: Thrive Programme Savings	2,600	2,541	-	-	59
S3 Transformation: Target Operating Model	815	815	-	-	-
Total Central Budget	7,915	5,731	-	-	2,195
Total All Directorates 2024/25 Savings Targets	19,466	8,592	-	-	10,885



## EARMARKED RESERVES AND GENERAL FUND BALANCES 01 APRIL 2024 TO 31 MARCH 2025

Reserve	01 April 2024 £m*	Transfers out £m	Transfers in £m	31 March 2025 £m
Business rates risk	(19.7)	11.0	(4.6)	(13.3)
Waste disposal	(6.8)	1.6	(1.9)	(7.1)
Budget resilience reserve	-	4.0	(11.0)	(7.0)
Enterprise zone business rates growth	(0.9)	0.2	(2.3)	(3.0)
Fastershire clawback	(0.5)	-	(2.2)	(2.7)
Financial resilience	(3.1)	1.3	(0.5)	(2.3)
Settlement monies	(2.8)	0.8	-	(2.0)
Whitecross school PFI	(1.8)	-	-	(1.8)
Public realm project	-	0.3	(1.9)	(1.6)
RNC campus	(1.0)	-	(0.2)	(1.2)
Unused grants carried forward	(17.3)	4.7	(5.4)	(18.0)
Other reserves individually under £1 million	(9.4)	7.9	(7.5)	(9.0)
<b>Total reserves excluding schools</b>	<b>(63.3)</b>	<b>31.8</b>	<b>(37.5)</b>	<b>(69.0)</b>
Schools' balances	(9.9)	-	(1.8)	(11.7)
<b>Total earmarked reserves</b>	<b>(73.2)</b>	<b>31.8</b>	<b>(39.3)</b>	<b>(80.7)</b>
General fund balance	(9.6)	-	(0.5)	(10.1)
<b>Total earmarked reserves and general fund</b>	<b>(82.8)</b>	<b>31.8</b>	<b>(39.8)</b>	<b>(90.8)</b>

\*audited balances per the council's statutory accounts





# Title of report: Work programme 2024/5

**Meeting: Scrutiny Management Board**

**Meeting date: Tuesday 1 July 2025**

**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 note the changes to, and agree the draft work programme for Scrutiny Management Board contained in the work programme report attached as 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. In May 2025, the annual council meeting agreed the statutory scrutiny officers review of scrutiny effectiveness at Herefordshire Council.

The scrutiny review argued a strong and coherent case to encourage scrutiny committees to consider and develop the full breadth of constitutional provisions available to it. In a well evidence review – it identified that 'other' ways of working, outside of the more traditional committee meeting setting should be developed. Notably encouraging more "spotlight" reviews; task and finish group activity; standing panels – where complex topics can be considered over longer periods of time. Historically, scrutiny has not used these formal mechanisms frequently to carry out its work. For example, there is no evidence that in the last ten years scrutiny has set up any standing panels.

The review also proposed that all of the scrutiny committees review their work programmes – giving refreshed focus on the Council Plan and the executive's forward plan of forthcoming decisions. Further, the scrutiny committees be given the opportunity to consider how best to carry out that work; diversifying work programmes to include options for large scale, cross-cutting topics, through for example, task and finish group activity.

It was argued that scrutiny management board has focus, principally, on corporate matters such as budget and financial strategy, council workforce and transformation.

This is the first Scrutiny Management Board meeting since the annual council meeting which considered and agreed in May. SMB is invited to review its current work programme commitments and to consider, in light of the scrutiny review's findings, whether any changes to its current agreed work programme are required.

5. Attached as Appendix 2 to this report is the council's most recently published forward plan of key decisions.

## **Community impact**

6. 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.
7. 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.
8. The proposed work programme reflects – as widely as possible – key local priorities within this context.



## Environmental impact

9. 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

10. 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

11. 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

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. 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

15. 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.
16. This work programme is subject to ongoing review, which may involve additional consultees.

