

Agenda

Scrutiny Management Board

Date: **Monday 8 December 2025**

Time: **10.00 am**

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

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

For any further information please contact:

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

Agenda for the meeting of the Scrutiny Management Board

Membership

Chairperson	Councillor Ben Proctor
Vice-chairperson	Councillor Louis Stark

Councillor 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
1. APOLOGIES FOR ABSENCE To receive apologies for absence.	
2. NAMED SUBSTITUTES To receive details of members nominated to attend the meeting in place of a member of the board.	
3. DECLARATIONS OF INTEREST To receive declarations of interests from members of the board in respect of items on the agenda.	
4. MINUTES To receive the minutes of the meeting held on 1 July 2025.	9 - 14
HOW TO SUBMIT QUESTIONS	
The deadline for the submission of questions for this meeting is 5pm on Wednesday 3 December 2025.	
Questions must be submitted to councillorservices@herefordshire.gov.uk .	
Questions sent to any other address may not be accepted.	
Accepted questions and the responses will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at www.herefordshire.gov.uk/getinvolved	
5. QUESTIONS FROM MEMBERS OF THE PUBLIC To receive any written questions from members of the public.	
6. QUESTIONS FROM COUNCILLORS To receive any written questions from councillors.	
7. Q2 PERFORMANCE REPORT To review performance for Quarter 2 (Q2) 2025/26 and to report the performance position across all Directorates for this period.	15 - 46
8. Q2 2025/26 BUDGET REPORT To report the forecast position for 2025/26 at Quarter 2 (September 2025), including explanation and analysis of the drivers for the material budget variances, and to outline current and planned recovery activity to reduce the forecast overspend.	47 - 84
9. WORK PROGRAMME To consider the work programme for the board.	85 - 150
10. DATE OF THE NEXT MEETING Friday 23 January 2026, 10pm	

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- Inspect agenda and public reports at least five clear days before the date of the meeting. Agenda and reports (relating to items to be considered in public) are available at www.herefordshire.gov.uk/meetings
- Inspect minutes of the council and all committees and sub-committees and written statements of decisions taken by the cabinet or individual cabinet members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting (a list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public register stating the names, addresses and wards of all councillors with details of the membership of cabinet and of all committees and sub-committees. Information about councillors is available at www.herefordshire.gov.uk/councillors
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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 Tuesday 1 July 2025 at 2.00 pm

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

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

In attendance: Councillors: Carole Gandy (Cabinet Member Adults, Health and Wellbeing), Peter Stoddart (Cabinet Member Finance and Corporate Services) and Elissa Swinglehurst (Deputy Leader of the Council/Cabinet Member Environment).

Officers: Simon Cann (Democratic Services Officer), Ross Cook (Corporate Director Economy and Environment), Liz Farr (Service Director Education Skills and Learning), Hilary Hall (Corporate Director Community Wellbeing), (Alfie Rees-Glinos (Governance Support Assistant), Rachael Sanders (Director of Finance), Danial Webb (Statutory Scrutiny Officer).

131. APOLOGIES FOR ABSENCE

No apologies for absence had been received.

132. NAMED SUBSTITUTES

There had been no named substitutes.

133. DECLARATIONS OF INTEREST

There were no declarations of interest.

134. MINUTES

The minutes of the previous meeting were received.

Resolved: That the minutes of the meeting held on 26 March 2025 be confirmed as a correct record and be signed by the Chairperson.

135. QUESTIONS FROM MEMBERS OF THE PUBLIC

No questions had been received from members of the public.

136. QUESTIONS FROM COUNCILLORS

No questions had been received from councillors.

137. Q4 2024/25 BUDGET REPORT

The Chair opened the discussion by expressing disappointment that the planned agenda item on Hoople Ltd and its value-for-money assessment had been removed without

committee agreement. The Cabinet Member Finance and Corporate Services explained that the item had been discussed at the shareholder committee and apologised on behalf of the Executive -- assuring members that such an occurrence would not happen again. The principal points of the subsequent discussion are summarised below:

Central and Corporate Services

1. In response to concerns raised over £5.7million in transformation savings not being achieved, the Director of Finance acknowledged that of the £7.9million savings target only £2.2 million had been delivered. The shortfall was attributed to: staff retention pressures in critical services, a challenging supplier environment hampering contract cost reductions and the fact that transformation had taken time to implement. The Cabinet Member Finance and Corporate Services highlighted a planned 2% reduction across all directorate budgets in 2025/26 to offset the shortfall whilst transformation work continued.
2. In response to criticism around the lack of detailed savings delivery plans, the Cabinet Member Finance and Corporate Services confirmed that an actionable plan existed, and the 2025/26 budget would assume full delivery of undelivered savings. The committee warned against overestimating potential savings from Hoople and urged early engagement with partners.
3. Replying to a question about the £1million underspend in the IT and Transformation capital budget, the Director of Finance confirmed this had no direct link to missed savings, but that future digital investment would support efficiency and income generation. The Cabinet Member Finance added that capital prioritisation was based on delivering services and ensuring projects were revenue-neutral or revenue-positive, not solely on savings potential.

Community Wellbeing

4. Regarding a request asking for clarity on key pressures on community wellbeing, the Corporate Director Community Wellbeing highlighted substantial increases in service demand for domiciliary care, extra care housing, home first users, residential respite care and temporary accommodation. The Cabinet Member Adults, Health and Wellbeing commented that despite overspends, cutting services was not an option, particularly for vulnerable residents.
5. In response to a question about service redesign and demand management, the Corporate Director Community Wellbeing outlined several initiatives underway including: in-depth data analysis to understand demand drivers, potential redesign of expiring domiciliary care contracts, increased emphasis on reablement incentives, the expansion of 'Shared Lives' and additional focus on hospital admission avoidance. Preparations were also being made for the new neighbourhood health model guidance.
6. In relation to concerns over hidden homelessness, housing affordability and Section 21 evictions, the Corporate Director Community Wellbeing acknowledged there were gaps in data on sofa-surfing and overcrowded household figures. However, the council had invested in projects such as the Buttercross flats development - in a bid to reduce annual bed and breakfast costs of £4.4 million. The Cabinet Member Adults, Health and Wellbeing added that a business case was in development for complex care residential provision.
7. The committee stated the need for greater use of council borrowing powers and criticised the removal of a £100 million housing development line from the capital programme, in response the Cabinet Member Finance stated the removed figure was £20million (of which only £220k was spent) and that the £5million currently allocated was delivering tangible outcomes.

8. In response to concerns that small-scale schemes would not address systemic housing issues, the Cabinet Member Adults, Health and Wellbeing acknowledged that more provision was needed and that a new housing strategy would be forthcoming.
9. Replying to concern around the reliance on public health reserves being used to plug overspends rather than on prevention initiatives, the Director of Finance explained that all the public health spend was eligible and signed off with the Director of Public Health and Office for Health Improvements and Disparities (OHID). Unspent grant was carried forward and a detailed breakdown of this could be provided on request.
10. In response to a question as to why more capital investment was not invested in prevention - such as assistive care technology and adaptations - given the potential to reduce revenue costs, the Director of Finance highlighted the £3.3 million Disabled Facilities Grant (DFG) spend in 2024/25, which represented near full utilisation of the funds. The Cabinet Member Adults, Health and Wellbeing added that past underspends had been addressed and there would be a commitment to fully spend grants in future. It was noted that technology would be vital for prevention, and that enhanced oversight would be able to link capital decisions with revenue pressures.

Economy and Environment

11. In response to a question about under-delivery of fees and charges, the Corporate Director of Economy and Environment pointed out that a 5% flat-rate increase had been applied across fees in 2024/25, and that the shortfall was due to lower activity and usage levels, not a failure to raise fees and charges.
12. Regarding concerns about unspent S106 funds and delayed projects, the Cabinet Member Finance pointed out that the spend had improved, but accepted that a backlog remained. Project delays were often due to external factors, but ensuring visibility of community benefits would remain a priority. The Director of Finance gave an assurance that the 'borrowing forward' mechanism enabled by the previous administration was still in place through capital guidance notes and could be applied with legal input.
13. In response to a question about changes to the Project Management Office (PMO) reducing delivery capacity, the Corporate Director Economy and Environment explained that the PMO review had aimed to align resources with priorities - dedicated S106 staff remained and delivery was improving. The Corporate Director Economy and Environment stated that the three main priorities for accelerating spend were: strengthening professional capacity in PMO/asset management, working directly with developers for on-site delivery and tackling the backlog with dedicated resource.
14. In response to concerns about the loss of experienced PMO staff stalling progress, the Corporate Director Economy and Environment gave an assurance that an interim professional services partner was being procured immediately, vacant posts would be filled and high-cost interim contractors were being released. Interest on unspent S106 funds would help fund staff capacity. The Cabinet Member Finance added that summer 2025 projects were on track to be delivered as promised.
15. In relation to concerns about the Special Education Needs and Disability (SEND) and school transport budget being moved over to Economy and Environment, the Corporate Director Economy and Environment explained the move had been

made because that team commissioned transport routes. However, the budget would remain separately monitored and was not expected to result in cuts elsewhere within the directorate. The Director of Finance pointed out that SEND transport was a national problem and a 'gold priority project' had been launched to tackle it.

16. In response to a question about how the overspend would be offset, the Director of Finance explained that a dedicated review was underway involving external consultants. The savings target had been increased from £200k to £500k for 2025/26, which would be achieved through efficiencies and renegotiated contracts. The second phase of the review would assess fleet investment, where a capital spend of £350k had been allocated.
17. In response to concerns that splitting responsibility across directorates would hamper coordination and making the situation worse, the Corporate Director Economy and Environment pointed out that the Chief Executive of Herefordshire Council personally chaired a fortnightly project board focusing on the issue. The Corporate Director of Economy and Environment added that a multi-disciplinary approach had been adopted, with transport, legal, finance and education teams all working together, and committing to producing regular updates.
18. In response to a query about income underachievement from planning, the Corporate Director Economy and Environment stated that this was an historic issue, budget targets had drifted unrealistically high compared to comparable councils, but baselines had been rebalanced. The Corporate Director Economy and Environment pointed out that new planning software would improve efficiency, speed up processing and reduce reliance on agency staff, but the software was not viewed as an invest-to-save project and was aimed at improving service quality.
19. In response to a question about the Ministry of Housing, Communities and Local Government (MHCLG), the Corporate Director could not confirm officer engagement with the MHCLG Open Digital Planning team around innovative solutions.

Children and Young People

20. In response to a question about the dedicated schools grant (DSG) statutory override being extended to March 2028, the Director of Finance pointed out that the DSG deficit stood at £20 million in March 2025 and was forecast to be £40 million by March 2026. This was a national issue and Herefordshire's position was relatively well controlled, but funding was insufficient and demand was rising.
21. In response to a question about consultation with schools around the DSG deficit, the Service Director Education Skills and Learning described how there was termly engagement with primary/secondary/special school headteacher forums in relation to the issue.
22. In response to a query about reducing the number of SEND children placed outside of the county the Service Director Education Skills and Learning stated that several projects – such as school rebuilds - were in place that would bring these children in county and potentially attract pupils from neighbouring counties. Encouraging greater inclusivity from mainstream schools – ahead of anticipated government reform in this area – would also impact figures.
23. The committee questioned the wisdom of the council putting on record that it had sufficient reserves to absorb the DSG deficit, the Cabinet Member Finance and Corporate Services suggested that, whilst this may have previously been the

case, the council's deficit in this area had since increased and by March 2028 it would likely require government intervention to balance the deficit.

24. Regarding a question about whether health partners were stepping up to challenges, especially around autism diagnoses, the Service Director Education Skills and Learning stated that governance boards and partnership groups were committed to delivering on the SEND strategy across Herefordshire, but NHS pressures and potential cuts could worsen waiting times.

At the conclusion of the debate the committee discussed and agreed the following recommendations:

1. **To provide Scrutiny Management Board with the delivery plans for all undelivered 2024-25 savings that have been built into the Council's 2025-26 base budget, and the savings to be delivered in the 2025-26 budget.**
2. **The executive should model the necessary capital investment to increase the supply of affordable housing such that it will significantly reduce the number of people becoming homeless.**
3. **The existing financial facility to enable the council to accelerate the delivery of S106 funded infrastructure be actively used by this administration.**
4. **The executive should ensure there is no further delay in delivering the Planning and Regulatory Services software capital project by urgently appointing a new provider to deliver the necessary software solution.**
5. **The executive provides clarity on the difference between the Financial Resilience Reserve and Budget Resilience Reserve, or the two reserves are combined and the scope and use of the resulting reserve is clearly stated.**

138. WORK PROGRAMME

1. The committee members reviewed the draft terms of reference for the Task and Finish Group and suggested expanding 'background' to 'background and context'. The members also suggested that a 'purpose' section be included, and further clarity be provided around the scope of the group's work.

Resolved: That the inequality task and finish group terms of reference, with suggested amendments, be approved by the committee.

2. The Chair provided an outline of the work programme and suggested that members formally approve it, but also informally work toward establishing working groups on budgetary strategy and two aspects of the transformation programme before the next committee meeting in December. A slot for the outstanding report on Hoople would also need to be identified.
3. The Statutory Scrutiny Officer pointed out that the work programme was quite heavy, potentially creating workload pressures. The officer suggested the committee should informally review the collective workload to ensure the next 12 months were sustainable.

Resolved: That 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.

139. DATE OF THE NEXT MEETING

The date of the next meeting meet is Monday 8 December 2025, 10am

The meeting ended at 17:03

Chairperson



Title of report: Q2 Performance Report

Meeting:	Scrutiny Management Board
Meeting date:	Monday 8 December 2025
Cabinet member:	Cabinet member finance and corporate services
Report by:	Director of Finance
Report author:	Head of Corporate Performance and Intelligence

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

To review performance for Quarter 2 (Q2) 2025/26 and to report the performance position across all Directorates for this period.

Recommendation(s)

That Scrutiny Management Board:

- a) **Reviews performance for Q2 2025/26**
- b) **Makes any recommendations it wishes to around the performance for Quarter 2 2025/26 as set out within the report.**

Alternative options

Scrutiny Management Board may choose to review delivery and operational performance more or less frequently; or request alternative actions to address any identified areas of underperformance, including referral to the relevant scrutiny committee.

Key considerations

1. This report aligns with the Council Plan 2024-2028 and the associated annual Delivery Plan for the 2025/26 financial year. It provides a summary of the activities undertaken to deliver the key priorities and goals in Q2, and highlights the key performance indicators (KPIs). Appendix A provides the full breakdown of the Q2 updates on the Delivery Plan milestones that are due to be in progress by Q2. 206 out of 240 milestones (85.8%) that were due to be in progress by Q2 under the new Delivery Plan for 2025/26 were completed or are on track to be delivered by the end of the financial year.
2. Beyond the Delivery Plan, the council has achieved many successes in Q2 of 2025/26.

Quarter 2 highlights

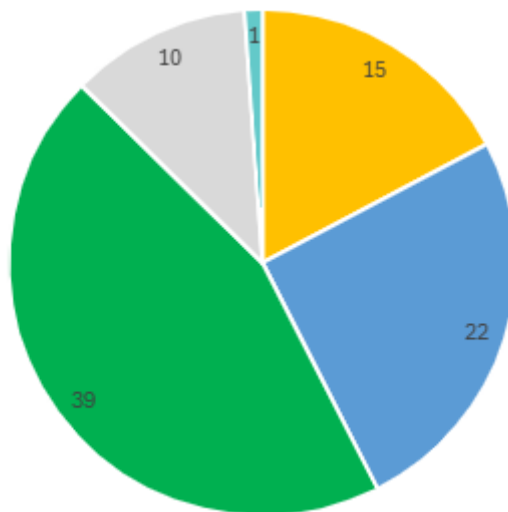
3. The council has continued to deliver on its Capital Investment Programme. The following table presents some of the highlights for Quarter 2.

Project	Investment	Where are we...
Hereford Transport Hub	£11.57 million, of which £6.3 million is Levelling-Up grant funding and £1.0m is Active Travel Measures grant funding	The contract with the main contractor was finalised in Q1 and are now on site. The initial phase of construction work has commenced with the demolition of the former Network Rail buildings and drainage works and excavation for widening Station Approach to create a new bus layby. The programme is approximately 35 weeks long and is now 23% complete.
Holme Lacy Road Active Travel Improvements (Levelling Up Fund)	£7.914 million grant funding	Procurement concluded during Q1. The appointed contractor is mobilising for commencement on site expected to commence early November. There has been a delay whilst the traffic management is agreed to ensure that disruption to the public is minimised, however, this has also lengthened programme and will increase cost, although the project is still within budget.
Hereford By-Pass	£40.3million	Progress is being made on Phase One with tender and contract documents being prepared to secure the design and build contractor. Tender is likely to take place in Q3. Negotiations with landowners continue and urgent meetings have been requested with all landowner agents in order to move the signing of agreements forward at pace. Planning application for changes to drainage and for haul roads is being prepared and should be submitted early the new year. Drainage detailed design work is progressing with the contractor. Overall Phase One remains on track. A Risk Review is being carried

		out on Phase One and this will be presented back to Cabinet on 4 November to give assurance on progress and on mitigation measures being put in place. Phase Two preparations continue with the communications team developing the Case for Investment document and with the contractor continuing the work on developing the Strategic Outline Business Case.
Phosphate Mitigation/ Integrated Wetlands	£4.76 million grant funding	Construction of the second integrated wetland at Tarrington is almost completed. A provisional agreement, subject to contract, has also been reached with the school, which is set to participate in the pilot scheme for replacing private sewage treatment facilities. This will now proceed to formal contract in Q3, in tandem with procurement for a design and build provider and subsequent planning consent.
Employment Land in Herefordshire	£12 million (£8m Ross & £4m other market towns)	A contractor procurement exercise has taken place as planned for the construction of the phase 1 plots and infrastructure at Ross Enterprise Park with an appointment to be made in Q3 and works planned to commence in November following Cabinet Member approval for project spend of the remaining budget (£7.2m) in Q2.
Peterchurch Primary School New Build	£10.9m capital investment	Temporary classrooms have been installed to support the construction phase. Demolition of the existing school building has begun, alongside the development of a new playground area.
Aylestone School	High Needs Capital Grant investment for SEND facilities of £0.1m	Refurbishment of 3 classrooms to improve facilities for pupils at Aylestone School has been completed.
Schools Capital Maintenance Programme	£3.2m investment across LA schools	8 projects completed in Q2 with a further 7 nearing completion.
Hampton Dene Primary School – Extension to LRC	High Needs Capital Grant £2.6m capital investment	Works commenced on site for the construction of an extension to the Learning Resource Centre at Hampton Dene Primary School.

Performance: People

Q2 RAG status of Delivery Plan Milestones for People



Milestones Colour Key: Green: On Track; Amber: At risk of not being completed by the end of the financial year; Blue: Completed; Red: Significant risk of not being completed by the end of the financial year; Teal: Milestone has been discontinued; Grey: Not due to start yet

Children and Young People

4. A new Alternative Provision is being developed to support children who require additional assistance to remain in or return to mainstream education. Initial discussions have taken place with prospective providers, and the proposal is being considered as part of the Council's capital bids for 2026/27. If the bid is successful, a formal expression of interest will be launched once a suitable building has been identified and refurbished.
5. Collaborative work with Talk Community is progressing to design and implement a targeted support offer for children and families. County-wide *Early Help in the Community* roadshows have successfully raised awareness and encouraged engagement. Increased participation from children-focused organisations in Community Action Network events reflects growing sector collaboration. Additionally, a dedicated community workstream has been established under the Families First co-production initiative, supporting the development of locally driven, community-based solutions.
6. Work is underway to establish a framework of commissioned providers to deliver high-quality alternative curriculum provision for children unable to attend school or requiring additional support. This initiative will improve choice and ensure better value for money. Progress has been impacted by changes to procurement regulations and the need for updated documentation and legal review, but plans are advancing and risks are being actively managed.
7. We are developing new approaches to commissioning and managing daytime, community-based short breaks for children and families. Following a review of activity, demand, and stakeholder feedback, a full-scale review of short break provision, including commissioned services, resource allocation, and support models, is planned for 2026. To maintain continuity of service during this period, existing contract extensions have been applied.

Adult Services

8. We are investigating the development of a new care facility designed to provide high-quality, locally accessible support for adults with complex needs. As part of the process, we are undertaking a comprehensive options appraisal to identify and evaluate future delivery models. A key requirement is the development of a strategic housing needs assessment, focused on identifying current and future demand for specialist accommodation with integrated care. A

business case is being drafted that will include this housing demand modelling information, to be shared with the care and housing markets as commissioning intentions when ready.

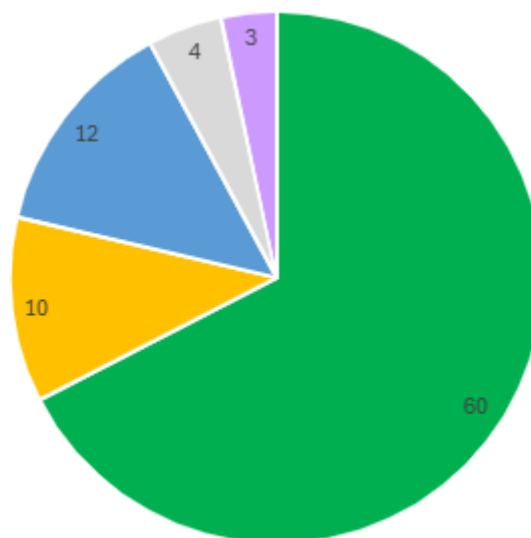
9. We are carrying out a review of all Supported Living services that provide accommodation and support for adults with a range of needs, including learning disabilities, autism, and mental health conditions. This review will ensure services are future-ready, responsive to changing needs, and offer high-quality, person-centred support.

Economy and Environment

10. We are committed to supporting residents to lead healthy lives within their communities, including through the delivery of active travel programmes that promote walking and cycling. As part of this, five businesses at the Hereford Enterprise Zone are being supported to develop employer travel plans. A new travel consultant joined the team on 15 September; however, recruitment delays have impacted the delivery timeline, which is now expected to extend beyond March 2026.

Performance: Place

Q2 RAG status of Delivery Plan Milestones for Place



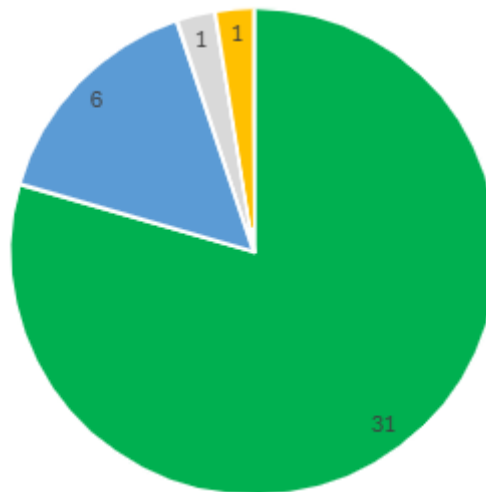
Milestones Colour Key: Green: On Track; Amber: At risk of not being completed by the end of the financial year; Blue: Completed; Red: Significant risk of not being completed by the end of the financial year; Purple: Parked as waiting on other interdependent activity; Grey: Not due to start yet

11. We continue to support and facilitate a partnership-led approach to tackling river pollution, including the publication of a Nutrient Management Plan for the Wye Catchment Area. Delays within the Environment Agency have resulted in the Nutrient Management Plan delivery being delayed.
12. In partnership with the Herefordshire Cultural Partnership, work is underway to review and update the Herefordshire Cultural Strategy 2019–2029. The revised strategy has received endorsement from the Cabinet Member, with full Cabinet approval anticipated.

13. Consultation findings and elements of the new service vision for the new Herefordshire Library Strategy are currently being shared with staff and stakeholders. Development of the final strategy document is progressing in parallel, prior to approval by the Cabinet Member.

Performance: Growth

Q2 RAG status of Delivery Plan Milestones for Growth

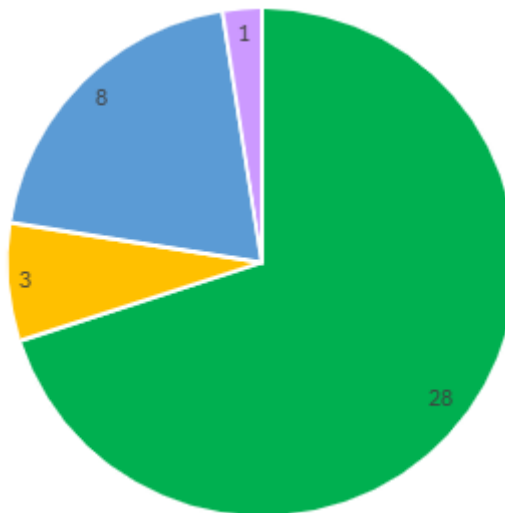


Milestones Colour Key: Green: On Track; Amber: At risk of not being completed by the end of the financial year; Blue: Completed; Red: Significant risk of not being completed by the end of the financial year; Grey: Not due to start yet

14. We are working with partners through the Golden Valley Parkway Task Force to explore the viability of a new railway station. Feedback is awaited from a Transport for Wales study, which will determine whether a parkway station is feasible before any further studies are commissioned.
15. We are using a range of measures to help prevent homelessness, including the provision of transitional accommodation. As part of this, design and tender preparations are underway to refurbish the Buttercross in Leominster into affordable housing units. The specification is being finalised, with the tender expected to be issued via the framework in October. The build is anticipated to take approximately six months.

Performance: Transformation

Q2 RAG status of Delivery Plan Milestones for Transformation



Milestones Colour Key: Green: On Track; Amber: At risk of not being completed by the end of the financial year; Blue: Completed; Red: Significant risk of not being completed by the end of the financial year; Purple: Parked as waiting on other interdependent activity

16. We are undertaking a transformation programme to ensure the organisation is fit for the future and able to deliver greater efficiency. This includes a review of our commissioning and procurement approach, alongside the development of a new Strategic Commissioning and Commercial Strategy. A formal review of the procurement operating model is underway, covering policies, processes, and stakeholder engagement through meetings and workshops. Findings are being collated to inform a final report with recommendations.
17. We are building a data- and performance-driven culture to support informed decision-making, improve efficiency, and manage demand. As part of this, we are reviewing how data is recorded and monitored to meet both statutory and operational requirements in children's and adult social care. Current efforts are focused on resolving urgent reporting challenges, while also preparing for the upcoming end of the existing social care case management system contract and considering long-term solutions.

Local Government Outcomes Framework

18. The Ministry of Housing, Communities and Local Government (MHCLG) announced in July that they are launching a new Local Government Outcomes Framework. The outcomes align with the key national priorities, ranging from preventing homelessness and rough sleeping to community safety and satisfaction. The outcomes are underpinned by metrics to measure progress.
19. This approach is designed to support a move away from hundreds of ringfenced grants to instead focus on a small number of tangible improvements for people and communities.
20. Central government will still take a key interest in outcome delivery and intervene where necessary and MHCLG will work with other government departments to make sure that support and challenge in response to the Framework works.
21. Framework data will also feed into Government's assessment of whether the Best Value Duty is being met.
22. MHCLG have requested feedback on the draft framework and the metrics contained within. Herefordshire Council has responded and are currently considering the alignment of the Herefordshire Council's Delivery Plan outcomes metrics with the metrics proposed by MHCLG. When this work has been completed, the new Outcomes Framework will be shared with Cabinet.

23. In the meantime, we will continue to report on our top ten indicators:

Key Performance Indicator	Q1 Actual	Q2* Projection	Q2* Actual	Q2* RAG**
Percentage of service users aged 65+ discharged from hospital into Home First who are still at home 91 days after discharge	76%	80%	75.21%	
Percentage of Children and Young People social work assessments completed within timescale (45 days)	74.43%	85%	80.92%	
Percentage of children in care who have an up-to-date review	99.7%	95%	99.38%	
Percentage of major planning applications dealt with within 13 weeks (or 16 weeks if subject to an Environmental Impact Assessment), or with an agreed extension of time <i>Provisional subject to DLUHC confirmation</i>	90.91%	70%	88.46%	
Percentage of non-major (minor and other) planning applications dealt with within 8 weeks, or with an agreed extension of time <i>Provisional subject to DLUHC confirmation</i>	79.84%	80%	83.48%	
Number of kg of waste that is not sent to reuse, recycling or composting (per household) <i>Provisional subject to DEFRA confirmation</i>	494.51kg (YTD Mar 2025)	480kg (YTD Mar 2025)	Currently not yet available	
Number of affordable homes delivered	133	130	166	
Number of people rough sleeping	8	5	23	
Value of grants awarded to businesses to support viability and enable growth through UK Shared Prosperity Fund and Rural England Prosperity Fund	£0	£560,000	£1,091,301.50	
Average days sickness per FTE	8.37	9	8.29	

* year to date (April – September 2025) unless stated otherwise

** RAG (Red Amber Green) Key: Green (target met/ exceeded); Amber (within 10% threshold); Red (away from target by 10%+ in an adverse direction); Grey (not targeted/ monitoring only)

24. In relation to the red outturn, the number of individuals sleeping rough in Herefordshire continues to fluctuate throughout the month. Our Outreach Team provides consistent on-street support and facilitates access to accommodation where available. However, a number of individuals have no recourse to public funds (NRPF), which limits our ability to offer placements within supported accommodation. The team is actively working with these individuals.

25. We have also seen an increase in people with no local connection choosing to sleep rough in Herefordshire, despite having access to assistance elsewhere. Where possible, the Outreach Team has engaged with and supported these individuals. Additionally, there has been a seasonal rise in rough sleeping during the summer months, which we continue to monitor closely.

Community impact

26. In accordance with the accepted code of corporate governance, the council must ensure that it has an effective performance management system that facilitates effective and efficient delivery of planned services. To support effective accountability the council is committed to reporting on actions completed and outcomes achieved, and ensuring stakeholders are able to understand and respond as the council plans and carries out its activities in a transparent manner.
27. Regularly reviewing performance with a view to identifying actions which will further drive improvement in outcomes or efficiencies helps ensure the council achieves its County Plan priorities.

Environmental Impact

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

Equality duty

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

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

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

30. 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.

31. Each project within the Delivery Plan will assess its equality impact individually. Where a decision is likely to result in detrimental impact on any group with a protected characteristic it must be justified objectively. This means that attempts to mitigate the harm will be explored. If the harm cannot be avoided, the decision maker will balance this detrimental impact against the strength of legitimate public need to pursue the service change.

Resource implications

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

Legal implications

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

Risk management

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

Consultees

35. None in relation to this report.

Appendices

Appendix A Q2 Council Plan Delivery Plan Updates

Background papers

Council Plan 2024-2028
Delivery Plan 2025-2026

Appendix A - Council Plan Delivery Plan Updates

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

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
Support all children to have the best start in life	Ensure sufficiency of local care placements	Set up two new Residential Children Home (RCH) providing a total of 4 beds	Green	Contract mobilisation has been completed, the first placement made and registration of second home expected Q3.
		Understand ways that the council may use capital funding to purchase accommodation and develop additional children's homes in county.	Blue	Completed at Quarter 2
		Undertake market engagement events locally/regionally with Independent Fostering Agencies to promote working relationships and their acceptance of our referrals	Green	We have set up a West Midlands (WM) Placement Team Forum where we chair quarterly meetings with all WM local Authorities and we will be inviting Providers/Independent Fostering Agencies to attend to promote working together and getting better placement for our children regionally. We are also looking at working with Local Authorities to support each other with placing children with their internal carers.
		Implement 25/26 Foster Carer Recruitment campaign	Blue	
		Review the Special Guardianship Order (SGO) financial support offer and obtain Cabinet agreement for any recommended developments increase	Green	Work completed on reviewing previous cabinet decisions and policies. Updated SGO finance and support policy will be completed by 24th October 2025 to reflect previous cabinet decision.
		Development of the specialist foster carer scheme for children needing care who have significant additional needs and challenging	Blue	Specialist scheme went live in 2025. Marketing of this scheme is underway to support recruitment. Next step is to develop a similar scheme for children with disabilities.
	Further develop short break sufficiency with increased capacity and choice	Develop a communication strategy with Parent Carer Voice (PCV) and the Children with Disability (CWD) team to ensure wider take up of the existing short break offer	Green	Publicity materials have been produced to help parents access clear information about Short Breaks through the Local Offer. The Short Breaks Steering Group has presented options to the Service Director for consideration, helping to shape the future of the service. The project remains on track for completion in November.
		Purchase an accommodation for a new overnight short breaks provision and confirm a provider	Green	Suitable property identified with exchange and completion on track. Service specification in development. A dedicated project group has been established to oversee the planning and delivery of the provision.
		Develop ways that we can deliver new arrangements to buy and manage daytime community based short breaks	Green	Following review of activity, demand and stakeholder views it has been agreed that a full-scale review of short breaks across commissioned arrangements, resource allocation models and support arrangements will be undertaken 2026. Existing short break contract extensions have been utilised to ensure continuity of service over this period.
		Review demand & data to decide if there is a requirement for overnight respite and if there is how we can make it happen in timescales.	Blue	Completed at Quarter 2
		Review intelligence relating to targeted allowance scheme and its impact and identify improvements	Blue	Completed at Quarter 2

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
28	Establish a framework of commissioned providers to deliver alternative curriculum provision, for children who are not able to attend school and those needing additional support, increasing choice, quality and value for money	Undertake procurement to put in place the framework	Amber	Delays have been experienced due to implementation of new procurement regulations, the need to develop new paperwork and legal oversight. Plans are progressing and senior managers are aware of risks.
		Monitor the impact of the Alternative Provision providers and manage concerns as they arise.	Grey	As above delays have been experienced in undertaking procurement. Systems to monitor are in place.
	Continue to strengthen the programme of interventions to support children's oral health	Develop standardised resources and materials provided to parents following the findings of the toothbrushing audit undertaken in 2024-2025	Blue	Completed Quarter 1
		Identify the number of early years/primary school settings in areas of deprivation participating in the toothbrushing programme and produce an options appraisal for increasing participation and promoting the programme	Blue	Completed, options appraisal written and discussed at Public Health Leadership Team. Awaiting approval for expenditure of the 25k oral health ring fenced grant from NHS England. All schools in areas of deprivation are now undertaking supervised toothbrushing.
		Undertake an annual survey of parents re barriers, opportunities and impact of the new 4-6 month oral health and healthy weaning check	Green	Surveys for parents have been developed in relation to the 4-6 month and 3 yr school readiness checks. These will be distributed through the 0-5 Public Health nursing service by the end of November 25.
	Review implementation of the new pre-school health needs assessment which identifies any developmental needs early	Report on how the pre-school check aligns to the health check at 2½ years	Green	A task and finish group to identify actions to improve good levels of development at 2.5 years and the end of Reception year is in progress. Focus groups in each Primary Care Network area are planned with health and education colleagues to review the development checks undertaken at different stages, including the pre-school check and ensure alignment.
		Develop local baseline measures for 'school readiness'	Green	Any additional local baseline measures to be identified through the focus group sessions outlined above.
	Develop new Alternative Provision for children with needs that require additional support to enable them to remain and or return to mainstream education	Identification of provider	Amber	Initial discussions have taken place with prospective providers, and the proposal is being considered as part of the Council's capital bids for 2026/27.
		Build/furnishment	Amber	If the bid is successful, a formal expression of interest will be launched once a suitable building has been identified and refurbished.
		Registration of provision	Amber	This is dependent on securing a building and provider.
	Progress the development of a new build special free school as part of the DfE (Department for Education) new free school project	Meet with the church commission regarding covenants on the old Whitecross playing field	Teal	Significant challenges have been identified with the former Whitecross site, so alternative options are now being explored.
		Work with the DfE to appoint an academy trust	Amber	We are awaiting further updates from the Department for Education regarding the project timescales.
	Continue to deliver the schools capital investment programme	Commence construction at Peterchurch Primary School	Blue	Works commenced Q2

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
		Commence construction at Aylestone High School	Green	Progress on the project is currently awaiting planning approval. An updated plan, which now includes highways requirements, has been submitted and is expected to be considered by the Planning Scrutiny Committee in November.
		Commence works at Hampton Dene Primary School	Blue	Works commenced Q2
		Complete works at Brookfield School	Green	Delivery of the project is progressing well, with completion expected in Quarter 3.
Support all residents to live healthy lives within their communities	Invest in play areas to encourage children to get out and stay active	Delivery of £500k investment in play areas across the county and associated asset transfers	Green	Report complete, awaiting Cabinet Member sign off later this month. Officers will then consult with City/Town and Parish Councils.
	Deliver active travel programmes to encourage more walking and cycling	Support five businesses at the Hereford Enterprise Zone (HEZ) with employer travel plans	Amber	There has been no development of the travel plans as yet however a consultant has been appointed by the Transportation team who have recently (Q2 2025/26) taken responsibility of Travel Plans with the objective to implement a new Travel Plan process in line with S106 and school safety priorities. A plan with milestones on the project will be provided for review identifying the achievable delivery dates the Transportation team can align to.
		Deliver Level 1 and Level 2 of the Bikeability (cycle training) programme to 1472 pupils	Green	Bikeright team are fully booked in at schools for the autumn term.
Tackle inequality and facilitate social mobility by focussing on early intervention and prevention activities that enable people to live independent and fulfilling lives	Provide effective Early Help to families	Monitor the impact of the Early Help services and providers and manage concerns as they arise.	Green	Contract monitoring is in place. Variation of contract to extend the remit of a commissioned provider has been undertaken.
		Undertake monitoring to understand impact and respond to feedback	Amber	Delayed due to staffing and capacity issues.
	Evaluate five technology pilots within the wider Technology Enabled Living Programme	Complete the evaluation of the technology pilots delivered in 2024-25	Blue	Completed Quarter 1
	Deliver schemes to tackle inequality that support our most vulnerable residents	Deliver the Holiday Activity and Food programme (HAF) targeted at children in receipt of free school meals	Green	Continued to successfully deliver the programme and received confirmation of 3 further years funding.
		Deliver the Household Support Fund (HSF) to those affected by cost of living	Green	Continued successful deliver of Household Support Fund.
	Review and refresh the action plan to 'Prevent Ill-Health and Reduce Health Inequalities'	Engage with key partners including adult social care and the voluntary and community sector	Green	Work underway on 'Prevention in Adult Social Care Strategy'. 2nd (and final) stakeholder engagement workshop due on 16th October, and first draft of strategy within next month.
		Produce revised action plan	Grey	Revised action plan will be one of recommendations of strategy and should follow its completion, but not started yet.
Enable people to support themselves and each other by providing the right help at the right time	Work with Talk Community to develop and implement the children and family community support provision	Expand multi-agency forums within localities develop the children & families community support provision and use these forums to co-produce community based support and identify local solutions	Green	Early help in the community roadshows organised across the county. Increased attendance at Community Action Network's from children's focussed organisations. Established community workstream as part of families first co-production.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
36	Implement against the Children's Social Care reforms and the Department for Education's (DfE) Families First Partnership Programme	Recruit lead officers to support the locality model	Blue	Completed Quarter 1
		Develop a multi agency steering group and agree governance of the programme	Blue	Completed Quarter 1
		Develop Families First implementation plan and deliver Quarterly progress report to DfE	Green	Implementation is in place and the first quarterly report has been submitted to DfE. Second report is due in December 2025.
		Develop the single vulnerable child assessment and plan combining the Early Help Assessment (EHA) and Social Worker Assessment (SWA) to form one family plan	Green	Work continues this. Original drafts have been shared with families, steering group, Senior Leadership Team and service manager across social care. Further adaptations are needed. We are aiming for the assessment to start to be built in Mosaic in November 2025.
		Develop the support offer, including financial support to family and family networks to reduce the need for protection and care services	Green	Early Help funding available through combined Police Crime Commissioner/Local Authority joint fund – applications being received. Parenting Apart / Parental Conflict service commissioned through contract variation - ongoing negotiation with provider to deliver additional services from Nov 25 Review of Family Hubs (including DfE Survey) completed and small grant received to support development Community Spaces Grant – award process completed
		Develop the Family Help Lead Practitioner role within the partnership and provide a consultation, support and training programme to the voluntary, community and social enterprise (VCSE) sector to enable them to build skills and confidence in managing presenting needs and risks in children and young people	Green	Role of Family Help Lead Practitioner is defined, surveys and feedback form partner agencies have been collected, and this has helped to shape the consultation, support and training offer. The Children and Families Talk Community Development Officers(TCDOs) keep regular contact VCSE and offer support and advice. Delivery of training is planned for Quarter 3.
		Develop Family Group Conferencing for vulnerable children in need of early help and support to identify and provide support through family networks	Blue	Completed Quarter 1
	Explore options to develop a new care facility, aimed at delivering local care and support to adults with a range of complex needs	Undertake soft market testing	Green	Memorandum of Understanding has been signed by Corporate Director for Community Wellbeing to join Worcestershire Council's complex care framework.
		Develop options appraisal for future delivery models	Amber	An open tender to secure a specialist service to work with the Council to undertake work to develop a strategic housing needs assessment for specialist accommodation need with care.
		Develop business case	Amber	Business case in draft form awaiting housing demand modelling information. This will be shared with the care and housing markets as commissioning intentions when ready.
	Review all Supported Living services, offering accommodation and support to adults with a range of needs including learning disability, autism and mental health with the aim of ensuring a range of services that are fit for the future and meet changing needs	Review of each supported living scheme	Blue	Completed at Quarter 2
		Undertake future demand planning	Amber	Data collection ready and being updated for housing demand modelling work.
		Develop options appraisal for future delivery models	Grey	Not due to start yet

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
37	Review and develop a range of community activities to ensure meaningful opportunities for adults with a range of needs including learning disability, autism and mental health	Design commissioning plan for future models	Grey	Not due to start yet
		Develop and implement a communication and engagement plan for service users and their families to review the range of community activities and identify how they can be improved to promote independence	Amber	Further work is required ensure breadth of engagement. Extending period of engagement through October and November 2025.
		Undertake future demand planning for community activities	Grey	Not due to start yet
		Undertake a series of market engagement activities to review the current community activities offer and identify scope for the future	Green	Planning underway to engage the Voluntary, Charitable and Social Enterprise (VCSE) sector for opportunities.
		Develop options appraisal for future models	Grey	Not due to start yet
		Design commissioning plan for future models	Grey	Not due to start yet
	Develop a Domestic Abuse Strategy	Develop the Domestic Abuse Strategy and action plan	Blue	
		Implement the Domestic Abuse Strategy action plan	Green	Working up delivery plan to review with partnership board. Draft shared with partnership board on 9th Oct.
	Increase promotion and improve knowledge of mental health support services	Update the information held on the Talk Community Mental Health support service webpage	Blue	Completed Quarter 1
		Deliver four Mental Health campaigns across the year	Green	A 12 month mental wellbeing communications strategy has been drafted, to support national campaigns and provide regular wellbeing messages and information throughout the year. The communications strategy also links to relevant local activity and support. Delivery is ongoing with a minimum of 4 campaigns being supported.
		Mental Wellbeing information to be included in at least four of the 'Spotlight' newsletters to schools	Green	Mental wellbeing information has been shared and promoted throughout the year in the schools newsletter, Spotlight.
		Develop a suite of communications and marketing resources	Green	A mental health pocket guide for Herefordshire & Worcestershire has been produced, together with new bereaved by suicide resources including updated Orange Button resources - videos, posters and social media. The Talk Community Directory Mental Wellbeing pages have also been updated with information on local support and services.
	Improve services for carers of all ages	Produce an annual report on progress of the strategy - January 2026	Grey	Annual Report for the Carers Partnership Board will be compiled during December and made available in mid-January 2026
	Improve services for people with learning disabilities and mental health issues	Sign up three new work opportunities providers	Grey	Not due to start yet
	Improve the model to ensure that people who are discharged from hospital receive the right support in the community, including reablement	Undertake a review of 25 sample discharge cases to provide assurance on partnership working	Green	Progress is underway, arrangements made to undertake audit during Q3.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
Work with partners and residents to build connected and resilient communities	Support local providers including foster carers to meet the cultural, religious and social needs of Unaccompanied Asylum-Seeking Children (UASC)	Review placement of UASC by type and location	Blue	Completed Quarter 1
		Agree Joint Commissioning Strategy for Special Education Needs and Disability 2025-28 and commence implementation	Amber	The Joint Commissioning forum has reviewed the need for this work and will explore the opportunities to work together and develop a timetable for activity from 1 January 26 onwards.
		Review and refresh S75 arrangements for joint funding across Health, Education and Social Care	Amber	The transition from S75 to individual arrangements is proving problematic and there is a risk in delivery of future arrangements.
	Embed partnership working within the Joint Commissioning Forum (JCF), comprising Herefordshire Council and NHS Herefordshire and Worcestershire Integrated Care Board to jointly address health and care needs of children, young people and families with an initial focus on children and young people with Special Educational Needs	Work with partner agencies to understand how therapies are delivered and impact. Consider development plan.	Blue	
		Deliver the Community Spaces Capital Grant Scheme to enhance community hubs, infrastructure, and spaces that support local engagement, inclusion, and wellbeing	Blue	Completed Quarter 1
		Evaluate Expressions of Interest (EOIs), shortlist applicants, and invite full applications	Blue	
	Allocate funding to successful projects and initiate delivery	Allocate funding to successful projects and initiate delivery	Blue	
		Monitor implementation of funded projects and evaluate outcomes	Green	Final stage panel completed and 13 projects awarded funding.
		Monitor implementation of funded projects and evaluate outcomes	Green	Final stage panel completed and 13 projects awarded funding.
	Pilot the Herefordshire Connect cross-sector referral platform through organisations that are supporting the household support fund to improve access to cost-of-living support services by enabling direct referrals between organisations, reducing duplication, and ensuring residents receive the help they need quickly and effectively	Finalise partnerships and complete technical setup, ensuring seamless integration with key partners	Blue	Completed Quarter 1
		Launch the pilot phase with identified service providers and support initial onboarding	Amber	Pilot organisations identified and testing and training undertaken. Information Governance processes completed. Progress now subject to legal approval.
		Monitor platform performance, user experience, and system efficiency through ongoing evaluation	Amber	Subject to legal approval as above.
		Produce an evaluation report with data-driven recommendations for full rollout, identifying opportunities for scaling and innovation	Grey	Not due to start yet
	Enable people to access the housing they need through strategic housing service	Continual engagement with Registered Providers, supporting them with planning comments and grant funding opportunities through Homes England	Green	Strategic Housing facilitate the quarterly Registered Providers meetings with attendance from Homes England.
		Continual engagement with the Ministry of Housing, Communities and Local Governments to secure grant funding for additional council properties to be purchased and refurbished to meet specific client groups	Green	We meet with MHCLG every 6 weeks, we share plans and policies and have a visit planned for later in the year.
		Maintain up to date housing needs data to support the delivery of accommodation	Green	Continually reviewing and monitoring data, across Directorate, wider council and within the service.
	Invest in a flood risk response programme to reduce both the likelihood and the impact of flooding across the county	Investment of £1m in scheme delivery, scheme development, community engagement and the use of technology	Green	Funding decision has been made and allocation of capital is underway, with projects going live in Q3 and Q4.
Support people to feel safe and respected in their communities	Develop our community safety approach as a partnership to address extra familial risk of harm in the community	Using the locality model establish a partnership across the safeguarding network and local community leads in each locality	Blue	Reports in place Q1 completed and annual report evaluating the last 12 months being undertaken. Engagement events have taken place across the County in the last 2 quarters. This is stronger in North but work in South premises will be completed in January Q4 to support a community hub.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
		Further development of the information sharing processes to identify new and emerging push/pull factors driving missing episodes	Green	Completed Quarter 1. Additional information is the annual report has been completed and ongoing monitoring through the Herefordshire Safeguarding Children Partnership (HSCP) Exploitation and Missing Sub Group.
		Update the Herefordshire Partnership Prevent Strategy and action plan for 25-26 and develop a Prepare Plan and Protect plan tailored for each locality	Green	Strategy in place with a wider County Action Plan . Assurance letter from Home Office advised we were compliant but had exceeded expectations in one area. Locality raising awareness plans will be drawn up in Q4 The work of Prevent, Pursue, Protect and Prepare alongside the work of Get Safe share operational information regularly to inform local activity and operations in each locality area as identified.
		Further development of the information sharing processes to identify new and emerging risks associated with Child Sexual Exploitation	Green	Multi Agency Child Exploitation Meetings at Level 1 and Level 2 have been reviewed by the Child Exploitation Sub group . Action plan and report submitted to the HSCP all progressing well.
	Deliver the safer streets to schools' project	Commence construction	Green	Experimental Traffic Order and monitoring equipment now in place. Signs and communications with parents/residents set for Nov. Scheme on track.
		Complete construction	Green	Design work for place making element almost complete.