## Appendices

Appendix 1 – Scrutiny Work Programme 2024/25 July 2025

Appendix 2 – Herefordshire Council Forward Plan 20 June 2025 onwards

**Background papers**

None



## **SCRUTINY WORK PROGRAMME 2025-2026**

### **July 2025**

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**

Scrutiny Management Board

# Scrutiny Management Board

## Committee Meeting

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

Topic and Objectives	Evidence required	Attendees*
<b>Quarter 4 Outturn</b>	<ul style="list-style-type: none"> <li>Q4 Outturn Budget Report 2034-25</li> </ul>	<ul style="list-style-type: none"> <li>Director of Finance</li> <li>Cabinet Member Finance and Corporate Services</li> </ul>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft Work Programme</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

## Committee Meeting

December 2025 **report deadline TBC** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
<b>Quarter 2 Outturn</b> <ul style="list-style-type: none"> <li>Review of quarter 2 outturn.</li> <li>Scrutiny of management action to achieve planned budget outturn.</li> <li>Scrutiny of portfolio holder action to identify risks in delivery of agreed budget.</li> </ul>	<ul style="list-style-type: none"> <li>Q2 Outturn Report</li> </ul>	<ul style="list-style-type: none"> <li>Director of Finance</li> <li>Cabinet Member Finance and Corporate Services</li> </ul>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

## Committee Meeting

January 2026 **report deadline TBC** **pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
<b>Budget Scrutiny</b>	<ul style="list-style-type: none"> <li>Budget Report</li> </ul>	<ul style="list-style-type: none"> <li>Director of Finance</li> <li>Cabinet Member Finance and Corporate Services</li> </ul>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

## Committee Meeting

March 2026 **report deadline 26 November 2025** **pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
<b>Quarter 3 Outturn</b>	<ul style="list-style-type: none"> <li>Q3 Outturn Report</li> </ul>	<ul style="list-style-type: none"> <li>Director of Finance</li> <li>Cabinet Member Finance and Corporate Services</li> </ul>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

\*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.

**Future items for consideration:**

<p><b>Hoople</b></p> <ul style="list-style-type: none"> <li>• How does our relationship with Hoople deliver value for money for the council?</li> <li>• How does Hoople itself deliver value for money?</li> <li>• What are Hoople's areas of competence and expertise?</li> <li>• 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?</li> <li>• How does the council capture Hoople's expertise in shaping relevant policies and plans?</li> <li>• What has been in the impact of Hoople on the communities of Herefordshire?</li> <li>• How does Hoople contribute to the priorities in the Council Plan and its annual delivery plan?</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence to be agreed</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Transformation and Strategy</li> </ul>
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# 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](http://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
Councillor Dan Hurcomb	Local Engagement & Community Resilience

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](mailto:governancesupportteam@herefordshire.gov.uk) or telephone 01432 261699.

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
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FORWARD PLAN FOR 1 July 2025 ONWARDS



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

Heading	Contains
<b>Report title and purpose</b>	A summary of the proposal
<b>Decision Maker and Due date</b>	Who will take the decision and the date the decision is expected to be made
<b>Lead cabinet member and officer contact(s)</b>	The cabinet member with responsibility for this decision and the officers producing the decision report.
<b>Directorate</b>	The directorate of the council responsible for the decision.
<b>Date uploaded onto plan</b>	The date the decision was first uploaded and the notice period started for key decisions.
<b>Decision type, exemptions and urgency</b>	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 and Non-Key decisions.

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
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#### Cabinet decisions by date (Key and Non-key listed)