Key

Green - On Target	Amber - At risk of missing Deadline	Red - Not on Target
Blue - Completed	Grey - Not due to start yet	Purple - Parked
		Teal Milestone has been discontinued

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

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
Develop Herefordshire as a place for growth, prosperity and communities to thrive	Deliver the Local Transport Plan to ensure places can prosper and thrive with the right integrated transport networks	Commence consultation	Blue	Completed Quarter 1
		Seek Cabinet approval to adopt the plan	Green	
		Commence implementation	Green	For approval at cabinet in November 2025.
	Prepare a new Local Plan in response to the National Planning Policy Framework changes and the government mandatory housing targets	Commence development of a new Local Plan	Green	Currently undertaking the first stage of plan preparation and inviting 'call for sites' from land owners and agents.
		Gateway 1 Consultation	Green	Awaiting secondary legislation from Government in order to commence with Gateway 1.
	Develop the Masterplan to set the long-term direction for growth and development in the city	Draft the Hereford Masterplan in consultation with partners and stakeholders	Green	Draft received and commented on, enhanced People section to be inserted, Hereford MP to be consulted on as part of wider Merton engagement sessions.
		Seek Cabinet approval for the Masterplan	Green	Targeting final Version to go to Cabinet November 2025.
		Publish Masterplan and commence implementation	Green	Pending adoption of Masterplan.
	Establish a strategic plan for the eastern expansion of Ross-on-Wye	Undertake stakeholder engagement	Green	First round of engagement has taken place. Feedback due from internal stakeholder on Draft Masterplan 14th October.
		Draft strategic plan produced	Green	First draft received and circulated for feedback, due 14th October.
	Establish a strategic plan for the west side of Hereford	Stakeholder engagement	Green	Pending internal feedback and revision of draft Masterplan.
		Draft strategic plan produced	Green	
	Deliver the Public Realm services	Award the new Public Realm contract	Green	As of the end of September, this project was on track. Final tenders were received on 26 September and will be evaluated by Officers during October.
		Commence demobilisation of current contract and commence mobilisation for new contract	Green	Demobilisation activity has commenced ahead of 31st May 2026 and the end of the current contract with Balfour Beatty. Mobilisation is scheduled to commence in the new calendar year once a contract award has been made.
	Continue to deliver Section 106 infrastructure projects	Reduce backlog of Section 106 schemes	Green	New S106 Highways Engineer starts on 27th Oct, the outgoing engineer is currently handing over to new Engineer, works continue to progress. The new S106 Delivery Manager also started on the 19th Sept working on play area sites.
		Commission infrastructure projects in a timely manner to ensure best value for money when income is received	Green	Schemes are being commissioned with the S106 delivery team and the backlog has reduced significantly.
	Deliver a review of all leisure assets and service provision across Herefordshire	Undertake visioning and consultation exercise	Purple	Work was being undertaken by Culture & Leisure lead and recently transferred to Public Health. On hold due to capacity.
		Develop Herefordshire Council vision for leisure provision	Purple	Work was being undertaken by Culture & Leisure lead and recently transferred to Public Health. On hold due to capacity.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
		Undertake condition surveys of leisure assets	Green	
	Continue the redevelopment of the Hereford Museum and Art Gallery	Progress from design stage (RIBA – Royal Institute of British Architects - Stage 4) to construction (RIBA Stage 5) for the building	Amber	Working through the Pre-Construction Services Agreement (PCSA) period to establish a bill of quantities detailed cost plan and schedule to be finalised in November 2025.
		Rollout the Museum Activity Plan across Herefordshire	Green	Events regularly taking place across the county in line with activity plan.
	Support the local Food Alliance to increase partnership, food collaboration and local food consumption	Scope a Local Food Strategy	Amber	Hereford Food Alliance will hold a strategy development day in October. A healthy weight needs assessment has been drafted.
		Develop plan to achieve Sustainable Food Places Silver award	Amber	The Sustainable Food Places coordinator delivered a gap analysis on current activity and the six Sustainable Food Places key areas, ahead of developing a plan to achieve Silver award.
Expand and maintain the transport infrastructure network in a sustainable way and improve connectivity across the county	Complete the construction of the Transport Hub	Commence construction of the Transport Hub	Green	Construction remains on track, drainage works and demolition works completed, some utility and highways works on going.
	Progress the delivery of the Holme Lacy safe pedestrian corridor improvements	Commence construction	Green	Construction contractor mobilising in Oct with early Nov construction start. Delay to programme due to discussions regarding traffic management to reduce impact on users during the construction works - this has increased programme length and will increase cost.
	Complete the necessary work to tender for the design and construction of Phase 1 of the Hereford Western Bypass	Delivery of Phase one and Phase two business cases	Green	Consultants AECOM continue to progress work on business cases, ecology and archaeology surveys underway to support cases, case for investment prospectus is being developed.
		Award of Design and Construction tender for the Hereford Western Bypass Phase 1	Green	Expressions of interest received from framework contractors, contract and tender documents being developed, should go to tender in mid-October for Design & Build contract.
	Complete the design work and start construction on the Aylestone Hill safe pedestrian corridor improvements	Final design completed	Green	Design work is complete, construction drawings being finalised.
		Tender the construction contract	Green	Tender documents being developed, will go to open tender. Dates for Tender TBC.
	Complete the Great Western Way improvement project	Commence construction	Green	Design completed, tendering completed, contract awarded, construction to commence early Nov.
		Complete construction	Green	Construction due to complete Q1 2026.
	Deliver Bus Service Improvement Plan (BSIP) funding	Deliver a Bus Services Summit	Blue	
		Expand/ extend eight bus routes, running across the county	Green	
		Develop the plan for spending £1.1m of capital funding for bus infrastructure improvements	Green	
		Commence delivery against the plan	Green	

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
38	Deliver the highways maintenance investment programme across the county	Deliver £10m of investment in the resurfacing of the county's highway network through the Resurfacing Herefordshire Highways 1 and 2 programmes	Green	As of the end of September, this budget was fully spent or committed.
		Deliver £3.985m of investment in highway infrastructure assets including £250k on Public Rights of Way through the Highway Infrastructure Investment programme.	Green	As of the end of September, works are on track for completion by the end of March 2026.
		Deliver £2.5m of investment in the preparation and delivery of surface dressing schemes through the Highway Infrastructure Investment 2 programme	Blue	As of the end of September, this budget was fully spent with works delivered.
	Deliver the Highway Core Revenue spend	Delivery of £5.3m of revenue spend in-year	Green	Revenue spend delivery is underway and performing to budget.
	Deliver the Highway LTP (Local Transport Plan) Capital Maintenance spend	Delivery of £22.9m of capital spend in year* (*subject to confirmation from Department for Transport)	Green	All works programmed have been completed to plan.
	Work with City, Town and Parish Councils on locally important maintenance	Deliver grants to the City, Town and Parish Councils to support delivery of the following schemes: - Lengthsman scheme (£500k) - Public Rights of Way (PROW) scheme (£250k) - Drainage scheme (£445k)	Green	Applications continue to be received from City/Town/Parish Councils and officers are processing accordingly.
	Deliver £1.2m of Public Realm investment in Hereford City and the market towns	Identification and delivery of appropriate projects across Bromyard, Kington, Ledbury, Leominster and Ross-on-Wye, working in partnership with the Town Councils of each	Green	Officers have begun initial conversations with Town Councils to understand their aspirations so that the relevant teams can help them develop and implement their plans.
39	Value nature and uphold environmental standards to minimise pollution and maximise biodiversity	Deliver Phase 2 Strategic Mitigation for Phosphate Credits		
		Start construction of second wetland site	Green	Construction almost completed.
		Complete construction of first off-mains treatment plant replacement	Green	Agreement with school being finalised.
		Commence design for third wetland site	Green	Heads of Terms agreed with landowner.
		Commence planning application for third wetland site	Grey	Not due to start yet
	Support and facilitate the partnership approach to address river pollution	Publish Nutrient Management Plan for the Wye Catchment Area	Amber	Delays within the Environment Agency have resulted in the Nutrient Management Plan delivery being delayed.
		Deliver the third annual rivers conference	Green	Preparations well underway with a venue secured, dates held and speakers being secured. Over 60 registrations secured so far (Inc. speakers and HC officers).
		Work with partners to bring forward river restoration projects	Green	The council continues to work in partnership with Department for Environment, Food and Rural Affairs (Defra), Natural Resources Wales (NRW), Environment Agency (EA), Natural England, Dwr Cymru Welsh Water (DCWW) and partner local authorities in the river catchment area.
	Support the Wye Catchment Partnership Catchment Management Plan	Work with partners and government agencies to bring forward the delivery of the Catchment Management Plan	Green	Tender is being progressed, with draft due by Q4.
		Work with both governments to secure funding to support delivery of the plan	Green	

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
	Deliver a regenerative farm mentoring programme to five farmers across the county to support the recommendations from their carbon audit	Commission provider to deliver mentoring programme	Blue	Completed Quarter 1
		Commence delivery of one-to-one meetings	Blue	Completed Quarter 2
	Adopt the countywide Tree, Hedgerow and Woodland Strategy	Adopt the strategy	Green	Document green light and will be published in the coming period.
	To lead and be responsible for the delivery of the Local Nature Recovery Strategy	Publication of the Nature Recovery Strategy	Amber	The team are working with Natural England and Department for Environment, Food and Rural Affairs (DEFRA) to provide assurance. We are currently on track to publish in April which DEFRA have indicated is acceptable. Any delays will put this at risk.
Reduce waste, increase reuse and increase recycling	Develop a new food waste collection service	Adopt the business case (subject to funding) for a new food waste collection service for introduction in 2026-27	Amber	Still awaiting funding announcement for revenue which we believe will now come as part of the spending review announcements towards the end of the year.
	Develop a new garden waste collection service	Finalise the business case and, subject to approval, commence roll out of the service	Green	Launch for sign-ups is due to go live on 22nd October 2025.
	Commence a review of waste disposal contracts	Undertake a strategic options appraisal and procurement options for the future waste disposal arrangements from 2029	Green	Review carried out for Herefordshire of a previously supplied roadmap for procurement timeline and actions. Worcestershire County Council (WCC) have commenced a similar review of the procurement timeline.
Work towards reducing county and council carbon emissions, aiming for net zero CO ₂ by 2030/31 and work with partners and communities to make the county more resilient to the effects of climate change	Deliver sustainable energy solutions in all council owned accommodation	Upgrade all refurbishments to a minimum Energy Performance Certificate (EPC) C. Consideration dependent on the property for sustainable energy solutions such as solar panels and electric boilers	Green	At initial part of the refurbishment process.
	Reduce the council's own CO ₂ footprint through implementing our Carbon Management Action Plan	Deliver five heat decarbonisation plans for the corporate estate	Blue	Completed Quarter 2
		Achieve a 70% reduction of CO ₂ emissions from our 2008-09 baseline by the end of the financial year 2025-26	Amber	Please note that emissions data for 2025/26 will not be available until the summer of 2026, so progress against this milestone cannot yet be assessed, while we have been meeting the targets in the preceding years, it is anticipated that meeting the 2025/26 target will be challenging. The CO ₂ emissions for 2024/25 was 65.67% which was above the 2024/25 target.
		Publish new Carbon Management Plan for the period 2026-27 to 2030-31	Green	The plan is been through a number of drafts and the report will go back to the cabinet task and finish group for comment in the coming period.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
	Deliver solar car port canopies in the north car park adjacent to Plough Lane to reduce the council's reliance on grid electricity, exposure to energy markets and improving security of energy supply	Completion of surveys on the car park for feasibility of installation (e.g. management of surface water, presence of asbestos, suitability of concrete to support structure)	Green	Pre contract surveys are now complete, any further surveys are likely to be wrapped up into a Design & Build contract. Governance process ongoing with decision likely to take place in November.
		Planning permission obtained	Grey	Not due to start yet
		Commence installation of solar car ports	Grey	Not due to start yet
	Support households and businesses to take action to address climate change	Install energy efficient measures to 40 homes and retrofit assessments completed for 60 households	Blue	On year, one of Warm Homes Local Grant we have completed 52 retrofit assessments and allocated all Year one funding to a total of 28 homes that will all have installations of energy efficiency measures. In addition a further 52 properties have had a retrofit assessment under the ECO Flex programme and 12 properties to date have had installs.
	Expand the electric vehicles charging network in council owned car parks and additional points through the Local Electric Vehicle Infrastructure (LEVI) funded project	Deliver 27 new publicly available charge point sockets across the county	Amber	12 on-street and 22 car park sockets approved for installation, officers exploring mechanisms with partners for increasing delivery pace but unfortunately the Council does not have control over concession contracts.
	Adopt the Local Cycling, Walking and Wheeling Infrastructure Plan and provide residents with different travel choices through integrated networks	Seek Cabinet approval	Green	Incorporating feedback from Cabinet so final version can be circulated for approvals.
		Publish the plan and commence implementation	Green	Incorporating feedback from Cabinet so final version can be circulated for approvals.
93 Support our local culture and heritage and make Herefordshire a thriving, safe and attractive place to live and visit	Finalise the design proposals and start construction of the Shirehall Library and Learning Centre	Procure contractors for the build refurbishment	Amber	1. Speller Metcalfe was the successful bidder following a two-stage procurement process which includes the Pre Construction Services Agreement (PCSA) and Construction 2. We are currently finalising the finer detail in relation to the PCSA with the intent to award at the beginning of November 2025. 3. Whilst the PCSA stage will not be completed until mid-2026, we will have initial costs in Dec 25 to inform the Capital costs for the construction stage, both scope and budget.
		Commence refurbishment of the Shirehall building	Amber	Subject to completion of the PCSA, works is forecasted to commence on site w/c 6th July 2026.
	Review and update the Herefordshire Cultural Strategy 2019-29 in partnership with the Herefordshire Cultural Partnership (HCP)	Work with HCP to produce draft vision and priorities of the Herefordshire Cultural Strategy	Blue	Completed Quarter 1
		Produce final strategy	Purple	The final strategy will be produced by the Herefordshire Cultural Partnership. As a member of the Partnership, the Council is supporting its development but cannot complete it directly.
		Endorsement by Cabinet of Herefordshire Cultural Strategy	Green	The Cultural Strategy has been endorsed by the Cabinet Member, with full Cabinet endorsement to follow.
	Produce a Herefordshire Library Strategy.	Draft new vision and priorities and test with stakeholders and users	Green	Consultation with public, council colleagues and stakeholders completed. Draft vision and priorities being refined for testing before final strategy approval.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
		Produce final strategy	Green	Results of consultation and elements of new service vision are in the process of being shared with staff and stakeholders. Cabinet member has been briefed. Development of final strategy document for Cabinet Member approval is running in parallel with this.
		Cabinet Member approval of Herefordshire Library Strategy	Green	Results of consultation and elements of new service vision are in the process of being shared with staff and stakeholders. Cabinet member has been briefed. Development of final strategy document for Cabinet Member approval is running in parallel with this.
		Develop and commence implementation of action plan arising from the strategy	Grey	Not due to start yet
	Update Herefordshire Archive Plan.	Produce new three-year Archive Plan 2025-2028	Blue	Completed in Q1
		Achieve service accreditation for the Herefordshire archive service	Green	Regular consultation meetings held with service managers to check on progress. Last few required documents being developed. Aim to submit documentation for accreditation during Q3.
	Deliver the Our Place creative arts project in partnership with Herefordshire Cultural Partnership	Deliver the project in Leominster, Hereford and Golden Valley	Green	Project partners are delivering the project on programme.
	Expand community programming and increase accessibility through targeted outreach for Herefordshire Museum Service.	Launch <i>Revealing Our Roots</i> project (co-production with communities) funded by the Esmée Fairbairn Foundation	Green	Being delivered to programme.
		Implement part two oral history project <i>Voices of the Wye</i> to preserve cultural stories funded by an external project grant	Green	Being delivered to programme.
		Establish youth led <i>Fixing Our Broken Planet</i> project funded by the Natural History Museum	Green	Being delivered to programme.
	Embed participatory and inclusive practices into decision-making processes in the Herefordshire Museum Service	Establish co-production groups (Access, Equalities, Young People and Veterans & Military Families)	Blue	Completed Quarter 1
		Develop a Curatorial Advisory Panel and Teacher Panel	Blue	Completed Quarter 1
	Identify additional income streams to support the financial sustainability of the Museum service	Explore commercial opportunities with a higher education provider to run accredited programmes through the museum	Blue	
		Build on current income generation initiatives to ensure financial resilience of the museum service	Green	1621 children's stationery range launched at the Old House Hereford.
	Deliver highway improvement schemes at known collision cluster sites	Design and commence delivery of works at top ranking sites including (i) A465 junction with B4348 Locks Garage, Allensmore, and (ii) B4203 junction with B4204 High House Crossroads, Upper Sapay.	Green	Outline design has been commissioned for key sites, and stakeholder engagement is underway.

KeyGreen -
On TargetAmber -
At risk of missing DeadlineRed -
Not on TargetBlue -
CompletedGrey -
Not due to start yetPurple -
ParkedTeal
Milestone has been discontinued

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

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
Develop employment land to unlock new business opportunities for the county and generate local jobs	Commence development works on Ross Enterprise Park	Procure a contractor	Green	
		Commence works to create access to the site, and 4 acres of service development ready plots	Green	
	Develop outline business case for the potential development of business units on the Bromyard Depot site	Develop outline business case	Green	
		Develop full business case	Green	
		Appoint Design team	Green	
	Attract new and growing businesses onto the Hereford Enterprise Zone to support the economic growth of the county and provide better paid jobs	Agree the sale of six plots on Hereford Enterprise Zone to support growing businesses	Green	
	Support existing and new businesses on Hereford Enterprise Zone to increase productivity and provide better paid jobs	Implement a Key Account Management approach for providing targeted support to businesses on Hereford Enterprise Zone	Green	
	Support existing and new businesses on Hereford Enterprise Zone to increase productivity and provide better paid jobs	Businesses identified and receiving dedicated contact and support from a named Economic Development Officer every three months	Green	
	Develop and implement an Inward Investment and Place Marketing plan for Herefordshire	Establish an inward investment programme	Green	
		Commence delivery of the inward investment programme	Green	
		Publish a Defence and Security Investment Prospectus setting out both financial and development opportunities	Green	
Support market towns and Hereford City to be vibrant hubs through working with residents, grassroots organisations and businesses	Develop business hubs and managed workspace in the market towns	Develop and agree proposals (subject to funding) for business hubs/ co-working space in each of the market towns	Green	
	Support projects and priorities identified in the 2021 Market Town Investment Plans	Work with Town Councils to identify funding to take forward projects	Green	
	Work with partners in the Golden Valley Parkway Task Force to complete a study looking at the viability for a new railway station	Study completed	Amber	Awaiting feedback from Transport for Wales study which will confirm if a parkway station is viable before commissioning a further study.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
		Findings of study evaluated, and next steps agreed	Green	
Support residents to access skills development, training and employment opportunities	Support the Herefordshire Skills Board in engaging with local businesses to understand and help address skills gaps	Deliver a range of initiatives to address identified skills gaps and business needs.	Green	
		Continue to develop our partnership with NMITE to support their development and growth around shared strategic ambitions for education, skills and economic development	Green	We continue to work in partnership with NMITE, in particular in emerging new areas of opportunity such as defence and security.
	Attract external funding to help address skills gaps and business needs	Seek Cabinet Member approval to implement the UK Shared Prosperity Funding (UKSPF) for 25-26	Blue	Completed Quarter 1
		Implement the UKSPF in accordance with the Cabinet Member approval to address identified skills gaps and business needs	Green	
	Agree a new strategic plan for the council's adult and community learning education service	Develop and agree the new strategy and delivery plan to support learning and enable access to employment, further training, and skill development opportunities	Green	This work has started and is in progress. Responsibility for adult skills funding transferred to Department for Work and Pensions from Department for Education in September 2025. We do not know what the impact of this will be yet. A new Ofsted framework has been published for Further Education and Skills. We are awaiting the national Post-16 Education and Skills white paper which will inform the plan.
	Working in partnership with the Skills Board to promote the higher education offer available in Herefordshire	Delivery a joint promotional/marketing campaign and the Careers and Enterprise programme in local schools and college, to attract students to study in the county including local residents	Green	A Spotty Grid (list) of level 4/5/6 and 7 courses and higher level apprenticeships available in Herefordshire has been produced and circulated to careers advisers and leads in schools including the virtual school and colleges.
Work with partners to provide high quality and affordable housing to meet all needs	Bring forward council owned sites for development	Seek outline planning approval and dispose of sites such as the former Holme Lacy school to enable development	Green	Sale agreed on The Paddocks, solicitors instructed by Property Services. Holme Lacy and Bromyard being considered for direct delivery of emergency affordable housing.
	Complete the strategic plan for Merton Meadow and Essex Arms sites in Hereford	Complete the strategic plan	Green	Initial scale and massing exercise completed, further public engagement to be undertaken during October and November. Final strategic plan due end of 2025
	Commence the flood alleviation works on the Merton Meadow and Essex Arms sites in Hereford	Seek outline planning permission	Blue	Approved July 2025
		Commence development of the flood alleviation works	Green	Contractor procured via framework tender, contract due to be finalised w/c 6/10. Start on site due 14/10.
	Finalise the long-term strategic model for the delivery of housing across the county	Complete review of options	Green	Delivery models Business case in preparation, additional option of direct delivery of emergency housing now being included. Draft Business Case due end of October.
		Seek Cabinet approval for the preferred option(s)	Green	
		Develop costed business case for the preferred option(s)	Green	
	Utilise the full range of measures to prevent people becoming homeless including through the provision of transitional accommodation	Complete procurement process and award contract for refurbishment works to a city centre building for transitional accommodation for those who are homeless	Blue	Completed Quarter 1

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
Work with our partners and businesses to facilitate growth across the county		Complete refurbishment works to the city centre building	Green	Specification being finalised for tender to be put on the framework in October. Build out period 9 –12 months.
		Design work and tender for contractor for refurbishment of the Buttercross, Leominster into affordable units completed	Green	Specification being finalised for tender to be put on the framework in October. Build out 6 months.
		Commence work on the Buttercross	Grey	Works cannot commence until a contractor is on board following the tender process via the framework
		Finalise specification and arrangements for winter shelter provision	Blue	Completed Quarter 1
		Deliver winter shelter provision	Green	All preparation works have been completed and the shelter opens on the 3rd November 25.
	Support the Herefordshire Business Growth Board to better understand barriers encountered by the private sector and enable opportunities for development and growth	Establish the Board	Blue	Completed Quarter 1
		Identify priorities and delivery programme	Green	
		Maximise the use of Business Growth Hub to support businesses across the county	Green	
		Support county BID/ Visit Herefordshire to increase the economic impact of tourism across the county	Green	
		Support the partnership to develop the Herefordshire Destination Management Plan	Blue	Completed Quarter 1

KeyGreen -
On TargetAmber -
At risk of missing DeadlineRed -
Not on TargetBlue -
CompletedGrey -
Not due to start yetPurple -
ParkedTeal
Milestone has been discontinued

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

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
Change and transform the organisation to be fit for the future and deliver the efficiencies required	Deliver the year one objectives of the council's Transformation Strategy and support implementation of the future council operating model	Deliver the Transformation Strategy - year one objectives	Green	Delivery of the year one objectives in the Transformation Strategy continues.
	Implement an improved strategic commissioning, procurement and commercial model and strategy	Review our organisational commissioning and procurement model and develop and launch a strategic commissioning and commercial strategy	Amber	A formal review of the operating model for the delivery of procurement has commenced including a review of policy & processes supplemented by stakeholder meetings and workshops. Findings are being collated to finalise a report with recommendations.
	Implement an improved approach to contract management	Implementation of the council's revised Service Level Agreement with Hoople to ensure best value and alignment with future target operating model	Green	Seven of the nine Work Packages within the current SLA have been updated to reflect gaps in the documented scope of service, revise pricing and update KPIs. The seven Work Packages which have been finalised are as follows: - 1.Trusted Assessor 2.HR, Recruitment, Payroll and Training 3.Maylods 4.Building Maintenance 5.Finance Business Partnering 6.Revenues & Benefits 7.Accounting Transactions ICT will be updated following further work to be conducted in conjunction with SOCITM. Negotiations are ongoing between Community Wellbeing Commissioners and Hoople to finalise the SLA for specialist care services.
		Refresh and re-launch contract management tools and resources to ensure compliance with the new Procurement Act	Blue	Completed Quarter 1
	Implement policies and processes that ensure that the council maximises service cost recovery and realises value for money	Review the approach to setting fees and charges across the council	Green	A review of fees and charges is underway as part of annual budget setting activity.
		Review the council-wide approach to income collection and debt management	Green	Levels of debt are monitored routinely via the Hoople SLA. Opportunities for efficiencies in the way that income is collected across the council's services is underway as part of annual budget setting activity.
	Complete the review of home to school transport to mitigate increasing costs through a new delivery model	Strategic business case developed and approved for an in house, arms length or other direct delivery of elements of home to school transport	Green	Business case has been commissioned and is due by end of October.
		Implement new commissioning strategy to achieve better value for money	Green	Commissioning strategy is underway and final version is due by end of October.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
	Continue to invest in the property assets of the council to ensure they are maintained and decrease the burden on revenue repair works	Deliver Estates and Schools capital programmes	Amber	Whilst a number of projects have been delivered to programme, there are a number that are currently tracking behind programme.
Attract and retain an excellent workforce through effective approaches to recruitment and retention	Ensure our recruitment practices reflect best practice and value for money	Identify any improvements in the application process for candidates and recruiting managers so that the process is as smooth as possible	Blue	Completed Quarter 1
		Review our approach to temporary and interim appointments to get better value for money	Blue	A review of the existing approach has taken place. New guidance has been developed.
		Review and develop the content of the council's recruitment microsite 'the Spirit of Herefordshire'	Blue	A review of all recruitment website content took place with improvements implemented.
		Incorporate the council's THRIVE values into our recruitment processes	Green	Values based recruitment is in the 'pilot' stage.
		Review the council's approach to recruitment payments and market forces supplements	Blue	The revised Market Forces Supplement process and requirement for an associated business case have been embedded across the council.
	Become an employer of choice	Launch the council's scheme to recognise long service and exceptional achievement	Blue	Completed Quarter 1
		Launch a programme of leadership training for managers and aspiring managers	Green	The Aspire programme, cohort one launched on 16 September and Empower launches on 12 November. Everything is working well and on target.
		Review the impact of the Workforce Strategy and progress made towards its stated objectives	Green	On-going review.
		Deliver the improvements identified in the employee survey	Green	The action plan was reviewed in light of the 2025 check-in survey feedback and no changes were made. Reviews have taken place with named leads and actions are progressing. The action plan runs until the end of September 2026.
Work collaboratively with our residents, communities and businesses to achieve the best results together	Strengthen our partnerships with communities to enable community action	Develop a long-term commissioning framework for voluntary, community and social enterprise (VCSE) organisations	Green	Scoping for the framework is now underway.
		Develop a council-wide approach to grant management and grant maximisation	Green	A pilot is being carried out in Quarter 3 to test the Evolutive Online Grants Management system for one of the grants schemes. If successful, the intention would be to roll this out across the majority of the Council's grants programmes during 2026, in order to introduce a more consistent and efficient approach to grant management.
		Deliver the Talk Community Strategy – year one objectives	Green	Ongoing implementation of the Talk Community strategy objectives being undertaken.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
4.3	Build an understanding of our resident and communities' requirements	Revise current consultation guidance document	Green	
		Co-design and establish a young people's council and young people's consultation guidance with children and young people	Green	Work continues to scope and explore the feasibility for setting up a Youth Council and potential models for delivery.
		Review and develop the volunteering policy to support the council to maximise opportunities to work with volunteer networks	Green	Research and scoping continues to support future development of the policy.
		Implement the Customer Services Target Operating Model	Purple	This work has now been superseded by the Customer Service Strategy.
	Ensure improved working with Parish, Town and City Councils	Implement the Parish, Town and City Charter	Blue	Completed Quarter 1
	Improve the way we use technology across our services	Finalise the roll out phase one of Microsoft 365 to ensure the workforce have the latest version of Microsoft tools	Blue	Completed Quarter 1
		Upgrade the online and telephone payment function	Green	The project is progressing, and Payment Card Industry(PCI) compliance is being implemented. Project will complete in Q3.
		Implement a new telephony system	Green	During implementation, technical issues with payments were encountered. These are being resolved are project will complete in Q3.
		Complete the transfer to a new CMS (Content Management System) to enable website development	Green	Project is progressing as expected and the website will go-live on a new CMS in October.
		Develop the plan for digital functionality/capability which directly aligns to and supports the Customer Services Target Operating Model	Green	Progressing through implementation of the new web platform and telephone system, but also through planning for the next stage of developments post implementation of the above, as well as exploring additional opportunities.
		Initiate pilot programmes to test technological applications and evaluate outcomes for residents and council ways of working	Green	The council has commissioned socitim to work with the council on customer transformation.
	Identify and undertake pilots of Artificial Intelligence (AI)	Complete an organisation wide internal pilot and evaluation of Microsoft Co-Pilot to understand areas of opportunity for future implementation of AI	Green	The pilot is ongoing and being assessed for possible wider deployment in next Financial Year.
		Undertake a pilot project implementing Magic Notes into adults and children's social work practice and evaluate impact on efficiency and practice	Green	The magic notes pilot was extended by 3 months and evaluation of benefits may lead to a full procurement.
Strengthen the council's strategy ensuring alignment for delivering the future vision	Develop a strong evidence base and become an intelligent organisation	Refresh the Digital, Data and Technology Strategy	Green	

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
	Develop a growth plan for Hoople in line with the future needs of Herefordshire Council	Develop and launch a council strategic plan for Hoople which aligns to our future target operating model	Green	Hoople's board comprises of four directors including two appointed by Herefordshire Council. Anthony Oliver and Hilary Hall are Herefordshire Council's appointed directors. Hoople published their Business Plan for 2025/26 in March 25. The council are reviewing Hoople's growth plan.
Build a data and performance rich culture to inform decisions, improve efficiency and manage demand	Strengthen the performance culture across the council	Implementation of the new performance management system for KPI and delivery plan milestones	Green	
		Deliver workshops on the use of the new performance management system to all services and directorates	Green	
	Strengthen the risk management culture across the council	Implement the organisation's refreshed risk management strategy	Green	A quarterly review of Corporate Risks has been undertaken at Quarter 1 and Quarter 2 of 2025/26. An update on risk management activity has been presented by Cabinet and reviewed by A&G Committee.
	Strengthen data quality and intelligence in social care	Review arrangements to record and monitor data to meet statutory and operational needs for children and adults' social care	Amber	Current priorities is addressing urgent reporting challenges before we can consider a long term solution and also take into account the upcoming contract end date of the current Social care Case Management system in the near future.

Key

Green -
On Target

Amber -
At risk of missing Deadline

Red -
Not on Target

Blue -
Completed

Grey -
Not due to start yet

Purple -
Parked

Teal
Milestone has been discontinued



Title of report: Q2 2025/26 Budget Report

Meeting: Scrutiny Management Board

Meeting date: Monday 8 December 2025

Cabinet Member: Cabinet member finance and corporate services

Report by: S151 Officer

Report Author: Director of Finance (S151 Officer)

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

To report the forecast position for 2025/26 at Quarter 2 (September 2025), including explanation and analysis of the drivers for the material budget variances, and to outline current and planned recovery activity to reduce the forecast overspend.

To provide assurance that progress has been made towards delivery of the agreed revenue budget and service delivery targets, and that the reasons for major variances are understood and are being addressed to the Scrutiny Management Board's satisfaction.

The forecast 2025/26 outturn shows a net overspend of £7.0 million at Quarter 2, before management action estimated at £3.3 million to reduce the forecast overspend for 2025/26 to £3.7 million.

Recommendation(s)

That: Scrutiny Management Board

- a) **Reviews the financial forecast for 2025/26, and notes the management action identified to reduce the forecast outturn position for 2025/26 as set out in the appendices A-D,**
- b) **Makes any recommendations it wishes to around the continuation of management actions to reduce the forecast overspend as identified in this report.**

Alternative options

1. Scrutiny Management Board does not review the financial forecast for 2025/26. This is not recommended as it is a key priority of the Scrutiny Management Board to undertake scrutiny in relation to the council's financial performance.

Key considerations

Revenue Outturn

2. The council's approved net revenue budget for 2025/26 is £231.5 million which includes planned savings of £3.9 million. Detailed explanations for variances from budget are set out in Appendix A by Directorate and Service area.
3. This report presents the revenue forecast outturn position for 2025/26 and highlights continuing budget pressures to support increases in demand across social care budgets, temporary accommodation and Special Educational Needs and Disabilities (SEND) transport services.
4. The Quarter 2 revenue outturn position for 2025/26 shows a forecast variance from budget of £7.0 million (3.0% of net budget), before management action. It is expected that planned management activity will reduce the forecast overspend to £3.7 million.
5. This variance represents cost pressures of £7.0 million comprising £5.6 million in-year net cost pressures and £1.4 million of brought forward Savings Targets assessed as 'at risk' as at Quarter 2.
6. The forecast outturn position for 2025/26 by Directorate, is shown in Table 1 below.

Table 1: 2025/26 Forecast Revenue Outturn before management recovery action

2025/26 Forecast Revenue Outturn at Quarter 2 (September 2025)			
	Revenue Budget £m	Forecast Outturn £m	Forecast Variance £m
Community Wellbeing	90.4	94.9	4.5
Children & Young People	58.8	57.4	(1.4)
Economy & Environment	27.9	28.3	0.4
SEN/Home to School Transport	12.7	14.3	1.6
Corporate Services	22.9	24.8	1.9
Directorate Total	212.7	219.7	7.0
Central	18.8	18.8	-
Total	231.5	238.5	7.0

Management Activity and Recovery Actions

7. Recovery actions expected to reduce the forecast overspend in Quarter 4 include:
 - i. £2.8 million allocation of the Budget Resilience Reserve to mitigate the impact of cost pressures and volatility in demand in Directorate Budgets;
 - ii. continued review of the council's contract arrangements and shareholding in Hoople Ltd;
 - iii. additional cost pressures in the Community Wellbeing Directorate emerging in Quarter 2 will be subject to further review and challenge in Quarter 3 before additional allocation from the budget resilience reserve is approved; and
 - iv. challenge of forecast expenditure over the remainder of the financial year through Directorate expenditure control panels.

8. The Budget Resilience Reserve was established in 2024/25 to manage the impact of in-year cost pressures and volatility in demand across social care budgets. In the financial year ended 2024/25, £4.0 million of this reserve was applied to cost pressures in the Community Wellbeing Budget, reducing the balance carried forward to the current financial year to £7.0 million.
9. As detailed in the Earmarked Reserves and General Balances Policy Statement 2025/26, allocation of reserve funding in each financial year will require application to the council's S151 Officer and Cabinet approval to ensure that appropriate measures have been taken within Directorates. At the end of each financial year, any unused balance will be considered as part of the annual review of earmarked reserves.
10. Expenditure controls first implemented during 2023/24 remain in place to support recovery activity and robust control over expenditure in 2025/26. Directorate panels will continue to review expenditure on goods and services as well as changes in staffing arrangements to maintain the increased level of rigour and challenge over expenditure for the remainder of the financial year.

Table 2: Updated forecast revenue position 2025/26

Updated 2025/26 Forecast Revenue Outturn at Quarter 2 (September 2025)					
	Revenue Budget £m	Forecast Outturn £m	Forecast Variance £m	Mgm't Action £m	Revised Forecast £m
Community Wellbeing	90.4	94.9	4.5	(2.8)	1.7
Children & Young People	58.8	57.4	(1.4)	-	(1.4)
Economy & Environment	27.9	28.3	0.4	-	0.4
SEN/Home to School Transport	12.7	14.3	1.6	-	1.6
Corporate Services	22.9	24.8	1.9	(0.5)	1.4
Directorate Total	212.7	219.7	7.0	(3.3)	3.7
Central	18.8	18.8	-	-	-
Total	231.5	238.5	7.0	(3.3)	3.7

Savings

11. Council approved a total of £3.9 million of savings for 2025/26 comprising targets in the Children & Young People Directorate aligned to refresh of the 3 Year Financial Plan. A review of the delivery and status of the 2025/26 approved savings has been undertaken; informed by planned and actual activity in the year to date to determine savings targets at risk of in-year delivery.
12. This review **confirms £1.6 million (40%) of the total approved savings target for the year has been delivered at Quarter 2** with a further £2.3 million (60%) assessed as 'on target/in progress' for the year. No savings are currently assessed as 'at risk'.
13. A breakdown of 2025/26 approved savings is shown in Table 3 below with further detail on the status of individual saving target set out in Appendix D, Annex 1.

Table 3: Assessment of Delivery of 2025/26 Approved Savings at Quarter 2

	Target £m	Delivered £m	On Target £m	In Progress £m	At Risk £m
Children & Young People	3.9	1.6	0.8	1.5	-
Total	3.9	1.6	0.8	1.5	-
	100%	40%	20%	40%	0%

14. Savings not delivered recurrently in previous years have been carried forward into 2025/26 for continued monitoring of delivery. As set out in the 2024/25 Quarter 4 Outturn Report to Cabinet in June this year, a focused review of the original proposals and planned activity has been undertaken during Quarter 1 and revised savings plans have been developed, where appropriate, to confirm activity to deliver savings in 2025/26.
15. The status of delivery of the revised savings, which total £11.9 million, is shown in Table 4 below with further detail on the status of individual saving target set out in Appendix D, Annex 2. A reconciliation of changes in the individual targets brought forward is included in Appendix D, Annex 3.

Table 4: Assessment of Delivery of Brought Forward Savings Targets at Quarter 2

	Target £m	Delivered £m	On Target £m	In Progress £m	At Risk £m
Community Wellbeing	3.2	1.0	0.3	1.9	-
Economy & Environment	0.4	0.1	-	0.3	-
Corporate Services	0.5	0.3	-	0.2	-
Home to School/SEN Transport	0.5	-	-	0.5	-
Transformation	7.3	5.0	-	0.9	1.4
Total b/fwd Savings	11.9	6.4	0.3	3.8	1.4
	100%	54%	2%	32%	12%

16. At 30 September 2025 (Quarter 2), £6.4 million (54%) of the £11.9 million brought forward savings have been delivered with a further £4.1 million (34%) forecast to be delivered in year; £1.4 million (12%) remain at risk and with focused activity underway to resolve or mitigate in year.
17. The **delivery of savings in full and on time is critical** to ensure the 2025/26 revenue outturn position is balanced and to prevent further pressure on future years' budgets. Progress on delivery of savings and mitigations will continue to be monitored and reported in the next budget monitoring report to Cabinet.

Dedicated Schools Grant (DSG)

18. 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 2028. 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.
19. On 1 April 2025, the cumulative deficit brought forward was £20.0 million. The Quarter 2 forecast anticipates a 2025/26 in-year deficit of £17.5 million based on September 2025 activity data, will lead to a cumulative DSG deficit of £37.5 million by 31 March 2026. The Department for Education announced in June 2025 that the statutory override period has been extended until 31 March 2028.
20. Measures to contain the deficit and mitigate future cost and demand pressures continue to 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 2025/26 approved capital budget of £155.2 million has been revised to £115.1 million. The revised capital budget includes £11.7 million of unspent project budgets brought forward from 2024/25, removal of a project £6.0 million, £14.5 million additional grants and a reduction of £60.3 million where budgets have been reprofiled to future years. A summary breakdown is shown in Table 5 below.

Table 5: Revised Capital budget 2025/26 to 2029/30

	2025/26 Budget £m	2026/27 Budget £m	2027/28 Budget £m	2028/29 Budget £m	2029/30 Budget £m	Total £m
25/26 Approved Capital Programme	155.2	87.5	38.6	0.2	-	281.5
Removal of Wye Valley Trust Project	(6.0)	-	-	-	-	(6.0)
24/25 Carry Forward	11.7	6.0	-	-	-	17.7
Reprofile Budget	(60.3)	25.0	22.0	12.7	0.6	-
Additional Grant	14.5	11.0	10.3	7.8	8.6	52.2
Revised Capital Budget	115.1	129.5	70.9	20.7	9.2	345.4
Forecast Spend at Quarter 2	112.1					
Variance from Budget	(3.0)					

22. The forecast spend position, at Quarter 2, is £112.1 million which represents a variance of £3.0 million against the revised capital programme budget of £115.1 million.
23. The in-year forecast variance represents £1.0 million of underspend on project budgets and £2.0 million in respect of project budgets to be rolled forward for delivery in 2026/27. Explanations for variances from budget by individual project are detailed in Appendix B, Table a.
24. In accordance with best practice, capital budgets will be reprofiled at Quarter 2 to reflect the revised expected profile of project delivery. Forecast spend will be monitored by reference to the reprofiled budget from Quarter 2 for the remainder of the financial year. The full capital programme analysed by project for current and future years can be seen in detail by Appendix B, Table b and explanations for the reprofile by project Appendix B, Table C.
25. Forecast delivery of the council's capital programme for 2025/26 assumes a requirement to undertake external borrowing and provision was made in the approved 2025/26 revenue budget to support this borrowing. Cashflow forecasting arrangements have been strengthened in 2025/26 to consider the cashflow requirements of the capital programme; managing the timing and affordability of loan interest payments, minimising cash balances and utilising internal borrowing where possible, in accordance with the council's Treasury Management Strategy.
26. The capital programme includes a number of projects expected to mitigate key revenue budget pressures. The **delivery of these projects on time and within budget is critical** to ensuring maximum impact on the 2025/26 revenue outturn position and to mitigate pressure in future years. These projects are detailed below in Table 6. The delivery of capital projects is monitored by individual project boards, Major Projects Forum and monthly Directorate Budget Boards.

Table 6: Capital Projects expected to deliver positive impact on revenue budgets

Capital Project	Expected Revenue Impact
Home to School / SEN Transport cost pressures	
High Needs Grant £2.1m	The lack of local special educational needs and disabilities (SEND) placement provision to meet current and future levels of demand is one of the council's corporate risks. The provision of additional SEN places within Herefordshire will mitigate increasing cost pressures for out of county

	placements with a corresponding impact on home to school transport costs.
Social Care demand and cost pressures	
Children's residential homes £0.4m	This project will provide a short break facility, reducing costs by increasing in-county provision.
Temporary Accommodation demand and cost pressures	
Acquisition Fund for Housing Provision £5.0m Empty Property Investment & development £0.6m	The acquisition of buildings to address the shortage of suitable accommodation for people needing emergency accommodation is expected to deliver reductions in cost pressures of around £0.6m per annum.
Repair and maintenance budgets	
Estates Building Improvement Programme works Highways and Public Realm investment works	Delivery of improvements and maintenance of the council's estate and highways network ensures efficient spend of revenue maintenance/repair budgets and insurance premiums.

27. Key risks to the capital programme include delays in delivery, limitations in market capacity resulting in a reduced number of bidders, reduced competition and choice, and inflationary increases to costs. Where capital projects are funded by external grants, there is further risk that delays in delivery mean that grant conditions and time constraints cannot be met resulting in the loss or clawback of grant. All projects are monitored robustly to mitigate the risks to project budgets, delivery of benefits and potential loss of grant funding.
28. The council projects with significant grant funding are detailed below:
- i. Local Transport Plan (LTP): an annual grant provided by the Department for Transport (DfT), regular monitoring of spend ensures maximum use of the grant in each financial year (£21.3m in 2025/26).
 - ii. Levelling Up Fund (LUF): this grant funds a number of capital projects to the north and south of the river as well as the Hereford Transport Hub. The grant allows flexibility to move the match funding between projects to ensure application of grant funding is prioritised.
 - iii. Local Transport Grant: an annual allocation to support investment in local transport maintenance and enhancements and deliver more ambitious transport projects. In 2025/26, the council is forecasting to spend the grant awarded in full, including a £3.0 million allocation to highways spend.
 - iv. Stronger Towns Fund: the Herefordshire Stronger Towns Partnership includes 3 council projects which are part-funded by the Stronger Towns Fund: Hereford Museum & Art Gallery, the Library & Learning Centre and Greening the City. For each of these projects, grant funding is used first to ensure application before deadlines to reduce the risk of grant clawback.
 - v. Bus Service Improvement Grant: the grant allocation must be spent in the financial year of award. The forecast assumes the funding will be spent in full in 2025/26; some work has already been commissioned with further delivery planned by the end of the financial year.
 - vi. Brownfield Land Release Fund (BLRF): the grant, to turn surplus land into new homes, must be committed by November 2025. The forecast at Quarter 2 assumes the grant monies will be utilised in full in 2025/26 to deliver flood alleviation works to support the redevelopment of Merton Meadow.

Community impact

29. 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

30. 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.
31. This report is to review the financial outturn at Quarter 1 of 2025/26 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

32. 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.
33. 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

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

Risk management

35. 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 are escalated to the council's Corporate Risk Register.

Resource Implications

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

Consultees

37. None in relation to this report.

Appendices

Appendix A – Revenue outturn Q2 2025/26

Appendix B – Capital outturn Q2 2025/26

Appendix C – Treasury management outturn Q2 2025/26

Appendix D – Savings delivery Q2 2025/26

Background papers

None Identified

Appendix A: 2025/26 Revenue Outturn Quarter 2 (September 2025)

2025/26 Revenue Outturn at Quarter 2 (September 2025)			
	2025/26 Approved Revenue Budget	Q2 Outturn	Q2 Outturn Variance
	£m	£m	£m
Community Wellbeing	90.4	94.9	4.5
Children & Young People	58.8	57.4	(1.4)
Economy & Environment	40.6	42.6	2.0
Corporate Services	22.9	24.8	1.9
Directorate Total	212.7	219.7	7.0
Central	18.8	18.8	-
Sub-Total	231.5	238.5	7.0

Community Wellbeing	2025/26 Approved Revenue Budget £'000	Q2 Outturn £'000	Q2 Outturn Variance £'000
Director and Community Services	(10,801)	(11,340)	(539)
Adult Social Care and Housing	82,016	87,261	5,245
All Ages Commissioning	18,220	18,090	(130)
Public Health	932	845	(87)
Directorate Total	90,367	94,856	4,489

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

£5.0m overspend - Increase in demand for Adult Social Care - Residential, Nursing, Homecare and Personal Budgets
£0.5m overspend - General Fund Housing - Temporary Accommodation

£0.5m underspend - Increased Better Care Fund
£0.5m underspend - All Age Commissioning Provider Services

Children & Young People	2025/26 Approved Revenue Budget £'000	Q2 Outturn £'000	Q2 Outturn Variance £'000
Central Children Directorate Costs	1,680	1,630	(50)
Education Skills & Learning	3,983	4,294	311
Corporate Parenting	42,014	40,583	(1,431)
Safeguarding and Family Support	11,196	10,925	(271)
Sub Total	58,873	57,432	(1,441)

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

£0.5m overspend - Residential Placements
£0.3m overspend - Amended DSG Corporate Recharge

£1.0m underspend - Complex Needs
£0.6m underspend - Supported Accommodation
£0.6m underspend - Unaccompanied Asylum Seeking Children

Economy & Environment	2025/26 Approved Revenue Budget £'000	Q2 Outturn £'000	Q2 Outturn Variance £'000
Director Management	141	316	175
Resident Services -Environment, Highways and Waste	22,884	23,338	454
Resident Services - Regulatory and Technical	60	(26)	(86)
Commercial Services	3,152	3,286	134
Economy and Growth	1,679	1,372	(307)
Sub-Total	27,916	28,286	370
Residential Services - SEN & Home to School Transport	12,735	14,358	1,623
Directorate Total	40,651	42,644	1,993

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

£0.7m overspend - Public Transport Subsidised Routes

£1.6m overspend - SEN Transport

£0.2m overspend - Commercial Properties

£0.2m underspend - Reduced Energy costs

£0.2m underspend - Development Control Planning Fees

Corporate Services	2025/26 Approved Revenue Budget £'000	Q2 Outturn £'000	Q2 Outturn Variance £'000
Transformation and Strategy Services	5,355	6,629	1,274
Governance & Legal	6,391	6,359	(32)
Strategic Finance	3,997	4,657	660
HR & Organisational Development	1,232	1,247	15
Sub-Total	16,975	18,892	1,917
Hoople SLA	6,562	6,562	0
Flexible Capital Receipts	(600)	(600)	0
Directorate Total	22,937	24,854	1,917

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

£1.4m overspend - 2024/25 c/fwd outstanding Saving Plans considered 'at risk' of delivery

Central	2025/26 Approved Revenue Budget £'000	Q2 Outturn £'000	Q2 Outturn Variance £'000
Central Total	18,681	18,681	0