<b>Children and Young Persons' Improvement Plan - Phase 3</b> To present cabinet with the Phase 3 Children's Services Improvement Plan for endorsement.	Cabinet 17 July 2025	Cabinet member children and young people  Maxine David, Executive Support Officer, Tina Russell, Corporate Director Childrens and Young People  <small>maxine.david@herefordshire.gov.uk, tina.russell@herefordshire.gov.uk Tel: 01432 260044, Tel: 01432 260 267</small>	Children and Young People	20 June 2025	<b>Non Key</b> Open
<b>Domestic Abuse Strategy for Herefordshire 2025 to 2028</b> To approve the new strategy for reducing the prevalence of and preventing domestic abuse throughout the county.	Cabinet 17 July 2025	Cabinet member adults, health and wellbeing  Kayte Thompson-Dixon, Contracts officer  <small>Kayte.Thompson-Dixon@herefordshire.gov.uk Tel: 01432 260727</small>	Community Wellbeing	20 June 2025	<b>KEY</b> 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
<b>Procurement Strategy for the Hereford Western Bypass -Phase 1</b> To agree the procurement route to enable the Hereford Western Bypass to move to it's construction stage.	Cabinet 17 July 2025	Cabinet member transport and infrastructure  Steve Smith, Western Bypass Consultant, Scott Tompkins, Delivery Director - Infrastructure  <small>steve.smith@herefordshire.gov.uk, scott.tompkins@herefordshire.gov.uk</small>	Economy and Environment	20 June 2025	<b>KEY</b> Part exempt
<b>Herefordshire Suicide Prevention Strategy</b> To approve, for publication, a new Suicide Prevention Strategy (2024-2029) for Herefordshire	Cabinet 25 September 2025	Cabinet member adults, health and wellbeing  Lindsay MacHardy, Public Health Principal, Kristan Pritchard, Public Health Lead - Mental Health  <small>Lindsay.MacHardy@herefordshire.gov.uk, Kristan.Pritchard@herefordshire.gov.uk Tel: 01432 260554, Tel: 01432383144</small>	Community Wellbeing	20 June 2025	<b>KEY</b> 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
<b>New care facility</b> 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 25 September 2025	Cabinet member adults, health and wellbeing  Hilary Hall, Corporate Director Community Wellbeing, Hayley Doyle, Service Director - All Age Commissioning  <small>Hilary.Hall@herefordshire.gov.uk, Hayley.Doyle@herefordshire.gov.uk Tel: 01432 260832</small>	Community Wellbeing	20 June 2025	<b>KEY</b>
<b>West Midlands Safe Centre</b> To approve the establishment of a Special Purpose Vehicle (SPV) and agrees for Herefordshire to join the SPV and be part of a formal partnership with other local authorities in the West Midlands in terms as set out in the report.	Cabinet 25 September 2025	Cabinet member children and young people  Tina Russell, Corporate Director Childrens and Young People  <small>tina.russell@herefordshire.gov.uk Tel: 01432 260 267</small>	Children and Young People	20 June 2025	<b>KEY</b> Part exempt

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
<b>Local Transport Plan 5</b>	Cabinet 23 October 2025	Cabinet member transport and infrastructure  Ffion Horton, Transport Planning Services Manager ffion.horton@herefordshire.gov.uk	Economy and Environment	20 June 2025	<b>KEY</b>
<b>Local Walking and Cycling Plan adoption</b> To seek Cabinet approval for the adoption of the Local Walking and Cycling Plan	Cabinet 27 November 2025	Cabinet member transport and infrastructure  Ffion Horton, Transport Planning Services Manager ffion.horton@herefordshire.gov.uk	Economy and Environment	20 June 2025	<b>KEY</b> Open
<b>Cabinet Member Decisions (Key and Non Key decisions)</b>					
<b>Portfolio: adults, health and wellbeing</b>					

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
<b>Reprocurement of Herefordshire Independent Adult Advocacy Services</b> To approve the reprocurement of Herefordshire Independent Adult Advocacy Services, by way of an open tender process.	Cabinet member adults, health and wellbeing 28 November 2025	Cabinet member adults, health and wellbeing  John Burgess, Senior Commissioning Officer <small>John.Burgess3@herefordshire.gov.uk</small>	Community Wellbeing	20 June 2025	<b>KEY</b> Open
<b>Portfolio: children and young people</b>					
<b>Housing related support for children in care and care leavers aged 16-25</b> To seek approval to commission, by means of a competitive tender process in line with the council's contract procedure rules, a housing related support service for 16–25-year-old children in care and care leavers	Cabinet member children and young people 4 July 2025	Cabinet member children and young people  Wendy Dyer, Commissioning Officer Communities <small>Wendy.Dyer@herefordshire.gov.uk</small> <small>Tel: 01432 261673</small>	Community Wellbeing	20 June 2025	<b>KEY</b> Open
<b>Portfolio: community services and assets</b>					