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

Appendix B

**Table A - 2025/26 Capital Programme Forecast
Position September 2025**

Adjustments include 24/25 carry forwards , reprofiled budgets and additional grant allocations	2025/26 Original Budgets £000s	Adjustments in Year £000s			2025/26			Reason for Forecast Variance to Current Capital Budget
		2024/25 C/Fwd	Reprofile Table C	Grant & Other changes Table B	Current Capital Budget £000s	Q2 Forecast £000s	Forecast Variance to Current Budget £000s	
Disabled facilities grant	2,200	558	0	615	3,373	3,373	0	
Empty Property Investment & Development	600	0	-20	0	580	580	0	
Acquisition Fund for Housing Provision	2,500	2,389	-2,300	0	2,589	2,589	0	
Merton Meadow - Brownfield Land Release Fund	1,400	207	0	0	1,607	1,607	0	
Swimming Pool Support Fund	0	0	0	60	60	60	0	
Libraries Improvement Fund	19	11	0	0	31	26	-4	
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	5,690	0	-4,150	0	1,540	1,540	0	
Stronger Towns Library & Learning Centre relocation to Shirehall	2,063	-22	-1,890	0	152	152	0	
Community Capital Grants Scheme	1,530	116	-270	0	1,376	1,376	0	
Total Community Wellbeing Including Housing	16,003	3,261	-8,630	675	11,309	11,304	-4	
Windows Server Upgrades	36	1	0	0	37	37	0	
Device and Ancillary kit replacement programme	415	0	-185	0	230	230	0	
M365 E5 Implementation	43	36	0	0	79	63	-16	
Planning & Regulatory Services software	726	0	-376	0	350	350	0	
Contact Centre Telephony Replacement	0	67	0	0	67	67	0	
Wide Area Network (WAN) Replacement	0	121	0	0	121	121	0	
School Route Planning Software	50	0	0	0	50	50	0	
IT System Upgrades & Server Replacements 2025- 26	500	0	-182	0	318	318	0	

CCTV Equipment Upgrades	89	0	0	0	89	89	0	
Total Corporate Services (IT & Transformation)	1,859	224	-743	0	1,340	1,324	-16	
Schools Capital Maintenance Grant	2,795	22	0	379	3,196	3,196	0	
Peterchurch Area School Investment	6,595	6	-78	0	6,523	6,523	0	
Brookfield School Improvements	2,570	1,070	0	0	3,641	3,362	-279	Project anticipated to deliver under budget
High Needs Grant	2,000	102	0	0	2,103	2,103	0	
Basic Needs Funding	8,000	0	-6,500	0	1,500	1,500	0	
Childcare Expansion Capital Grant 2023-24	296	-13	-130	0	153	153	0	
School Accessibility Works	1,143	-93	-500	0	551	551	0	
Children's residential homes for 11 to 18 year olds	424	0	0	0	424	424	0	
C & F's S106	2,369	0	-1,550	0	819	819	0	
Total Childrens & Young Peoples (Including Schools)	26,193	1,094	-8,758	379	18,908	18,630	-279	
Work to Shirehall Annex (Care Leavers Base)	0	15	0	0	15	15	0	
Estates Capital Programme 2019/22	331	432	0	0	763	763	0	
Residual property works identified in the 2019 condition reports	0	365	0	0	365	110	-255	All 24 projects will have been completed, a number were delivered under budget and the £90k contingency and £75k for Three Elms Roofing were not required.
Estates Building Improvement Programme 22-25	1,053	26	0	0	1,079	750	-329	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. Of the 30 projects

								under this programme, there are 4 still outstanding to complete.
Estates Building Improvement Prog 2023-25	1,768	201	-1,450	0	519	519	0	
Estates Building Improvement Prog 2024-27	1,525	212	-740	0	997	997	0	
Building works from 2022 Condition Surveys	1,050	6	-860	0	196	196	0	
Shirehall Improvement Works	2,935	0	-2,685	0	250	250	0	
Property Improvements in Care Homes	604	325	-285	0	644	644	0	
Estates Building Improvement Prog 2025-28	1,327	0	-830	0	497	497	0	
Total Economy & Environment (Council Asset Investment)	10,593	1,582	-6,850	0	5,325	4,740	-584	
Local Transport Plan (LTP)	15,466	0	0	5,882	21,348	21,348	0	
Resurfacing Herefordshire Highways	10,000	81	0	0	10,081	10,081	0	
City and Market Town Public Realm Investment	1,200	0	0	0	1,200	1,200	0	
Highways Infrastructure Investment	6,485	816	0	0	7,301	7,301	0	
Public Realm Improvements for Ash Die Back	494	-17	0	0	477	477	0	
E & E's S106	3,904	0	-2,403	0	1,501	1,501	0	
Play Area Investment	500	0	-250	0	250	250	0	
Public Realm Services Fleet	0	0	0	0	0	0	0	
Public Realm Mobilisation	0	0	0	0	0	0	0	
Road Safety Schemes	1,500	0	-1,180	0	320	320	0	
Traffic Signal Obsolescence Grant and Green Light Fund	271	267	0	0	538	538	0	
Total Economy & Environment (Highways & Public Space)	39,820	1,147	-3,833	5,882	43,016	43,016	0	
Integrated Wetlands	1,686	0	0	0	1,686	1,686	0	
Natural Flood Management	373	-4	-40	0	329	329	0	
Local Electric Vehicle Infrastructure Capital Fund (LEVI)	424	0	-424	0	0	0	0	
LEVI Pilot Fund Grant	96	0	-60	0	36	36	0	

Wye Valley National Landscape (previously AONB)	0	44	0	889	934	934	0	
Solar Photovoltaic Panels	535	0	-385	0	150	150	0	
Yazor Brook	260	0	0	0	260	195	-65	
Waste	11,393	0	-6,200	0	5,193	5,155	-38	
Home Upgrade Grant	0	70	0	0	70	70	0	
Warm Homes Grant	0	0	0	501	501	501	0	
Herefordshire Flood Risk Mitigation	1,055	0	-805	0	250	250	0	
Total Economy & Environment (Environmental)	15,822	110	-7,914	1,390	9,409	9,305	-104	
UK Shared Prosperity Fund	0	0	0	401	401	401	0	
HWGTA - Development of Vocational Work Based Skills Investment	2,000	0	0	0	2,000	0	-2,000	We are awaiting the final business case from HWGTA before this project can commence
Employment Land & Incubation Space in Market Towns	11,318	0	-5,304	-2,053	3,961	3,961	0	
Rural Prosperity Fund	0	0	0	512	512	512	0	
Total Economy & Environment (Economic Growth)	13,318	0	-5,304	-1,140	6,874	4,874	-2,000	
Hereford City Centre Transport Package	7,875	196	-3,029	0	5,042	5,042	0	
Hereford ATMs and Super Cycle Highway	711	0	-711	0	0	0	0	
Active Travel Fund 4	0	172	0	0	172	172	0	
Active Travel Fund 5	0	0	-99	99	0	0	0	
Consolidated Active Travel Fund	0	0	-265	265	0	0	0	
Hereford Western Bypass Phase 1	8,620	0	-6,520	0	2,100	2,100	0	
Stronger Towns Fund - Greening the City	0	288	0	0	288	288	0	
LUF - Active Travel Measures (north of river)	3,053	0	-1,326	0	1,727	1,727	0	
LUF - Active Travel Measures (south of river)	5,029	3,634	-6,000	0	2,663	2,663	0	

Local Transport Grant	0	0	0	5,837	5,837	5,837	0	
Council school transport fleet	350	0	-350	0	0	0	0	
Bus Service Improvement Plan	0	0	0	1,108	1,108	1,108	0	
Total Economy & Environment (Transport)	25,638	4,290	-18,300	7,309	18,937	18,937	0	

Total	149,247	11,708	-60,332	14,495	115,118	112,131	-2,987	
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Projects likely to be delayed into 26/27, some with no decisions yet made on spend, others with delays in delivery.	-2,038
Project to deliver under budget or not spend full grant allocation	-949
	-2,987

Table B – Overall Capital Programme position 2025/26

Scheme Name	Prior Years £000s	2025/26 budget £000s	2026/27 budget £000s	2027/28 budget £000s	2028/29 budget £000s	2029/30 budget £000s	Total budget £000s
Disabled facilities grant	0	3,373	2,200	2,200	0	0	7,773
Empty Property Investment & Development	0	580	286	0	0	0	866
Acquisition Fund for Housing Provision	111	2,589	2,300	0	0	0	5,000
Merton Meadow - Brownfield Land Release Fund	393	1,607	0	0	0	0	2,000
Swimming Pool Support Fund	0	60	0	0	0	0	60
Libraries Improvement Fund	31	31	0	0	0	0	62
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	2,883	1,540	10,525	5,581	0	0	20,529
Stronger Towns Library & Learning Centre relocation to Shirehall	340	152	2,064	450	0	0	3,005
Community Capital Grants Scheme	4	1,376	600	20	0	0	2,000
Total Community Wellbeing Including Housing	3,761	11,309	17,975	8,251	0	0	41,295
Windows Server Upgrades	293	37	0	0	0	0	330
Device and Ancillary kit replacement programme	0	230	578	185	0	0	993
M365 E5 Implementation	491	79	0	0	0	0	570
Planning & Regulatory Services software	3	350	923	120	0	0	1,396
Contact Centre Telephony Replacement	15	67	0	0	0	0	82
Wide Area Network (WAN) Replacement	165	121	0	0	0	0	286
School Route Planning Software	0	50	0	0	0		50
IT System Upgrades & Server Replacements 2025-26	0	318	182	0	0	0	500
CCTV Equipment Upgrades	0	89	0	0	0	0	89
Total Corporate Services (IT & Transformation)	967	1,340	1,683	305	0	0	4,296
Schools Capital Maintenance Grant	0	3,196	1,200	1,200	0	0	5,596
Peterchurch Area School Investment	953	6,523	3,377	0	0	0	10,853

Brookfield School Improvements	2,181	3,641	0	0	0	0	5,822
High Needs Grant	483	2,103	6,784	0	0	0	9,369
Basic Needs Funding	560	1,500	11,810	5,006	0	0	18,877
Childcare Expansion Capital Grant 2023-24	13	153	130	0	0	0	296
School Accessibility Works	759	551	1,193	0	0	0	2,503
Children's residential homes for 11 to 18 year olds	0	424	0	0	0	0	424
C & F's S106	0	819	1,297	1,550	0	0	3,665
Total Childrens & Young Peoples (Including Schools)	4,949	18,908	25,790	7,756	0	0	57,404
Work to Shirehall Annex (Care Leavers Base)	85	15	0	0	0	0	100
Estates Capital Programme 2019/22	5,119	763	0	0	0	0	5,882
Residual property works identified in the 2019 condition reports	957	365	0	0	0	0	1,322
Estates Building Improvement Programme 22-25	1,927	1,079	0	0	0	0	3,007
Estates Building Improvement Programme 2023-25	1,558	519	1,450	0	0	0	3,527
Estates Building Improvement Programme 2024-27	689	997	1,080	0	0	0	2,766
Building works from 2022 Condition Surveys	4	196	1,910	350	0	0	2,460
Shirehall Improvement Works	0	250	3,750	0	0	0	4,000
Property Improvements in Care Homes	225	644	285	0	0	0	1,154
Estates Building Improvement Programme 2025-28	0	497	3,281	526	0	0	4,305
Total Economy & Environment (Council Asset Investment)	10,564	5,325	11,756	876	0	0	28,522
Local Transport Plan (LTP)	0	21,348	15,466	15,466	0	0	52,280
Resurfacing Herefordshire Highways	0	10,081	0	0	0	0	10,081
City and Market Town Public Realm Investment	0	1,200	0	0	0	0	1,200
Highways Infrastructure Investment	7,354	7,301	6,385	0	0	0	21,040
Public Realm Improvements for Ash Die Back	581	477	240	118	0	0	1,416
E & E's S106	0	1,501	4,207	2,429	0	0	8,137
Play Area Investment	0	250	750	0	0	0	1,000
Public Realm Services Fleet	0	0	1,322	0	218	0	1,540
Public Realm Mobilisation	0	0	450	0	0	0	450

Road Safety Schemes	0	320	2,680	0	0	0	3,000
Traffic Signal Obsolescence Grant and Green Light Fund	3	538	0	0	0	0	541
Total Economy & Environment (Highways & Public Space)	7,939	43,016	31,500	18,013	218	0	100,685
Integrated Wetlands	2,676	1,686	398	0	0	0	4,760
Natural Flood Management	555	329	390	0	0	0	1,274
Local Electric Vehicle Infrastructure Capital Fund (LEVI)	0	0	120	240	120	644	1,124
LEVI Pilot Fund Grant	24	36	60	0	0	0	120
Wye Valley National Landscape (previously AONB)	0	934	0	0	0	0	934
Solar Photovoltaic Panels	1,064	150	535	385	0	0	2,134
Yazor Brook	0	260	0	0	0	0	260
Waste	0	5,193	0	6,200	0	0	11,393
Home Upgrade Grant	0	70	0	0	0	0	70
Warm Homes Grant	0	501	1,003	982	0	0	2,485
Herefordshire Flood Risk Mitigation	0	250	1,805	0	0	0	2,055
Total Economy & Environment (Environmental)	4,318	9,409	4,311	7,807	120	644	26,609
UK Shared Prosperity Fund	0	401	0	0	0	0	401
HWGTA - Development of Vocational Work Based Skills Investment	0	2,000	0	0	0	0	2,000
Employment Land & Incubation Space in Market Towns	866	3,961	5,460	8,360	0	0	18,648
Rural Prosperity Fund	0	512	0	0	0	0	512
Total Economy & Environment (Economic Growth)	866	6,874	5,460	8,360	0	0	21,561
Hereford City Centre Transport Package	38,908	5,042	3,029	0	0	0	46,979
Hereford ATMs and Super Cycle Highway	0	0	1,000	0	0	0	1,000
Active Travel Fund 4	134	172	0	0	0	0	306
Active Travel Fund 5	0	0	99	0	0	0	99
Consolidated Active Travel Fund	0	0	265	0	0	0	265
Hereford Western Bypass Phase 1	356	2,100	13,584	11,700	12,560	0	40,300
Stronger Towns Fund - Greening the City	116	288	0	0	0	0	404
LUF - Active Travel Measures (north of river)	1,097	1,727	716	926	0	0	4,466

LUF - Active Travel Measures (south of river)	533	2,663	6,000	0	0	0	9,197
Local Transport Grant	0	5,837	5,975	6,966	7,775	8,584	35,137
Council school transport fleet	0	0	350	0	0	0	350
Bus Service Improvement Plan	0	1,108	0	0	0	0	1,108
Total Economy & Environment (Transport)	41,144	18,937	31,018	19,592	20,335	8,584	139,610

Total	74,508	115,118	129,494	70,961	20,673	9,228	419,982
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	2025/26 Budget £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s	2029/30 Budget £000s	Total
February 2025 Council Approved Budget	155,247	87,507	38,599	218	-	281,571
Reprofile Budget	-60,332	24,979	22,029	12,680	644	0
Removal of WVT Project	-6,000	-	-	-	-	-6,000
24/25 Carry Forwards	11,708	5,978	-	-	-	17,686
Additional Grants	14,495	11,030	10,333	7,775	8,584	52,217
Revised Capital Budget	115,118	129,494	70,961	20,673	9,228	345,474

Grant Additions since approval of Capital Programme by Council in February 2025	2025/26	2026/27	2027/28	2028/29	2029/30	£000s
MHCLG - UKSPS 25/26 Grant	401					401
DfT - Active Travel Fund 5 Grant	99					99
DfT - Additional 25/26 LTP Grant	5,882					5,882
DfT - CATF Grant	265					265
DfT - BSIP Grant	1,108					1,108
DESNZ - Warm Homes Grant	501	1,003	982			2,485
DEFRA - Rural Prosperity Fund 25/26	512					512
Sport England - Swimming Pool Fund	60					60

DfE - Additional Schools Maintenance Grant 25/26	379					379
DfE - High Needs Grant		2,466				2,466
DfE - Basic Needs Grant		1,587	1,006			2,593
DfT - Local Transport Grant 25/26	5,837					5,837
Employment Land - unsecured grant	- 2,053					(2,053)
WVNL - Welsh Gov and DEFRA Grants	889					889
HMAG - Clore Duffield			200			200
HMAG - Salix			1,075			1,075
HMAG - NHLF			104			104
DfT - Local Transport Grant 26/27 to 29/30		5,975	6,966	7,775	8,584	29,300
MHCLG - Additional DFG 25/26	615					615
Total grant additions since approval by Council in February 2025	14,495	11,030	10,333	7,775	8,584	52,217

Funding by Capital Grants that have to be spent in year (may be part funding)

Table C – Reprofiled budget details

	2025/26 Budgets Adj £000s	2026/27 Budgets Adj £000s	2027/28 Budgets Adj £000s	2028/29 Budgets Adj £000s	2029/30 Budgets Adj £000s	Reason
Childrens & Young Peoples (Including Schools)						
Peterchurch Area School Investment	-78	78				
Basic Needs Funding	-6,500	2,500	4,000			Works were originally expected to commence at Aylestone school ahead of the summer holidays; however, delays in securing planning permission have significantly pushed back the programme timeline.
Childcare Expansion Capital Grant 2023-24	-130	130				Twelve childcare settings in areas of identified under-provision applied for grant funding to increase capacity. Six have been awarded a total of £151,000, with many delivering improvements over the summer. The remaining six have been asked to provide further information, with funding expected to be confirmed at the start of the academic year. While this will ensure full allocation of the grant, some settings may require Easter or summer 2026 to complete delivery.
School Accessibility Works	-500	500				The delay in spending is due to the Brockhampton Adaptation works. The works start date yet to be confirmed as the school have tendered for the works which have come in over their budget. The School have approached DfE for further funding, until the additional

						funding is confirmed we are not able to firm up the start of the works.
C & F's S106	-1,550		1550			Whilst we expect another robust delivery schedule for 2025-2026, our forecasts have been adjusted to reflect our current delivery programme. Further engagement is now required to commission new projects into the 2025-2026 schedule. It's also worth noting that some projects have been rescheduled because they can only be completed during school holidays or non-term periods. Furthermore, £2.4m of S106 Education funds are currently on hold, awaiting suitable timelines to begin on-site delivery.
Total Childrens & Young Peoples (Including Schools)	- 8,758	3,208	5,550	-	-	
Corporate Services (IT & Transformation)						
Device and Ancillary kit replacement programme	-185		185			Number of laptops that need replacing in 25/26 are less than originally expected
Planning & Regulatory Services software	-376	256	120			Delays in signing contract pushed the start of system implementation back to Sept, therefore implementation costs of consultancy, HC and Hoople have also been delayed until the project delivery commences.
IT System Upgrades & Server Replacements 2025-26	-182	182				The £68k contingency is not currently needed for any projects and the AI projects have not come forward as anticipated
Total Corporate Services (IT & Transformation)	- 743	438	305	-	-	

Community Wellbeing						
Empty Property Investment & Development	-20	20				
Acquisition Fund for Housing Provision	-2,300	2,300				There have been some complexities with the completion of a building acquisition which has delayed the project. Designs have been finalised for the Buttercross building in Leominster, Building Regulations application has been submitted prior to seeking a contractor. John Venn refurbishment works contract is also out to tender.
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	-4,150		4,150			Budget has been revised down to realistic expectation of when the construction will actually commence (latter quarter of 25/26). It is anticipated that an early works package could be undertaken in autumn which will accelerate spend and ensure that time is utilised effectively. Grant funding is utilised first to ensure spend by deadlines is achieved.
Stronger Towns Library & Learning Centre relocation to Shirehall	-1,890	1,440	450			Being delivered as part of Shirehall Improvement Works project - see comments against that project line.
Community Capital Grants Scheme	-270	250	20			Grant notifications have been distributed, awaiting legal to seal the agreements so orders can be raised. So organisations aren't going to be in a position to deliver the works and to put grant claims in by March. Some of the applicants still need to obtain planning permission too (up to 12 weeks to receive it). The majority of the applications are quite major capital works and so again it is better to be

						realistic with timeframes and assume that it will be well in to 25/26 until they are in a position to submit grant claims.
Total Community Wellbeing Including Housing	- 8,630	4,010	4,620	-	-	

Economy & Environment (Council Asset Investment)

Estates Building Improvement Programme 2023-25	-1,450	1,450				Budget reprofiled due to a number of projects being underspent and projects awaiting confirmation of scope or approvals such as listed building consent.
Estates Building Improvement Programme 2024-27	-740	740				Budget reprofiled due to a number of projects being underspent and projects awaiting confirmation of scope or approvals such as listed building consent.
Building works from 2022 Condition Surveys	-860	860				Budget reprofiled due to a number of projects for delivery being reviewed by new building surveyor.
Shirehall Improvement Works	-2,685	2,685				A complex and challenging procurement process has led to some delay to contractor appointment in Q2, but this should be finalised during Q3 so that the final stage of RIBA 4 pre-construction design can begin in earnest, focused on refining and firming up project phasing scopes, costs and programme. A degree of risk until project costs and programme are moved from estimate status to contractual commitment.
Property Improvements in Care Homes	-285	285				Works have been delivered on time and under budget. Underspend has been added to phase 2 works.

Estates Building Improvement Programme 2025-28	-830	830				Budget reprofiled due to a number of projects to be delivered this financial year being under review and therefore confirmation of spend cannot be given.
Total Economy & Environment (Council Asset Investment)	- 6,850	6,850	-	-	-	

Economy & Environment (Environmental)

Natural Flood Management	-40	40				The team remains hopeful that additional measures can be delivered this year, with Catchment Advisors continuing to collaborate with landowners to develop and submit further applications to the project's NFM Construction Grant Scheme.
Local Electric Vehicle Infrastructure Capital Fund (LEVI)	-424	-280	-60	120	644	Tender is currently out, and we are anticipating contract award in the autumn. No initial payment under this scheme so they won't get any money until charge points are delivered which is unlikely to happen this financial year
LEVI Pilot Fund Grant	-60	60				We are expecting to pay our contractor the next 30% staged payment within this financial year. It is dependant upon them delivering commissioned charge points so could be delayed depending on delivery date, but we think Q3 (December 2025) is a reasonable date by which payment has been made. This leaves the final balance to be paid in 26/27.
Solar Photovoltaic Panels	-385		385			The planned spend includes the solar PV at Shire Hall and initial works at the Plough Lane car port. The Plough Lane car port will complete in 26/27 due to the

						requirement for further ground work investigation works.
Waste	-6,200		6,200			The current forecast is based on the planned expenditure of the new Garden Waste and Food Waste services as detailed in the recent Cabinet reports. The remaining budget related to the further enhanced services, including the three weekly collections and introduction of a separate paper and card collection which is subject to a future decision.
Herefordshire Flood Risk Mitigation	-805	805				Work is currently progressing on a number of outstanding Section 19 flood investigations, and the findings (due autumn) will play a key role in guiding the most effective allocation of this funding.
Total Economy & Environment (Environmental)	- 7,914	625	6,525	120	644	
Economy & Environment (Economic Growth)						
Employment Land & Incubation Space in Market Towns	-5,304	5,304				A contractor for Ross Enterprise Park has now been appointed, following the completion of the final (RIBA 4 designs) and changes to the Section 278 agreement. It is anticipated the contractor will be on site in the autumn. The completion of the procurement will finalise the spend profile.
Total Economy & Environment (Economic Growth)	- 5,304	5,304	-	-	-	
Economy & Environment (Highways & Public Space)						

E & E's S106	-2,403		2,403			The S106 programme forecasts have been adjusted to reflect the current delivery programme. The S106 Highways programme has encountered some setbacks including developing the necessary delivery framework, as well as adjustments required to coordinate projects with existing surface dressing and resurfacing programs. Additionally, larger schemes in the S106 Highways programme have experienced programme changes due to dependency on finalising planning applications or securing lease agreements. The S106 Off-Site Play & Sports Programmes has experienced some delays in community engagement and project scoping. Whilst we expect a robust delivery schedule for 2025-2026, further engagement is now required to commission new projects into the 2025-2026 schedule.
Play Area Investment	-250	250				Original allocation was split 50:50 over two years. Officers have been working up the proposed approach to this investment.
Road Safety Schemes	-1,180	1,180				Original allocation was split 50:50 over two years. Outline design work has been undertaken to date with designs now progressing to detailed stage (£320k forecast) in order to allow scheme delivery in 2026/27 through a new Council Highway Framework.
Total Economy & Environment (Highways & Public Space)	- 3,833	1,430	2,403	-	-	

Economy & Environment (Transport)

Hereford City Centre Transport Package	-3,029	3,029				Procurement and contract negotiation delayed construction start date, however, construction started August 25 and programme is set for delivery of the remaining element of HCCTP (Transport Hub).
Hereford ATMs and Super Cycle Highway	-711	711				Prioritising LUF grants to be spent first so match funding will be used on the construction that has slipped into 26/27
Active Travel Fund 5	-99	99				prioritising LUF grants to be spent first so match funding will be used on the construction that has slipped into 26/27
Consolidated Active Travel Fund	-265	265				prioritising LUF grants to be spent first so match funding will be used on the construction that has slipped into 26/27
Hereford Western Bypass Phase 1	-6,520	-7,740	1,700	12,560		Much of the design work has been deferred to the contractor stage as deemed better placed with the contractor and so bulk of spend will take place between Q4 25/26 and Q1 26/27. Securing of land has not been able to be completed as quickly as hoped and is more likely that options agreements will be triggered in Q2 26/27.
LUF - Active Travel Measures (north of river)	-1,326	400	926			Issues with design and procurement has meant further delay to programme. Spend is being accelerated where possible e.g. 20mph now delivered resurfacing package through resurfacing programme.
LUF - Active Travel Measures (south of river)	-6,000	6,000				Delays due to procurement have held back spend. However, the main work package (Holme Lacy Road) now

						commissioned and construction due to commence soon.
Council school transport fleet	-350	350				A review is to take place this year and once the best way forward has been decided a decision will be taken on how best to utilise this funding
Total Economy & Environment (Transport)	- 18,300	3,114	2,626	12,560	-	
Total	-60,332	24,979	22,029	12,680	644	

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



APPENDIX C TREASURY MANAGEMENT QUARTER 2 2025/26 UPDATE

Introduction

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

Economic Context

- 2.1 The first half of 2025/26 saw:
 - A 0.3% increase in Gross Domestic Product (GDP) for the period April to June 2025. More recently, the economy stagnated in July, with higher taxes for businesses restraining growth.
 - The 3-month year on year rate of average earnings growth excluding bonuses has fallen from 5.5% to 4.8% in July.
 - CPI inflation has fluctuated but finished September at 3.8%, whilst core inflation eased to 3.6%;
 - 10-year gilt yields, having fluctuated between 4.4% and 4.8%, were 4.7% in September.
- 2.2 On 7 August, the Bank of England's Monetary Policy Committee (MPC) voted to reduce the Bank Rate from 4.25% to 4.00% and held it steady in their September meeting.

Investments

3.1 At 30 September 2025, the council held investments as shown in table 1.

Table 1 Investment Portfolio

Treasury investments	Term	Maturity date	Interest rate	Amount invested £m
Instant Access Money Market Funds:				
Federated	N/A	N/A	4.09%	10.00
Aberdeen Standard	N/A	N/A	4.08%	10.00
Deutsche	N/A	N/A	4.01%	1.09
Insight	N/A	N/A	4.04%	10.00
Morgan Stanley	N/A	N/A	4.04%	10.00
Invesco	N/A	N/A	4.07%	9.00
CCLA	N/A	N/A	4.04%	6.00
Fixed Term Deposits:				
Lloyds	92 days	07/11/25	4.10%	5.00
Total treasury investments			Average 4.06%	61.09

3.2 The council applies the credit worthiness service provided by MUFG Corporate Markets. 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 Corporate Markets allocate a series of colour coded bands with suggested maximum durations for investments. These are detailed in the Treasury Management Strategy for 2025/26 as approved by Council in February 2025.

3.3 The council has earned interest on its investments as shown in table 2. There is a revenue budget of £0.552 million for 2025/26, resulting in an underspend of £0.844 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 25	52.1	4.54%	0.194
May 25	60.9	4.39%	0.227
Jun 25	62.7	4.28%	0.203
July 25	70.7	4.54%	0.266
August 25	77.6	4.10%	0.271
September 25	71.0	4.03%	0.235
Total			1.396
Budget			0.552
Underspend variance			0.844

3.4 In addition to the investment income, the council earns interest on the provision of loan finance to the waste disposal PFI provider. This is expected to generate loan interest of £1.7 million in 2025/26 and will be credited to the waste reserve.

Borrowing

- 4.1 The council can only borrow up to its Authorised Borrowing Limit which represents the affordable limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements. The Authorised Borrowing Limit for external borrowing (excluding PFI and leases) for 2025/26 is £350m which was approved in the Treasury Management Strategy.
- 4.2 At 30 September 2025, the council held long-term borrowing of £135.5m; no new long-term borrowing has been secured during the current financial year. The council's Capital Financing Requirement at 1st April 2025 is £320.6m, which demonstrates that the Council has significant internal borrowing when compared to the actual long-term borrowing (excluding PFI liabilities) of £135.5m.
- 4.3 It is anticipated that significant further borrowing will be undertaken in the second half of the financial year, due to actual expenditure within the capital programme and the ongoing impact of financing the DSG deficit.
- 4.4 The current capital financing budget position is shown in table 3, which includes interest payable forecasts for the anticipated further borrowing. The overspend will be managed through the use of the Treasury Management reserve.

Table 3: Summary of borrowing budget

	Budget £m	Forecast £m	(Surplus)/deficit £m
Minimum Revenue Position (MRP)	11.8	11.3	(0.5)
Interest Payable on loans	5.8	6.6	0.8
Total	17.6	17.9	0.3

Compliance with Treasury and Prudential Limits

- 5.1 During the quarter ended 30 September 2025, the council has operated within the treasury and prudential indicators set out in the Treasury Management Strategy for 2025/26. Actual values for quarter 2 are shown in table 4.
- 5.2 Treasury indicators for quarter 2 are shown as actual values as at 30 September 2025, e.g. for PI4 (authorised limit for external debt), the actual value of external debt as at 30 September 2025 of £183.3 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 for quarter 2 are shown as updated forecasts for the financial year 2025/26, e.g. for PI1 (capital expenditure), the forecast of spend for the financial year 2025/26 of £112.1 million is shown against a Prudential indicator value approved in the Treasury Management Strategy of £155.2 million. This means that capital expenditure for 2025/26 is now forecast to be lower than was budgeted for at the start of the year.

Table 4: Prudential and Treasury indicators for 2025/26 as at 30 September 2025

Ref	Treasury indicators	Description	2025/26 Budget/Limit £000	Actual as at 30 Sept 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	183,300	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	183,300	Within limit
PI8	Upper limit for principal sums invested over 364 days	To set an upper limit for total principal sums invested over 364	5,000	NIL	Within limit
PI7	Maturity structure upper and lower limits:	To set upper and lower limits for the maturity structure of its borrowing			
	Under 12 months		0-10%	5%	Within limit
	12 months to 2 years		0-10%	5%	Within limit
	2 to 5 years		0-25%	12%	Within limit
	5 to 10 years		0-35%	18%	Within limit
	10 years and above		0-80%	60%	Within limit
	Prudential indicators	Description	2025/26 Budget £000	Forecast for 2025/26 at 30 Sept 2025 £000	Compliance result
PI1	Capital expenditure	A reasonable estimate of the total capital expenditure that it plans to incur during the forthcoming financial year	155,247	112,131	Under budget
PI2	Capital financing requirement (CFR)	A reasonable estimate of the total capital financing requirement at the end of the forthcoming financial year	378,079	335,342	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	64%	40% current debt only	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	10%	8%	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 D: Progress against 2025/26 approved Savings as at 30 September 2025 (Quarter 2)

2025/26 Approved Savings: Total Savings of £3.9 million for 2025/26 were approved by Council on 7 February 2025.

The status of the delivery of approved savings as at 30 September 2025 (Quarter 2) is noted below:

Directorate	Approved Savings £m	Delivered £m	Forecast £m	At Risk £m
Children & Young People	3.9	1.6	2.3	-
Total Approved Savings	3.9	1.6	2.3	-
	100%	40%	60%	0%

At 30 September 2025 (Quarter 2), £1.6 million (40%) of the £3.9 million approved savings for 2025/26 have been delivered with a further £2.3 million (60%) forecast to be delivered in year. The status of individual savings as per Appendix B of the Council Report approved on 7 February 2025, is shown in **Annex 1** below.

2025/26 Brought forward Savings: Savings not delivered recurrently in previous years have been carried forward into 2025/26. 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.

Directorate	Savings Target £m	Delivered £m	Forecast £m	At Risk £m
Community Wellbeing	3.2	1.0	2.2	-
Economy & Environment	0.4	0.1	0.3	-
Corporate Services	0.5	0.3	0.2	-
Home to School/SEN Transport	0.5	-	0.5	-
Transformation	7.3	5.0	0.9	1.4
Total Brought forward Savings	11.9	6.4	4.1	1.4
	100%	54%	34%	12%

At 30 September 2025 (Quarter 2), £6.4 million (54%) of the £11.9 million brought forward savings have been delivered with a further £4.1 million (34%) forecast to be delivered in year; £1.4 million (12%) remain at risk and with focused activity underway to resolve or mitigate in year. The revised savings, to be monitored for delivery in 2025/26, are detailed in **Annex 2** below.

Annex 1: Status of delivery of approved savings at 30 September 2025 (Quarter 2)

Children & Young People 2025/26 Saving Targets Q2 Forecast	Target £'000	At Risk £'000	In Progress £'000	On Target £'000	Delivered Recurrent £'000
S1 Reduction and redesign in workforce	1,577	-			1,577
S2 Reduction in Placements	1,567	-	1,567		
S3 Reduction in Social Work Agency posts	785	-		785	
Total Children and Young People	3,929	-	1,567	785	1,577
		0%	40%	20%	40%
Total 2025/26 Savings Targets	3,929	-	1,567	785	1,577

RAG Rating – to show confidence in delivery of savings

Red	Delivery in 2025/26 at risk. Recovery action to identify mitigations required.
Amber	Activity to deliver savings in 2025/26 is in progress.
Green	Activity to deliver savings expected to be delivered in 2025/26 is on target.
Blue	Savings achieved in 2025/26.

Annex 2: Status of delivery of brought forward savings at 30 September 2025 (Quarter 2)

Brought forward prior year Saving Targets Q2 Forecast	Target £'000	At Risk £'000	In Progress £'000	On Target £'000	Delivered Recurrent £'000
S1 (23/24)* Stable Engaged Workforce - Replaced	-	-	-	-	-
S1 (24/25)* Workforce Service Review - Replaced	-	-	-	-	-
S2 (24/25)* Deletion of vacant posts - Replaced	-	-	-	-	-
NEW target 25/26 - Additional income generation	965	-	667	298	-
S4 (24/25)* Review of high-cost packages in Adult Social Care	649	-	-	-	649
S5 (24/25)* Better utilisation of existing care contracts	200	-	200	-	-
S3 (23/24)* New Integrated Models of Care	480	-	457	16	7
S5 (23/24)* Digital and Technology	255	-	255	-	-
S6 (23/24)* Respite Provision	300	-	300	-	-
S7 (23/24)* Process efficiency: Block bed contracts	100	-	-	-	100
S12 (23/24)* Process Efficiency - Brokerage	100	-	58	-	42
S16 (23/24)* Supported Living	169	-	-	-	169
Total Community Wellbeing	3,218	-	1,937	314	967
S6 (24/25)* Inflationary Increases in Fees and Charges	267	-	267	-	-
S8 (24/25)* Transfer of functions from the Local Enterprise Partnership (LEP)	100	-	-	-	100
Total Economy & Environment	367	-	267	-	100
S3 (24/25)* Oxygen Finance solution	60	-	60	-	-
S5 (24/25)* Automation of Council Tax and Business Rate processes	100	-	100	-	-
S36 (23/24)* Transformation of Programme Management Office (PMO)	300	-	-	-	300
Total Corporate Services	460	-	160	-	300
S4 (24/25)* SEN Transport Efficiencies	200	-	200	-	-
NEW target 25/26 SEN Transport Efficiencies – Target stretched	300	-	300	-	-
Total Home to School/SEN Transport	500	-	500	-	-
S6 (24/25)* Reduction in Hoople SLA contract value and workforce service reviews	1,900	1,420	-	-	480
S1 (24/25)* Mutual Early Resignation Scheme (MERS24) - Reduced	502	-	-	-	502
S2 (24/25)* Transformation: Thrive Programme Savings - Replaced	-	-	-	-	-
S3 (24/25)* Transformation: Target Operating Model - Replaced	-	-	-	-	-
NEW target 25/26 – Directorate Budget Efficiencies	4,929	-	839	-	4,090

Brought forward prior year Saving Targets Q2 Forecast	Target £'000	At Risk £'000	In Progress £'000	On Target £'000	Delivered Recurrent £'000
Total Transformation	7,331	1,420	839	-	5,072
Total 2025/26 Savings Targets	11,876	1,420	3,703	314	6,439
	100%	12%	32%	2%	54%

(S 24/25)* - balance of 2024/25 approved savings target not delivered recurrently (no change to proposed source of activity to deliver saving in 2025/26)
[2024/25 Approved Savings Plans](#)

(S 23/24)* - balance of 2023/24 approved savings target not delivered recurrently (no change to proposed source of activity to deliver saving in 2025/26)
[2023/24 Approved Savings Plans](#)



Title of report: Work programme 2025/6

Meeting: Scrutiny Management Board

Meeting date: 8 December 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 and scrutiny task and finish groups.

Recommendation(s)

That:

- a) The committee determine any changes they wish to make to the committee's work programme or those of its task and finish group and working group.
- b) The committee agree the draft work programme for Herefordshire Council's Scrutiny Management Board contained in the work programme report attached as appendix 1.
- c) 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:

Further information on the subject of this report is available from
Danial Webb, email: danial.webb@herefordshire.gov.uk

- a. identifies priorities for the committee's work that align with corporate and partnership priorities, as well as reflecting community concern;
 - b. ensures that each identified topic has clear objectives that focus the committee's work;
 - c. creates a timetable for the committee's programme of work so that the committee carry out its work at the optimal time; and
 - d. provides officers and partners with requirements for evidence that will support the committee in providing evidence-based scrutiny
4. To prepare this work programme, the committee chairs have met with officers of the council to identify potential priority areas of work for the committee. These priority areas have been scheduled within the work programme to ensure the committee considers topics when it is most useful to do so. A draft of this work programme has then been circulated to the council's corporate leadership team and other key senior directors, alongside committee chairs, for further comment and refinement.
 5. The most recent work programme was published on 28 November 2025 and is attached as Appendix 1.
 6. Attached as Appendix 2 to this report is the council's most recently published forward plan of key decisions.
 7. The council's corporate risk register for quarter 2 for the 2025-2026 financial year is attached as Appendix 3.

Community impact

8. Effective scrutiny enables the committee to reflect community concern, one of the four purposes of scrutiny as outlined by the Centre for Governance and Scrutiny.

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 2025-26 December 2025
Appendix 2 – Herefordshire Council Forward Plan
Appendix 3 – Corporate Risk Register Update at Quarter 2 2025/26

Background papers

None



APPENDIX 1

WORK PROGRAMME 2025-2026

December 2025

Below are the work programmes of Herefordshire Council's five scrutiny committees and their six task and finish groups.

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

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Children and Young People Scrutiny Committee

Committee work programme

Committee Meeting

3 February 2026 **report deadline 22 January 2025** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
ILAC inspection and action plan <ul style="list-style-type: none"> Objectives to be agreed 	<ul style="list-style-type: none"> Evidence to be agreed 	<ul style="list-style-type: none"> Attendees to be determined
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Briefing

3 March 2026

Topic and Objectives	Evidence required	Attendees*
School Capital Programme <ul style="list-style-type: none"> Overview of the programme 	<ul style="list-style-type: none"> Briefing 	<ul style="list-style-type: none"> Lizz Farr Quentin Mee

Committee Briefing

14 April 2026

Topic and Objectives	Evidence required	Attendees*
Fostering <ul style="list-style-type: none"> Briefing on fostering. Update on recommendations made July 2024. 	<ul style="list-style-type: none"> Briefing 	<ul style="list-style-type: none"> Tori Lynch

Committee Meeting

12 May 2026 **report deadline 30 April 2025** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Topic TBC	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> TBC
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

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

Topics for possible future scrutiny

- Permanency
- Youth provision
- Neglect strategy
- Home/elective education
- Alternative provision
- WMP Peel report – assurance briefing – safeguarding

Early help task and finish group

Terms of reference

Background

Herefordshire's Early Help offer includes both universal and targeted services aimed at supporting children, young people, and families before statutory intervention is required. The offer includes:

- **Universal services:** Provided largely through Talk Community, voluntary and community organisations, schools, health, and public health-funded initiatives.
- **Targeted early help:** Led by the Early Help team within Children's Services, working directly with families who require structured support.

Key developments in this area in recent years include:

- Integration of Early Help into wider Children's Services through locality models.
- Introduction of Families First and Lead Practitioner roles.
- Recruitment of two new children's-focused community development workers within Talk Community.
- Partnership commissioning (such as with the PCC) to support local early intervention initiatives.

To build on these developments, work is underway to identify and address weaknesses in current practice, including:

- Persistent confusion around distinctions between universal and targeted Early Help.
- Limited public visibility of the Early Help offer and recent developments.
- Variability in provision and access across different localities.
- Pressure on schools to deliver Early Help without sufficient funding or infrastructure.
- Need for improved coordination between statutory and non-statutory partners.

Purpose

The group therefore aims to provide a constructive and collaborative space to:

- Recognise strengths in current Early Help provision.
- Identify good practice across different communities.
- Highlight gaps or inconsistencies in provision and the work in place to address them.

Scope of Inquiry:

In recognition of the broad and varied nature of early help available in Herefordshire, the group intends to carry out two distinct but closely interdependent streams of work:

- **Targeted Early Help and Families First**
 - Understanding the Families First implementation.
 - Exploring the role of lead practitioners.
 - Clarifying the role of schools and multi-agency collaboration.
- **Community and Universal Offer**
 - Mapping and showcasing local Early Help initiatives.
 - Exploring partnerships with Talk Community hubs, voluntary groups, parish and town councils.
 - Engagement around youth activities, access barriers (transport), and local innovation.

Work Programme

The group will determine its programme of work to meet the above objectives. This programme is likely to include:

- Local Appreciative Inquiry events in Hereford City and each of the five key market towns (Ross, Ledbury, Kington, Leominster, Bromyard), Supported by Talk Community and Children's Services.
- Case studies
- Meeting with families and professionals, individually and in focus groups

Proposed Timeline

- Summer 2025: Agree task and finish group, establish membership, agree programme of work
- Autumn 2025 to Spring 2026: Community engagement events, interviews, focus groups.
- Spring/Summer 2026: Reflection and analysis.
- Summer 2026: Presentation of findings and recommendations to Children and Young People Scrutiny.

Work programme

Targeted early help and Families First

- Recognise strengths in current Early Help provision.
- Identify good practice across different communities.
- Highlight gaps or inconsistencies in provision and the work in place to address them.

Objective	Evidence required	Responsible officer	Date
Understand targeted early help - rationale and performance	<ul style="list-style-type: none"> • Overview of programme briefing note <ul style="list-style-type: none"> ○ Thresholds of need ○ Current performance management ○ Current programme of activity 	Simon Cann	November 2025
Overview of current Families First programme and targeted early help	<ul style="list-style-type: none"> • Meeting with service managers <ul style="list-style-type: none"> ○ Victoria Leader ○ Dawn Knight 	Simon Cann	December 2025
Appraise current Families First programme and targeted early help	<ul style="list-style-type: none"> • Meeting with team leaders <ul style="list-style-type: none"> ○ Victoria Roe – North ○ Jane Marshall – South – Ross ○ Chantelle Bennett – Central ○ Tracey Spencer – Central 	Simon Cann	January 2026
Support for young carers	<ul style="list-style-type: none"> • Meeting with young carers <ul style="list-style-type: none"> ○ Jane Marshall – South – Ross 	Simon Cann	January 2026
Appraise locality-based targeted early help	<ul style="list-style-type: none"> • Meeting with a locality team <ul style="list-style-type: none"> ○ Combine with a locality event 	Simon Cann	January 2026
Working with schools	<ul style="list-style-type: none"> • Meeting with schools <ul style="list-style-type: none"> ○ Neil Crawford 	Simon Cann	January 2026

Commissioned early help services	<ul style="list-style-type: none"> Meeting with Venture – commissioned service <ul style="list-style-type: none"> Hilary Thomas 	Simon Cann	January 2026
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Community and Universal Offer

- Mapping and showcasing local Early Help initiatives.
- Exploring partnerships with Talk Community hubs, voluntary groups, parish and town councils.
- Engagement around youth activities, access barriers (transport), and local innovation.

Topic	Evidence required	Responsible officer	Date
Overview of local early help initiatives	Early help marketplace – Ross-on-Wye	Danial Webb	13 Oct 25
Overview of local early help initiatives	Early help marketplace - Hereford	Danial Webb	17 Nov 25
Overview of local early help initiatives	Early help marketplace - Leominster	Danial Webb	3 Dec 25
Evaluate the role of school community support	<ul style="list-style-type: none"> Meeting with service manager, Quentin Mee Meeting with school counsellor/school support service 	Simon Cann	Feb 26
Understand how midwives support young parents to be.	<ul style="list-style-type: none"> Meeting with midwives 	Simon Cann	Feb 26
The role of school nurses	<ul style="list-style-type: none"> Meeting with school nurses <ul style="list-style-type: none"> emma.dewar@wvt.nhs.uk Wendy.Long@wvt.nhs.uk Nikki.Lawley@wvt.nhs.uk 	Simon Cann	Mar 26
The role of health visitors	<ul style="list-style-type: none"> Meeting with health visitors <ul style="list-style-type: none"> Lyndsey McHardy “Best Start in Life” strategy 	Simon Cann	Mar 26
Youth clubs overview	<ul style="list-style-type: none"> Overview of youth and sports clubs in Herefordshire Visit to youth club Meeting with youth club attendees 	Simon Cann	April 26
Talk Community and co-ordination of support for universal community services	<ul style="list-style-type: none"> Overview community support carried out by Talk Community. 	Simon Cann	April 26

Report to Cabinet

Topic	Evidence required	Responsible officer	Date
Draft final report	Learning from above meetings	Simon Cann	May 26
Agree final report	Draft report	Task and Finish Group	June 26
Present to Cabinet	Final report	Toni Fagan	July 26

Connected Communities Scrutiny Committee

Committee work programme

Committee Meeting

28 January 2026 **report deadline 20 January 2026** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Tourism and Destination Management <ul style="list-style-type: none"> Explore the opportunity and value in developing a tourism strategy for Herefordshire Examine tourism strategies in similar local authorities Examine the role of cultural and heritage strategy in supporting development of tourism throughout the county. 	<ul style="list-style-type: none"> Evidence to be agreed Meeting with Herefordshire Business Improvement District 	<ul style="list-style-type: none"> Culture and Leisure Lead DBID Tourism and destination management service
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

March/April 2026 **report deadline TBC 2026** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Broadband Connectivity <ul style="list-style-type: none"> Review of coverage gaps and speeds, and work to address them 	<ul style="list-style-type: none"> Consultation with businesses, schools, parish councils Public call for evidence Supplier business plans Ofcom policy Other evidence to be determined 	<ul style="list-style-type: none"> To be determined

Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer
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Committee Meeting

June/July 2026 **report deadline TBC 2026** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Year of delivery – capital projects <ul style="list-style-type: none"> Mid-year review of capital projects taking place in 2026 	<ul style="list-style-type: none"> Council capital programme Individual programme progress reports 	<ul style="list-style-type: none"> To be determined
Public participation in planning task and finish group <ul style="list-style-type: none"> Agree the task and finish group review and recommendations 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

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

Additional Topics Proposed for Future Consideration

- Hereford City Masterplan
- UK Shared Prosperity Fund
- Broadband

Placemaking and Public Participation task and finish group

Terms of reference

Background

Herefordshire is entering a significant period of growth and change. Delivering new housing, infrastructure, and services must strengthen local communities and reflect the county's distinctive rural character.

Research shows that while public involvement in planning is vital, engagement often remains procedural rather than meaningful. Many residents feel disconnected from decision-making, uncertain about how to participate, or unconvinced that their input makes a difference.

The Planning and Compulsory Purchase Act 2004 requires every local planning authority such as Herefordshire to publish a Statement of Community Involvement. The Levelling-up and Regeneration Act 2023 and resultant secondary legislation is likely to place greater emphasis on this statement with a proposed requirement for a local planning authority Community Involvement Scheme. This provides a timely opportunity to modernise Herefordshire's existing Statement of Community Involvement (January 2022), ensuring it reflects Herefordshire Council's 2024–2028 priorities for economic growth and community development.

This task and finish group will explore how Herefordshire can plan with its communities, ensuring that growth, infrastructure and environment evolve together in a fair, transparent, and creative way. It will then make recommendations to underpin the Council's new statutory engagement framework.

The aim is to move beyond statutory minimum consultation and create a culture in which residents look forward to new development as something they have helped to shape. Growth with, not to, communities.