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
<b>Bromyard Employment Land and Leominster Business Hub Development</b> To seek approval to allocate and spend the Employment Land capital budget to bring forward detailed designs and accompanying business case for the development of business space on the former Bromyard Depot site, and to establish a business hub facility on the ground floor of the Buttercross Building in Leominster.	Cabinet member community services and assets 20 June 2025	Cabinet member community services and assets  David Wright, Head of Economy and Regeneration <small>David.Wright3@herefordshire.gov.uk Tel: 01432 383039</small>	Economy and Environment	20 June 2025	<b>KEY</b> Open
<b>Ross Enterprise Park Phase 1; Construction Phase</b> To approve the expenditure of up to £7.229m of allocated capital funding to progress delivery of Ross Enterprise Park (phase 1) into the next phase of construction, and to undertake procurement for a main contractor and other essential suppliers to deliver those works.	Cabinet member community services and assets 18 July 2025	Cabinet member community services and assets  David Jones, Programme Manager <small>David.Jones2@herefordshire.gov.uk Tel: 01432 383320</small>	Economy and Environment	20 June 2025	<b>KEY</b> 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
<b>Play Area Investment</b> The purpose of this report is to set out how the £1 million for Play Area Investment is proposed to be spent and to seek the necessary approvals to do so.	Cabinet member community services and assets 31 July 2025	Cabinet member community services and assets  Leigh Whitehouse, Group Manager-Streetscene, Public Rights of Way and Traffic Management <small>leigh.whitehouse@herefordshire.gov.uk</small>	Economy and Environment	20 June 2025	<b>KEY</b> Open
<b>Retaining of the swimming pool at Peterchurch Primary School</b> To approve the retention of and structural improvements to the swimming pool at Peterchurch Primary School	Cabinet member community services and assets 20 August 2025	Cabinet member community services and assets  Quentin Mee, Head of Educational Development <small>Quentin.Mee@herefordshire.gov.uk</small>	Children and Young People	20 June 2025	<b>Non Key</b> Open
<b>Portfolio: economy and growth</b>					



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
<b>Merton Meadows Flood Alleviation - delivery of construction works</b> To seek approval to spend the remaining £1.2 million of the £2 million Brownfield Land Release Fund grant awarded by the government for a flood alleviation scheme on the Merton Meadow sites in Hereford to enable them to be released for development. The grant funding will be utilised to deliver the physical flood alleviation works.	Cabinet member economy and growth 27 June 2025	Cabinet member economy and growth  Stephen Holland, Interim Head of Housing Development <small>stephen.holland@herefordshire.gov.uk</small>	Economy and Environment	20 June 2025	<b>KEY</b> Open
<b>Hereford Enterprise Zone Retained Business Rates – Herefordshire Growth Programme</b> To approve the expenditure of the retained business rates from the Hereford Enterprise Zone, to deliver a county wide business growth, skills and inward investment programme	Cabinet member economy and growth 7 July 2025	Cabinet member economy and growth  Roger Allonby, Service Director Economy and Growth <small>Roger.Allonby@herefordshire.gov.uk</small> <small>Tel: 01432 260330</small>	Economy and Environment	20 June 2025	<b>KEY</b> Open
<b>Portfolio: environment</b>					