Purpose

To identify and recommend practical, evidence-based measures for making community engagement in planning and placemaking more inclusive, accessible, and effective across Herefordshire. The group will:

- Examine best practice and innovative approaches to public participation.
- Advise on the update and replacement of the Statement of Community Involvement (2022) with a new Community Involvement Scheme (2026).
- Ensure that community voice and cultural engagement sit at the heart of the county's future planning system.

Objectives

- To understand current legislation and good practice in community involvement and evaluate how residents currently engage with planning in Herefordshire and identify barriers to participation.
- Review and learn from good practice in community engagement in other local authorities and with housing providers.
- Inform and help draft the replacement of the Statement of Community Involvement (2022) with a new Community Involvement Scheme (2026)
- Make recommendations to the Connected Communities Scrutiny Committee and Cabinet to deliver the above.

Scope

The task and finish group will focus on how communities are involved in shaping growth, not on what is built or where sites are allocated. It will not duplicate the work of the Housing Development Working Group or the technical drafting of the Local Plan.

Membership and Governance

- 5–7 elected members of Herefordshire Council (no Cabinet members).
- Up to two co-opted members with relevant expertise or community experience.
- Supported by officers from Democratic Services, Economy and Environment, and Communications.
- Reports through the Connected Communities Scrutiny Committee, which will submit recommendations to Cabinet for formal response.

Expected Outputs

- A final report setting out
 - practical recommendations for improving public participation in planning and placemaking.
 - A proposed structure and content outline for Herefordshire's new Community Involvement Scheme (2026), replacing the 2022 Statement.
 - Case studies and prototypes demonstrating innovative engagement methods suitable for rural and market-town contexts.

Success Measures

- At least five examples of national or local best practice reviewed.
- Two or more new engagement methods agreed or trialled.
- Clear, costed recommendations adopted within the 2026 Community Involvement Scheme.
- Cabinet adoption of group recommendations into council policy.

WORK PROGRAMME

Objective To understand current legislation and good practice in community involvement and evaluate how residents currently engage with planning in Herefordshire and identify barriers to participation.

Objectives	Evidence required	Responsible officer	Date
Understand current legislation and good practice in community involvement	<ul style="list-style-type: none"> Overview of The Planning and Compulsory Purchase Act 2004 Overview of The Levelling-up and Regeneration Act 2023 Good practice guidance 	Henry Merricks Murgatroyd	November 2025
Evaluate how residents currently engage with planning in Herefordshire.	<ul style="list-style-type: none"> Herefordshire Council Statement of Community Involvement. Interviews with housing associations and council planning officers. 	Henry Merricks Murgatroyd	November 2025
Identify current barriers to participation.	<ul style="list-style-type: none"> Interviews with housing association, community groups and council planning officers. 	TBA	November 2025
GROUP MEETING		Henry Merricks Murgatroyd	November 2025

Objective Review and learn from good practice in community engagement in other local authorities and with housing providers.

Objectives	Evidence required	Responsible officer	Date
Examine requirements for new Community Involvement Scheme	<ul style="list-style-type: none"> Draft regulation and statutory guidance 	Henry Merricks Murgatroyd	December 2025
Identify good practice in other local authorities	<ul style="list-style-type: none"> Literature review Site visit (if useful) 	Henry Merricks Murgatroyd	January 2026
Identify creative engagement methods.	<ul style="list-style-type: none"> Desktop search ideas such as including digital tools, easy-read and visual materials, short videos, and cultural or media partnerships. 	Henry Merricks Murgatroyd	January 2026

GROUP MEETING	Henry Merricks Murgatroyd	February 2025
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Objective Inform and help draft the replacement of the Statement of Community Involvement (2022) with a new Community Involvement Scheme (2026).

Objectives	Evidence required	Responsible officer	Date
Work with officers to set new parameters and scope for the Community Involvement Scheme	<ul style="list-style-type: none"> Draft Community Involvement Scheme 	TBA	March 2026
Ensure inclusivity by improving reach to rural residents, younger people, working families, and under-represented communities.	<ul style="list-style-type: none"> Draft Community Involvement Scheme 	TBA	April 2026
Recommend resourcing and governance arrangements to support sustained, meaningful participation.	<ul style="list-style-type: none"> Meeting with planning officers in a 'good' local planning authority Draft recommendations 	Henry Merricks Murgatroyd	May 2026
GROUP MEETING		Henry Merricks Murgatroyd	May 2026

Objective Make recommendations to the Connected Communities Scrutiny Committee and Cabinet

Objectives	Evidence required	Responsible officer	Date
Draft report to Connected Communities Scrutiny Committee	<ul style="list-style-type: none"> Draft report 	Henry Merricks Murgatroyd	June 2026

Draft report and recommendations to Cabinet (if required)	<ul style="list-style-type: none">Final report	Henry Merricks Murgatroyd	July 2026
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Environment and Sustainability Scrutiny Committee

Committee work programme

Committee Meeting

16 December 2025 **report deadline 6 December 2025** **pre meeting lines of enquiry planning TBA**

Topic and Objectives	Evidence required	Attendees*
Active Travel <ul style="list-style-type: none"> Update on previous recommendations in light of the forthcoming draft local, cycling, walking and wheeling infrastructure plan (LCWWIP). Assurance on funding and deliverability of the LCWWIP. 	<ul style="list-style-type: none"> Draft LCWWIP 	<ul style="list-style-type: none"> Gemma Dando David Land Ffion Horton
Bus and passenger services task and finish group <ul style="list-style-type: none"> To agree the terms of reference for the task and finish group To receive an update on the task and finish group's work to date. 	<ul style="list-style-type: none"> Interim report 	<ul style="list-style-type: none"> Chair, Buses task and finish group
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

March 2026 **report deadline TBA** **pre meeting lines of enquiry planning TBA**

Topic and Objectives	Evidence required	Attendees*
Carbon neutral housing <ul style="list-style-type: none"> Consider whether new houses and self-build properties are 'zero carbon ready'. Appraise the incentives available to ensure energy efficient homebuilding. 	<ul style="list-style-type: none"> Relevant data on house building and zero carbon readiness across the county Local authority powers over building standards 	<ul style="list-style-type: none"> Richard Vaughan Daniel Lenain

<ul style="list-style-type: none"> Understand the role of fuel replacement to heat homes. 	<ul style="list-style-type: none"> Different types of fuel replacement available 	
Transformation of the economy and environment directorate <ul style="list-style-type: none"> Understand the transformed leadership structure and how it is performing currently, in particular where responsibility for delivering on the Council's environmental priorities and targets, including net zero. Has embedding a commercial mindset impacted on the delivery of these environmental priorities and targets. Has transformation impacted on the overall resource dedicated to the environmental side of the directorate. Explore the case for a more distinct operational area for environmental matters under the Corporate Director. 	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> Corporate Director, Economy and Environment
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

June 2026 **report deadline TBA** **pre meeting lines of enquiry planning TBA**

Topic and Objectives	Evidence required	Attendees*
Land Use Management <ul style="list-style-type: none"> To review the operation of current council policy on enabling and enforcing appropriate land management and use (including riparian responsibilities) across the county; <ul style="list-style-type: none"> to protect natural assets eg our rivers to protect highway assets for flood management to facilitate landscape schemes, such as Wyescape through associated enforcement – including planning breaches. 	<ul style="list-style-type: none"> Highway flooding data Enforcement analysis Current council planning regulation concerning land use management. Farmscoper data tool 	<ul style="list-style-type: none"> Ben Boswell Kelly Gibbons Environment Agency representative Farming representative

<ul style="list-style-type: none"> • To obtain data on the area of land subject to Catchment Sensitive farming (including regenerative farming) and how this is progressing. • To explore how the local authority can support adoption of sustainable farming methods. • To review the impact of the withdrawal of the Sustainable Farming Incentive 		
Buses and passenger services task and finish group <ul style="list-style-type: none"> • To receive the final report from the Group and consider their recommendations, including testing the evidence on which they are based. 	<ul style="list-style-type: none"> • Final report 	<ul style="list-style-type: none"> • Chair, buses task and finish group
Flooding task and finish group – terms of reference To agree the terms of reference for a proposed task and finish group to scrutinise flood risk management and flood emergency responses.	<ul style="list-style-type: none"> • Task and finish terms of reference 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer
Work programme <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

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

Bus and passenger services task and finish group

Work programme

Objective	Activity or information needed	Carried out by	Timeline
Initial review meeting		Task and Finish Group	July 2025
Create a central information repository	Setup Teams library and chat space	Simon Cann, Danial Webb	September 2025
Review Herefordshire Council's current powers and responsibilities.	Compile and provide overview of <ul style="list-style-type: none"> Existing legislation in England and Wales <ul style="list-style-type: none"> Local Transport Act 2008 Transport Act 2000 Bus Service Act 2017 Bus Services (No. 2) Bill Public Service Vehicle Regulations. Overview of who is responsible for local transport in England (Commons library) Any allied statutory guidance Bus operator legislation and guidance. How these apply in Herefordshire. 	Simon Cann, Danial Webb, David Land, task and finish group	Sep-Oct 2025
Review current passenger transport operations in Herefordshire and how they meet current and future need.	<ul style="list-style-type: none"> Previous council bus service reviews (c. 2019) For both commercial and community operators <ul style="list-style-type: none"> Routes and frequency Passenger numbers Subsidy Home to school transport <ul style="list-style-type: none"> Current services provided Current providers SEND transport Adult Social Care Passenger transport 	Simon Cann, Danial Webb, David Land	Sep-Oct 2025

Current local authority and regional funding	2025-2026 and medium-term funding <ul style="list-style-type: none"> • subsidised routes • community transport • other transport funding provided by the local authority 	Simon Cann, Danial Webb, David Land	Sep-Oct 2025
Review Meeting		Task and Finish Group	October 2025
Overview of current BSIP funding	Summary of <ul style="list-style-type: none"> • National Bus Strategy • Herefordshire Bus Service Improvement Plan 2024 Briefing on <ul style="list-style-type: none"> • Allocation of the £3.2m BSIP grant (2025–26) (£1.3m capital, £1.9m revenue) e.g., shelters, passenger experience, supported services • Progress in delivering funded projects and services • Their contribution to improved services Site visit to any BSIP-related capital project	Simon Cann, Danial Webb, David Land	Nov-Dec 2025
Assess Enhanced Partnership performance	<ul style="list-style-type: none"> • Understand how the current enhanced partnership timetabling meets the objectives of the partnership. • Identify ways to apply learning from the group to new ways of meeting the objectives of the enhanced partnership. 	Simon Cann, Danial Webb, David Land, task and finish group	Nov-Dec 2025
Combining bus services with other transport services	Desktop research <ul style="list-style-type: none"> • Current rail services and how they align with bus services Group meeting <ul style="list-style-type: none"> • Network Rail or other responsible authority 	Simon Cann, Danial Webb, David Land	Nov-Dec 2025
Explore cross-border and cross-county transport	Map and list of current cross-border services to include <ul style="list-style-type: none"> • Frequency • Operator • Funding (if applicable) Examples from other local authorities	Simon Cann, Danial Webb, David Land	Nov-Dec 2025

	<ul style="list-style-type: none"> • See previous work looking at other local authorities • Identify opportunities for any cross-border service support 		
Review Meeting		Task and Finish Group	December 2025
Community Transport	<p>Site visit to a community transport provider</p> <p>Overview brief of Services in Herefordshire, to include:</p> <ul style="list-style-type: none"> • Current services, routes and frequencies • Cost • Funding 	Simon Cann, Danial Webb, David Land	Jan-Feb 2026
Home to school and other resident transport	<p>Overview brief of home to school services in Herefordshire, to include:</p> <ul style="list-style-type: none"> • Current services, routes and frequencies • Cost and funding <p>Meeting with Home to school co-ordinator</p> <p>Meeting with Transformation team</p>	Simon Cann, Danial Webb, David Land	Jan-Feb 2026
Review Meeting		Task and Finish Group	February 2026
Examine how other rural local authorities provide sustainable services.	<p>Internet research – what do they do in other rural local authorities?</p> <p>Suggested workstreams:</p> <ul style="list-style-type: none"> • Demand Responsive transport <ul style="list-style-type: none"> ○ YorBus, CallConnect ○ Worcestershire on Demand Worcestershire County Council ○ The Robin (your bookable bus) Gloucestershire County Council • Use of powers of funding <ul style="list-style-type: none"> ○ Use of enhanced partnerships – Oxfordshire, Cornwall ○ Branding • Integrating transport and social care <ul style="list-style-type: none"> ○ Community transport ○ The role of third sector organisations 	Simon Cann, Danial Webb, David Land	Mar-Apr 2026

	Site Visit <ul style="list-style-type: none"> • Shropshire DRT – Shrewsbury • Social care focused visit 		
Bus franchising	Overview of Bus Services Bill Overview of approach taken by other local authorities Meeting with consultants or another local authority <ul style="list-style-type: none"> • What are the barriers to franchising in rural areas? • Is this an opportunity for Herefordshire to pursue? • Are there partnership opportunities with other local authorities? 	Simon Cann, Danial Webb, David Land	Mar-Apr 2026
Review Meeting		Task and Finish Group	May 2026
Draft report and recommendations	<ul style="list-style-type: none"> • Draft final report • Draft recommendations 	Simon Cann, Danial Webb, David Land	May-June 2026
Present report to Environment and Sustainability Scrutiny Committee		Task and Finish Group	June 2026

Health Care and Wellbeing Scrutiny Committee

Committee work programme

Committee Meeting

26 January 2026 **report deadline 15 January 2026**

Topic and Objectives	Evidence required	Attendees*
Herefordshire and Worcestershire Health and Care NHS Trust strategy <ul style="list-style-type: none"> Consider an update on progress to address the recommendations from the CQC inspection of the trust Scrutinise development of the new Trust strategy Consider work underway to develop neighbourhood health services 	<ul style="list-style-type: none"> Trust strategy update 	Director of Strategy and Partnerships, Herefordshire and Worcestershire Health and Care NHS Trust
CQC Inspection of adult social care services <ul style="list-style-type: none"> Examine findings of the recent CQC inspection of adult social care services. Scrutinise any action plan arising from the inspection findings. 	<ul style="list-style-type: none"> CQC inspection findings Post-inspection action plan 	
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

April 2026 **report deadline April 2026**

Topic and Objectives	Evidence required	Attendees*
Shaping neighbourhood health <ul style="list-style-type: none"> Analyse how the health partnership identifies health needs in communities. 	<ul style="list-style-type: none"> Neighbourhood health bid Taurus Out of Hours GP service Worcestershire Council papers 	<ul style="list-style-type: none"> Attendees to be agreed

<ul style="list-style-type: none"> Scrutinise provision of current and future neighbourhood health services. 		
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

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

Committee Briefing April 2026 (TBC)

Topic and Objectives	Evidence required	Attendees*
Herefordshire Safeguarding Adults Board Annual Report <ul style="list-style-type: none"> Review the work of the Herefordshire Safeguarding Adults Partnership. 	<ul style="list-style-type: none"> Safeguarding Adults Board Annual Report 	<ul style="list-style-type: none"> Kevin Crompton, Independent Scrutineer, Safeguarding Boards

Committee Meeting July 2026 **report deadline July 2026**

Topic and Objectives	Evidence required	Attendees*
Joint Strategic Needs Assessment <ul style="list-style-type: none"> Review work to develop a new joint strategic needs assessment for Herefordshire. 	<ul style="list-style-type: none"> Joint Strategic Needs Assessment 	<ul style="list-style-type: none"> Director of Public Health
Health and Wellbeing Strategy <ul style="list-style-type: none"> Objectives to be agreed 	<ul style="list-style-type: none"> Evidence to be agreed 	<ul style="list-style-type: none"> Attendees to be agreed

Committee Meeting

October 2026 **report deadline October 2026**

Topic and Objectives	Evidence required	Attendees*
Right Care Right Place <ul style="list-style-type: none"> Update on work to deliver acute community mental health support in Herefordshire. 	<ul style="list-style-type: none"> Evidence to be agreed 	<ul style="list-style-type: none"> Attendees to be agreed
Q2 Better Care Fund outcomes <ul style="list-style-type: none"> Objectives to be agreed 	<ul style="list-style-type: none"> Evidence to be agreed 	<ul style="list-style-type: none"> Attendees to be agreed
Meeting the demand for adult social care task and finish group <ul style="list-style-type: none"> Agree draft report and recommendations 	<ul style="list-style-type: none"> Final task and finish group report 	<ul style="list-style-type: none"> Chair, task and finish group

Meeting the demand for adult social care task and finish group

Work programme

Objective To understand the extent of demand for adult social care services provided or commissioned in Herefordshire, and the likely change over time.

Objectives	Evidence required	Responsible officer	Date
Understand Herefordshire's demographics and future demographic change	Demographic information <ul style="list-style-type: none"> • <i>Understanding Herefordshire</i> demographic data • <i>Future population of Herefordshire</i> report • Joint Strategic Needs Assessment report 	Charlotte Worthy/Herefordshire Research team	Dec 25-Jan 26
Understand the demand for adult social care in Herefordshire	<ul style="list-style-type: none"> • <i>Market Position Statement</i> • <i>Market Sustainability Plan</i> • Current rates of demand for adult social care <ul style="list-style-type: none"> ○ Type of demand (domiciliary, residential, nursing) ○ Duration ○ Change over time 	Zakia Loughhead	Dec 25-Jan 26
Compare demographic change and demand for adult social care compared to other local authorities	<ul style="list-style-type: none"> • Desktop research comparison with 'statistical neighbours' 	Danial Webb/Henry Merricks-Murgatroyd	Dec 25-Jan 26
GROUP MEETING		Henry Merricks-Murgatroyd	February 2026

Objective To explore the drivers of increased demand for adult social care, and the capacity of the local authority and other care providers to meet it.

Objectives	Evidence required	People to speak with	Date
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Increased complexity of demand from an ageing population	Site visit – supported housing provider Site visit – third sector organisation working with older adults		Feb-Mar 26
The nature of funding for social care	Briefing on social care funding	Zakia Loughhead ASC finance team	Feb-Mar 26
The size and structure of the social care market in Herefordshire	Overview of social care market Meeting with care providers	Zakia Loughhead	Feb-Mar 26
Lack of housing growth, and flatlining tax base	<ul style="list-style-type: none"> Interview with Cabinet portfolio holders 		Feb-Mar 26
GROUP MEETING		Henry Merricks-Murgatroyd	April 2026

Objective To identify strategies and work carried out by Herefordshire Council and partners such as housing associations and other organisations reduce demand for social care services, or to increase revenue to pay for services.

Objectives	Evidence required	People to speak with	Date
Assistive technology	Visit to Technology Enabled Care Services (TECS) Team	TBC	May-Jun 26
Community based universal and targeted services	Meeting with Talk Community Meeting with third sector organisation Meeting with other community team in another local authority	Emily Lowe – Talk Community	May-Jun 26
Market shaping and support	Meeting – service director Meeting – care providers’ network	Commissioning	May-Jun 26
Supported living	Meeting – director for housing support Visit to supported housing	Hayley Crane	May-Jun 26

		A supported housing provider	
In-house services and the role of Hoople	Case study – Essex Meeting with Hoople		May-Jun 26
GROUP MEETING		Henry Merricks-Murgatroyd	July 2026

Objective To make recommendations to the executive on steps that should be taken to reduce service demand and to increase revenue.

Objectives	Evidence required	People to speak with	Date
Write draft report and recommendations	Draft report and recommendations	Task and finish group	August 2026
Agree draft report and recommendations with committee	Draft report and recommendations	Task and finish group	October 2026

Scrutiny Management Board

Committee work programme

Committee Meeting

8 December 2025 **report deadline 16 November 2025** pre meeting lines of enquiry planning TBC

Topic and objective	Evidence required	Attendees
Q2 Budget outturn Q2 Performance Outturn <ul style="list-style-type: none"> To understand the decisions the executive has made in managing the council's performance and finances. To make recommendations to assist the executive in its future management of performance and finances 	<ul style="list-style-type: none"> Q2 Budget report Q2 performance report Director briefing 	Director of finance Head of performance
Scrutiny Work Programme <ul style="list-style-type: none"> Review Herefordshire Council's scrutiny work programme up to July 2026 Identify opportunities for cross-collaboration or co-ordination across scrutiny committees and task and finish groups Identify gaps in the current work programme 	<ul style="list-style-type: none"> Scrutiny work programme 	
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting**23 January 2026** report deadline **15 January 2026** pre meeting lines of enquiry planning TBC

Topic and objective	Evidence required	Attendees
Budget scrutiny <ul style="list-style-type: none"> To understand the executive's proposed budget and medium term financial strategy. To make recommendations for the executive to consider before proposing the budget to Council 	<ul style="list-style-type: none"> Budget report Supplementary information as requested by the committee 	Cabinet members Directors
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting**19 March 2026** report deadline **9 March 2026** pre meeting lines of enquiry planning TBC

Topic and objective	Evidence required	Attendees
DSG High Needs Block Management Plan	<ul style="list-style-type: none"> Management Plan 	Director of Finance
Q3 Budget scrutiny Q3 Performance monitoring <ul style="list-style-type: none"> To understand the executive's proposed budget and medium-term financial strategy. To make recommendations for the executive to consider before proposing the budget to Council 	<ul style="list-style-type: none"> Budget report Supplementary information as requested by the committee 	Cabinet members Directors
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

June 2026 **report deadline May/June 2026** pre meeting lines of enquiry planning TBC

Topic and objective	Evidence required	Attendees
Inequality and Social Mobility Task and Finish Group <ul style="list-style-type: none"> To receive the report of the Task and Finish Group. To agree any recommendations the committee as a result 	<ul style="list-style-type: none"> Task and Finish Group Report 	Task and Finish Group members
Q4 Budget scrutiny Q4 Performance monitoring <ul style="list-style-type: none"> To understand the executive's proposed budget and medium-term financial strategy. To make recommendations for the executive to consider before proposing the budget to Council 	<ul style="list-style-type: none"> Budget report Supplementary information as requested by the committee 	Cabinet members Directors

Long list of potential topics

- Social Value in procurement
- Working with the voluntary sector and others to help deliver services
- Review of the workforce strategy
- Supplier risk management
- Emergency Planning
- Annual review of effectiveness

Inequality and social mobility task and finish group

Work programme

Objective To define and understand the different dimensions of inequality (including but not limited to protected characteristics, rurality, socio-economic background and care experience) and social mobility in Herefordshire and the United Kingdom, including Herefordshire Council's understanding of inequality and social mobility.

Objectives	Evidence required	Responsible officer	Date
To define and understand the different dimensions of inequality.	<ul style="list-style-type: none"> Briefing on different types of inequality, to include: <ul style="list-style-type: none"> Wealth/income Health Rurality Briefing on groups affected by inequality <ul style="list-style-type: none"> Protected characteristics Military families Overview of inequality as defined by other local authority scrutiny 	Danial Webb	Sep-Oct 25
To understand those dimensions that are particularly relevant to Herefordshire.	<ul style="list-style-type: none"> Sub-ward indices of deprivation Joint Strategic Needs Assessment Economic data 	Danial Webb and Charlotte Worthy	Sep-Oct 25
To test Herefordshire Council's understanding of inequality, how it prioritises different elements of inequality, and its priorities to tackle and reduce inequality.	<ul style="list-style-type: none"> Herefordshire Council Plan Meeting with leader and deputy <i>(should this be merged with the above?)</i> 	Danial Webb and Charlotte Worthy	Sep-Oct 25
GROUP MEETING		Danial Webb	November 2025

Objective To measure inequality and social mobility across the county and the different dimensions that impact on inequality and social mobility within the county and between Herefordshire and other parts of the UK.

Objectives	Evidence required	People to speak with	Date
Collect and analyse relevant datasets pertaining to Herefordshire	<ul style="list-style-type: none"> • Sub-ward indices of deprivation • Joint Strategic Needs Assessment • Economic data TBC 		Nov-Dec 25
Comparisons with statistical neighbours			Nov-Dec 25
Housing inequality	Meeting with housing providers		Nov-Dec 25
Rurality	<ul style="list-style-type: none"> • 		
GROUP MEETING		Danial Webb	January 2026

Objective To gather examples of local authorities and wider local partnerships meaningfully reducing inequality and/or meaningfully improving social mobility from across the UK and other countries.

Objectives	Evidence required	People to speak with	Date
Examples from other scrutiny reviews	Other scrutiny reviews <ul style="list-style-type: none"> • Scope • Learning 		
Examples of other inequality and social mobility strategies	Other scrutiny reviews <ul style="list-style-type: none"> • Scope • Learning 		
Examples of evaluations of strategies and action plans			
Gather learning from those examples			

GROUP MEETING	Danial Webb	March 2026
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Objective To identify the plans, strategies and actions deployed by the council to reduce inequality and improve social mobility, and the degree to which they are likely to or are actually reducing inequality and improving social mobility, and the degree to which they are not.