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
<p><b>Wye Valley National Landscapes - acceptance of grant funding</b></p> <p>This report seeks approval to accept a number of confirmed and indicative funding awards, allocations and bids from National Grid, DEFRA, Welsh Government and Natural Resources Wales for the future management and duties of the Wye Valley National Landscape, an Area of Outstanding Natural Beauty (AONB). This report also seeks approval to delegate the review of the AONB Management Plan and the renewal of a Memorandum of Understanding between the 4 constituent local authorities, on account of the complex nature of the cross-border designation.</p>	<p>Cabinet member environment 9 July 2025</p>	<p>Cabinet member environment</p> <p>Ben Boswell, Head of Environment, Climate Emergency and Waste Services bboswell@herefordshire.gov.uk Tel: 01432 261930</p>	Economy and Environment	20 June 2025	<b>KEY</b> Open
<p><b>Solar Car Ports at Plough Lane</b></p> <p>To approve the scoping and construction of solar car ports at Plough Lane</p>	<p>Cabinet member environment 10 July 2025</p>	<p>Cabinet member environment</p> <p>Katie Ainsworth, Senior Project Manager, Richard Vaughan, Sustainability &amp; Climate Change Manager, Rosanna Willmott, Sustainability and Climate Change Officer katie.ainsworth2@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk, rosanna.willmott@herefordshire.gov.uk Tel: 01432 260192, Tel: 01432 261749</p>	Economy and Environment	20 June 2025	<b>KEY</b> 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
<b>Portfolio: finance and corporate services</b>					
<b>Debt Enforcement Contract Award (amended to non key due to monetary amount)</b> To award the debt enforcement contract	Cabinet member finance and corporate services 20 June 2025	Cabinet member finance and corporate services  Rachael Sanders, Director of Finance <small>Rachael.sanders@herefordshire.gov.uk Tel: 01432 383775</small>	Corporate Support Centre	20 June 2025	<b>Non Key</b> Open
<b>Portfolio: roads and regulatory services</b>					
<b>City and Market Town Public Realm Investment</b> To approve the 2025/26 £1.2m City and Market Town Public Realm Investment.	Cabinet member roads and regulatory services 11 July 2025	Cabinet member roads and regulatory services  Ed Bradford, Head of Highways and Traffic <small>Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786</small>	Economy and Environment	20 June 2025	<b>KEY</b> Open
<b>Portfolio: transport and infrastructure</b>					

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
<b>Capability and Ambition Fund 2025/26 allocation</b> The purpose of the report is to confirm what Herefordshire Council will deliver with the Capability and Ambition Fund grant	Cabinet member transport and infrastructure 18 June 2025	Cabinet member transport and infrastructure  Ffion Horton, Transport Planning Services Manager, Scott Tompkins, Delivery Director - Infrastructure, Richard Vaughan, Sustainability & Climate Change Manager  <small>ffion.horton@herefordshire.gov.uk,            scott.tompkins@herefordshire.gov.uk,            Richard.Vaughan@herefordshire.gov.uk            Tel: 01432 260192</small>	Economy and Environment	20 June 2025	<b>Non Key</b> Open
<b>Bus Service Improvement Plan capital funding</b> The purpose of this report is to set out how the £1.1 million of Bus Service Improvement Plan capital spend is proposed to be spent and to seek the necessary approvals to do so.	Cabinet member transport and infrastructure 20 June 2025	Cabinet member transport and infrastructure  David Land, Head of Transport and Access Services  <small>david.land@herefordshire.gov.uk            Tel: 01432 383484</small>	Economy and Environment	20 June 2025	<b>KEY</b> 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
<b>Herefordshire Flood Risk Mitigation</b> The purpose of this report is to set out how the £2.055 million for Herefordshire Flood Risk Mitigation is proposed to be spent and to seek the necessary approvals to do so.	Cabinet member transport and infrastructure 20 June 2025	Cabinet member transport and infrastructure  Steve Hodges, Directorate services team leader <small>sthodges@herefordshire.gov.uk Tel: 01432 261923</small>	Economy and Environment	20 June 2025	<b>KEY</b> Open
<b>Local Transport Grant allocation</b> The purpose of this report is to set out how the Local Transport Grant, Integrated Transport Block and Local Transport Revenue Fund, will be allocated and managed.	Cabinet member transport and infrastructure 27 June 2025	Cabinet member transport and infrastructure  Scott Tompkins, Delivery Director - Infrastructure <small>scott.tompkins@herefordshire.gov.uk</small>	Economy and Environment	20 June 2025	<b>KEY</b> Open Urgent
<b>Road Safety Schemes</b> The purpose of this report is to set out how the £3.0 million for Road Safety Schemes is proposed to be spent and to seek the necessary approvals to do so.	Cabinet member transport and infrastructure 14 July 2025	Cabinet member roads and regulatory services  Ed Bradford, Head of Highways and Traffic <small>Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786</small>	Economy and Environment	20 June 2025	<b>KEY</b> Open