Objectives	Evidence required	People to speak with	Date
GROUP MEETING		Simon Cann	April 2026

Objective To make recommendations to the executive on steps that should be taken to meaningfully reduce inequality and improve social mobility across the county.

Objectives	Evidence required	People to speak with	Date
Write draft report and recommendations	Draft report and recommendations	Task and finish group	May 2026
Agree draft report and recommendations with committee	Draft report and recommendations	Task and finish group	July 2026

Commercialisation working group

Terms of reference

Background

Herefordshire Council faces a potential funding gap of £27.3 million for the 2026-27 financial year, and further funding gaps in future years. The executive has already identified commercialisation as key to its transformation programme. The executive has also indicated that commercialisation and income generation will form part of the strategy to address the funding gap.

Commercialisation within local government represents both a financial opportunity and a cultural challenge. Commercialisation could deliver significant cost savings and income-generating opportunities but only as a result of cultural change. For example [guidance](#) from the Association For Public Service Excellence emphasises that commercialisation cannot simply be a reaction to budget deficits – it requires an embedded strategy, a commercial mindset within the local authority, clear governance, and a well-developed understanding of risk.

To assist the Cabinet in developing a budget to propose to council Scrutiny Management Board will undertake a working group of members investigating how the council could increase income in the short and medium term alongside greater commercialisation.

Initial recommendations will be provided informally to the Cabinet by the end of November,

Short- and Long-Term Opportunities

Short term: The working group will examine the opportunities of:

- reviewing and adjusting fees and charges,
- maximising income from council assets (such as property leases and car parks), or exploring asset repurposing or disposals.
- benchmarking against neighbouring authorities could identify under-priced services as well as gaining an understanding of work that has already been undertaken in this area and
- other opportunities for income generation

The working group will seek to understand the impact and the risks associated with any short term operations

Longer term: The working group will identify opportunities to increase income and to drive efficiency in future years across the life of the medium-term financial strategy including, but not limited to those opportunities presented by commercialisation.

Given the timescale the working group's recommendations, especially for future years may be quite high level. The working group will deliver the best-founded recommendations it can within the fixed (and tight) timescale.

Overall approach

We propose a three-stage approach

- Herefordshire council is already working on commercialisation and income generation. The working group will consider current plans and arrangements, challenge these and work with officers to identify areas that they may not have considered.
- The working group will also have regard to the impact of their proposals on local people and the risks that may be associated with them.
- If there is time the working group will also investigate the strategic issues relating to commercialization and make recommendations for the cabinet to consider.

The Working Group will also have regard to guidance and experience across the sector in regards to areas such as (not an exhaustive list):

- The purposes of commercial activity, namely the balance between maximising income (for example, through fees, charges, or property ventures), supporting broader social value and strengthening community resilience.
- How the council might operate in markets without distorting competition and maintaining fairness to local businesses-governance and risk management
- The cultural dimension, which cannot be overstated. Officers and members must share a mindset that sees prudent risk-taking as legitimate. Without organisational readiness – training, leadership commitment, and internal capability – commercial ambitions will fail.

The scrutiny process must therefore explore how Herefordshire can build this culture safely, balancing entrepreneurial ambition with its statutory duty to protect public assets. It must also concern itself both with the immediate opportunities to increase income and the longer-term changes required to inculcate greater commercialisation.

HEREFORDSHIRE COUNCIL FORWARD PLAN



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

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

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

Councillor Jonathan Lester	Corporate Strategy and Budget (Leader of the Council)
Councillor Elissa Swinglehurst	Environment (Deputy Leader of the Council)
Councillor Carole Gandy	Adults, Health and Wellbeing
Councillor Ivan Powell	Children and Young People
Councillor Harry Bramer	Community Services and Assets
Councillor Graham Biggs	Economy and Growth
Councillor Pete Stoddart	Finance and Corporate Services
Councillor Barry Durkin	Roads and Regulatory Services
Councillor Philip Price	Transport and Infrastructure
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 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 21 November 2025 ONWARDS

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

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

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

Hereford Western Bypass Phase One Land Acquisition CPO Resolution by cabinet to acquire land for the construction of the Hereford Western Bypass Phase one project through a compulsory purchase order.	Cabinet 18 December 2025	Cabinet member transport and infrastructure Scott Tompkins, Delivery Director - Infrastructure scott.tompkins@herefordshire.gov.uk	Economy and Environment	14 November 2025	KEY Part exempt
Local Cycling, Walking and Wheeling Infrastructure Plan (formerly known as Local Walking Cycling Plan adoption) To seek Cabinet approval for the adoption of the Local Walking and Cycling Plan	Cabinet 18 December 2025	Cabinet member transport and infrastructure Ffion Horton, Transport Planning Services Manager ffion.horton@herefordshire.gov.uk	Economy and Environment	14 November 2025	KEY Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
The New Public Realm Service This report seeks approval to award the council's Public Realm Service contract.	Cabinet 18 December 2025	Cabinet member local engagement and community resilience Ed Bradford, Head of Highways and Traffic Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786	Economy and Environment	14 November 2025	KEY Open
To re-commission the home care service framework in Herefordshire To approve the proposed approach to re-commissioning the home care service framework in Herefordshire. The current home care framework ends on 31 October 2026. This report details the intended approach to re-commission a new service from 1 November 2026, for up to ten years. This is in line with the council's statutory duty to provide home care services for those with an eligible assessed need, as set out in the Care Act 2014.	Cabinet 26 March 2026	Cabinet member adults, health and wellbeing Sharon Amery, Senior Commissioning Officer sharon.amery2@herefordshire.gov.uk Tel: 01432 383734	Community Wellbeing	14 November 2025	KEY Open
Cabinet Member Decisions (Key and Non Key decisions)					
Portfolio: adults, health and wellbeing					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Reprocurement of Herefordshire Independent Adult Advocacy Services To approve the reprocurement of Herefordshire Independent Adult Advocacy Services, by way of an open tender process.	Cabinet member adults, health and wellbeing 15 December 2025	Cabinet member adults, health and wellbeing John Burgess, Senior Commissioning Officer <small>John.Burgess3@herefordshire.gov.uk</small>	Community Wellbeing	14 November 2025	KEY Open
Portfolio: children and young people					

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>Children's Emergency Out of Hours Duty Team (EDT) Service</p> <p>To agree to the direct award, by exemption, of this contract to the incumbent service provider.</p> <p>The Emergency Duty Team (EDT) Service exists to provide an emergency responsive service for children and young people up to the age of 18, but in line with the Leaving Care Act 2000 the service is available to any care experienced young person aged up to 25.</p> <p>The service is provided when a child or young person is believed to be at risk of significant harm, and from whom delay until the next working day would be detrimental to their welfare and safety. The service ensures that they continue to be safeguarded in the immediate term.</p> <p>There is a statutory duty for local authorities to safeguard and promote the welfare of children within their area who are in need. This is Section 17(1) of the Children Act 1989.</p>	<p>Cabinet member children and young people</p> <p>5 December 2025</p>	<p>Cabinet member children and young people</p> <p>Sam Westwood, Commissioning Officer, All Age Disability, Community Wellbeing</p> <p>Sam.Westwood@herefordshire.gov.uk Tel: 01432 383097</p>	<p>Community Wellbeing</p>	<p>14 November 2025</p>	<p>KEY</p> <p>Open</p>

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
The provision of a staffed and managed overnight short breaks and outreach service children for children and young people 0-18 To approve the option to commission a single Supplier, through a competitive tender exercise, to develop and deliver registered overnight short breaks service from a property owned by the council, that will incorporate an outreach service to deliver support within in the child's family home and or in the community	Cabinet member children and young people 5 December 2025	Cabinet member children and young people Sandra Griffiths, Commissioning officer <small>sgriffiths3@herefordshire.gov.uk</small> <small>Tel: 01432 383141</small>	Children and Young People	14 November 2025	KEY Open
Local Authority school building maintenance works 2026 - 2030 To approve the proposed expenditure of capital grants for the school buildings maintenance works.	Cabinet member children and young people 25 February 2026	Cabinet member children and young people William Merriman, Sufficiency, Planning and Capital Investment Manager <small>William.Merriman2@herefordshire.gov.uk</small>	Children and Young People	NEW ITEM	KEY Open
Portfolio: community services and assets					

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
Retaining of the swimming pool at Peterchurch Primary School To approve the retention of and structural improvements to the swimming pool at Peterchurch Primary School	Cabinet member community services and assets 12 December 2025	Cabinet member community services and assets Quentin Mee, Head of Educational Development <small>Quentin.Mee@herefordshire.gov.uk</small>	Children and Young People	14 November 2025	Non Key Open
Portfolio: economy and growth					
Portfolio: environment					
Herefordshire Tree, Hedgerow and Woodland Strategy (H-THAWS). To consider and endorse the new countywide Herefordshire Tree, Hedgerow and Woodland Strategy (H-THAWS).	Cabinet member environment 5 December 2025	Cabinet member environment Mandy Neill, Senior Landscape Officer <small>mandy.neill@herefordshire.gov.uk</small>	Economy and Environment	14 November 2025	KEY Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Adoption of the Dormington & Mordiford Neighbourhood Plan and the consequential updates to the countywide policies map</p> <p>To make the revised Dormington & Mordiford neighbourhood development plan (NDP) as part of the statutory development plan for Herefordshire and approve the consequential updates to the countywide policies maps.</p> <p>To fulfil the legal duty to make /adopt the revised Dormington & Mordiford neighbourhood development plan and update the countywide policies map as part of the statutory development plan for Herefordshire.</p>	<p>Cabinet member environment</p> <p>11 December 2025</p>	<p>Cabinet member environment</p> <p>Siobhan Riddle, Acting Strategic & Neighbourhood Planning Manager</p> <p>sriddle@herefordshire.gov.uk</p> <p>Tel: 01432 260142</p>	Economy and Environment	NEW ITEM	Non Key Open
<p>Solar Car Ports at Plough Lane</p> <p>To approve the scoping and construction of solar car ports at Plough Lane</p>	<p>Cabinet member environment</p> <p>12 December 2025</p>	<p>Cabinet member environment</p> <p>Katie Ainsworth, Senior Project Manager, Richard Vaughan, Sustainability and Climate Change Manager, Rosanna Willmott, Sustainability and Climate Change Officer</p> <p>katie.ainsworth2@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk, rosanna.willmott@herefordshire.gov.uk</p> <p>Tel: 01432 260192, Tel: 01432 261749</p>	Economy and Environment	14 November 2025	KEY Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Allocating the Climate and Nature Reserve Phase 2 To Allocate the balance of the Climate and Nature Reserve for the delivery of projects which will positively impact the climate and natural environment of Herefordshire to the benefit of all who reside in the county.	Cabinet member environment 15 January 2026	Cabinet member environment Richard Vaughan, Sustainability and Climate Change Manager <small>Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192</small>	Economy and Environment	14 November 2025	KEY Open
Adoption of Herefordshire Local Nature Recovery Strategy To formally adopt the Herefordshire Local Nature Recovery Strategy and accept associated government grant for delivery.	Cabinet member environment 17 April 2026	Cabinet member environment Mandy Neill, Senior Landscape Officer, Richard Vaughan, Sustainability and Climate Change Manager <small>mandy.neill@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192</small>	Economy and Environment	14 November 2025	KEY Open
Portfolio: finance and corporate services					
Portfolio: local engagement and community resilience					

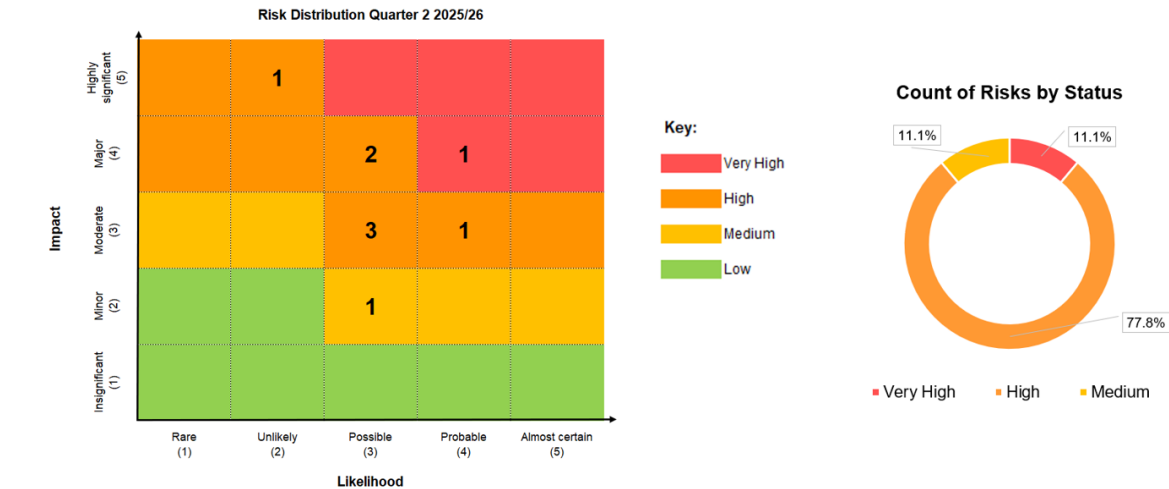
Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
The New Public Realm Service – Depot Facilities This report seeks approval to procure and undertake any necessary works to depot and other facilities as required to deliver the New Public Realm Service from 1 June 2026.	Cabinet member local engagement and community resilience 23 January 2026	Cabinet member local engagement and community resilience Ed Bradford, Head of Highways and Traffic Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786	Economy and Environment	14 November 2025	KEY Open
Portfolio: roads and regulatory services					
Portfolio: transport and infrastructure					

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
Capability and Ambition Fund 2025/26 allocation 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 4 December 2025	Cabinet member transport and infrastructure Ffion Horton, Transport Planning Services Manager, Scott Tompkins, Delivery Director - Infrastructure, Richard Vaughan, Sustainability and 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	14 November 2025	Non Key Open

Appendix A: Corporate Risk Register Update at Quarter 2 2025/26

Ref	Corporate Risk	2025/26 Q1 Residual	2025/26 Q2 Residual	2025/26 Q3 Residual	2025/26 Q4 Residual	Current RAG
R1	Failure to discharge duty of care for a vulnerable child or vulnerable adult.	10	10			High
R2	Demand for client-based services continues to increase resulting in increased budget pressures and poor outcomes for those people in receipt of our services.	12	12			High
R3	Lack of local special educational needs and disabilities (SEND) placement provision to meet current and future levels of demand.	16	16			Very High
R4	Failure to deliver capital and major projects within identified resources and planned timeframes resulting in significant overspend and reduced project outcomes.	9	12			High
R5	Failure to deliver a sustainable financial strategy that supports delivery of the Council Plan priorities.	9	12			High
R6	Inability to attract and recruit candidates and retain staff leading to an inability to deliver services.	6	6			Medium
R7	Inability to respond adequately to a significant emergency affecting ability to provide priority services.	9	9			High
R8	Risks within the West Mercia community area.	9	9			High
R9_NEW	Risk of financial failure of major supplier.	9	9			High

Risk rating	Action
Very High	Immediate and significant management action and control required. Continued proactive monitoring of risk.
High	Seek cost effective management actions and controls. Continued proactive monitoring of risk.
Medium	Seek cost effective control improvements. Monitor and review risk regularly.
Low	Seek improvements to controls if cost effective to do so. Monitor and review risk regularly.



Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
R1	<p>Failure to discharge duty of care for a vulnerable child or vulnerable adult.</p> <p>Risk Owner: Corporate Directors: Community Wellbeing, Children & Young People</p>	<p>Strategic Delivery - Council Plan Priority: PEOPLE</p> <p>(Exception 1: Safety and wellbeing of residents)</p>	<p>Exception 1: Averse Limited appetite to risk. The council is responsible for providing services to those who need it most, including vulnerable adults and children and operates rigorous safeguarding measure to ensure the health and safety of residents. The council will continually seek to avoid activities that present a threat to the safety of the public and will do everything possible to prevent the loss of life.</p>	<p>Services for Adults There are clear processes in place for same-day triage of safeguarding concerns raised and action is taken for those at greatest risk. Outcomes are monitored by frontline managers with senior management oversight. All staff access training aligned to their job roles and responsibilities. The Principal Social Worker (PSW) led practitioner forums provide further support and embed practice for staff working with vulnerable adults. Daily case discussions take place and established processes for escalation are in place across the service. The Deprivation of Liberty Safeguards (DoLS) Service follows the Association of Directors of Adult Social Services (ADASS) guidance for case prioritisation. Continuous professional development for staff and providers, additional legal support and constant review and prioritisation of cases waiting for assessment is undertaken. Safe and well checks are undertaken for those at high risk. There are duty arrangements in place to cover emergencies and any urgent work required. Oversight and assurance of multi-agency safeguarding practice is delivered by the Herefordshire Safeguarding Adults Board (HSAB). The Complex Adult Risk Management (CARM) process has been reviewed and strengthened. There is an established process of 'Team Around Me' and 'Breaking the Cycle' forums with partners to ensure a joined-up approach by agencies to support adults with multiple complex vulnerabilities.</p> <p>Children's Services Children's Safeguarding procedures and Practice Standards in place to guide practice.</p>	<p>Likelihood: 3 (Possible)</p> <p>Impact: 5 (Highly significant)</p> <p>Inherent Risk Score = 15</p>	<p>Likelihood: 2 (Unlikely)</p> <p>Impact: 5 (Highly significant)</p> <p>Residual Risk Score = 10</p>

Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
				<p>An audit programme is in place to review compliance with practice standards. There is regular (monthly) supervision of social workers – KPI and Adult review compliance</p> <p>The Better Outcomes Panel is responsible for reviewing children in care placements. The Service Director receives and is the decision maker on all children received into care.</p> <p>Cases with high risk are reviewed within Legal Gateway meeting chaired by Senior Manager and attended by Legal to ensure threshold for proceedings is considered.</p>		
R2	<p>Demand for client-based services continues to increase resulting in increased budget pressures and poor outcomes for those people in receipt of our services.</p> <p>Risk Owner: Corporate Directors: Community Wellbeing, Children & Young People</p>	<p>Strategic Delivery - Council Plan Priority: PEOPLE</p>	<p>Open</p> <p>The council is ambitious in its aim to support children and young people to thrive within highly effective schools and flourishing communities. It seeks out opportunities to collaborate with partners to support residents to live healthy lives within connected and safe communities and is prepared to accept a level of risk to deliver against this priority.</p>	<p>A Budget Resilience Reserve was established in 2024/25 to manage the impact of in-year cost pressures and volatility in demand across social care budgets in 2025/26 and 2026/27. A balance of £7.0m has been carried forward at 1 April 2025 to be allocated by the S151 Officer and Cabinet approval to ensure that appropriate measures have been taken within Directorates.</p> <p>Demand for Adult Services: Demand pressures are managed through a robust 'front-door' prevention strategy including: Promotion of Technology Enabled Care (TEC), Community options via Talk Community model, Monthly review of operational performance data, Pathway Redesign and Structural Reform, Community Brokerage, Case Collaboration and Peer Challenge, Complex Care Pathway Development and a Prevention-focused Culture.</p> <p>Joint working arrangements are in place and the Integrated Care Board (ICB) for complex care pathway has been established for those with high level needs.</p>	<p>Likelihood: 4 (Probable)</p> <p>Impact: 4 (Major)</p> <p>Inherent Risk Score = 16</p>	<p>Likelihood: 4 (Probable)</p> <p>Impact: 3 (Moderate)</p> <p>Residual Risk Score = 12</p>

Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
				<p>Monthly Budget Board meetings are in place to monitor spend and progress in the delivery of savings, and opportunities for income maximisation, is monitored via a dedicated Savings Programme group.</p> <p>Monthly Directorate Budget Reports track spend against budget, identify cost pressures and highlight financial risks.</p> <p>Managing the market work programme will include a redesign of block contract beds to increase capacity.</p> <p>A feasibility review of a council-controlled care capacity for complex/dementia care is underway.</p> <p>Demand for Children's Services: Regular meetings between Service Directors and Finance to monitor budget throughout the year and identify cost pressures in timely manner.</p> <p>There is a strong cultural message from Directorate leadership to ensure Best Value in the delivery of services.</p> <p>The Better Outcome Panel, chaired by the Service Director, oversees placement costs. A Care Placement Sufficiency Strategy has been developed. The Strategy will ensure value for money through sufficiency of safe and appropriate options for young people.</p>		
R3	Lack of local special educational needs and disabilities (SEND) placement provision to meet current and future levels of demand. Risk that the needs of children with SEND cannot be met in Herefordshire and/or Out of County placements will be required, leading to costs exceeding budget and poorer outcomes for children and young people.	Strategic Delivery - Council Plan Priority: PEOPLE	Open The council is ambitious in its aim to support children and young people to thrive within highly effective schools and flourishing communities. It seeks out opportunities to collaborate with partners to support residents to live healthy lives within connected and safe communities and is prepared to accept a level of risk to deliver against this priority.	<p>The Area SEND inspection was completed in December 2024 and an action plan has been developed to address the areas for improvement identified.</p> <p>A new SEND service manager was appointed in September 2024 to provide additional managerial oversight, scrutiny and direction to this part of the service.</p> <p>Business cases for increased Alternative Provision (AP) are in development to maximise inclusive education and reduce the use and cost of independent provision. The proposed additional provision will be delivered through the capital programme in 2026/27.</p>	<p>Likelihood: 4 (Probable)</p> <p>Impact: 4 (Major)</p> <p>Inherent Risk Score = 16</p>	<p>Likelihood: 4 (Probable)</p> <p>Impact: 4 (Major)</p> <p>Residual Risk Score = 16</p>

Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
	Risk Owner: Corporate Director Children & Young People			<p>The Dedicated Schools Grant (DSG) Deficit Management Plan is monitored by the Director of Children's Services (DCS) and S151 Officer as part of monthly Budget Boards. The plan includes detailed financial modelling of the impact of current and planned increases in provision.</p> <p>The Department of Education (DfE) is providing funding to develop and deliver a new special school in Herefordshire. The new school will provide 80 places for children with Autistic Spectrum Disorder (ASD) and Severe Learning Difficulties (SLD), a cohort for which there is currently no dedicated in-county provision.</p>		
R4	<p>Failure to deliver capital and major projects within identified resources and planned timeframes resulting in significant overspend and reduced project outcomes.</p> <p>Risk Owner: Corporate Director of Economy & Environment</p>	Strategic Delivery - Council Plan Priority: GROWTH PLACE	Open The council is aspirational and seeks out opportunities to attract investment, drive business growth and development of talent across the county and is prepared to accept a level of risk to deliver against this priority. The council is innovative and pioneering in its commitment to managing the effects of climate change across the county. It has ambitious plans to deliver learning and culture projects and to expand infrastructure, to support economic growth and housing, and is prepared to accept a level of risk to deliver against this priority.	<p>Each major project has an assigned Senior Responsible Officer, a dedicated Project Management Officer Project Manager and a Project Board of relevant representatives from across the council (relevant service area, legal, finance, property services etc) to lead delivery.</p> <p>Additional controls are in place to monitor expenditure in respect of capital and major projects linked to cashflow requirements via monthly Directorate Budget Boards.</p> <p>An external review of capacity and capability of Directorate teams including the Project Management Office and enabling, corporate functions (finance, procurement, legal) has been commissioned to ensure appropriate skills and resources are in place to successfully deliver capital and major projects. Where gaps are identified, additional resources will be allocated.</p> <p>A review of the council's Capital Programme is currently underway to identify opportunities to maximise resources and funding to prioritise delivery of capital projects and minimise risks to delivery and budget.</p>	Likelihood: 4 (Probable) Impact: 4 (Major) Inherent Risk Score = 16	Likelihood: 3 (Possible) Impact: 4 (Major) Residual Risk Score = 12

Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
R5	<p>Failure to deliver a sustainable financial strategy that supports delivery of the Council Plan priorities. (Including delivery of savings, commercial income, capital receipts and ensuring resources are available to deliver statutory obligations and fund organisational development and transformation.)</p> <p>Risk Owner: Director of Finance (S151 Officer)</p>	Financial	<p>Cautious</p> <p>The council has a cautious appetite level towards legal and compliance risks with robust processes in place to ensure the risk of legal challenge is minimised.</p>	<p>Council set a balanced budget for 2025/26 at its meeting in February 2025.</p> <p>The forecast outturn position against budget is reported on a monthly basis to Directorates and CLT.</p> <p>Effective budget monitoring arrangements are in place via Directorate Budget Boards to monitor delivery of services against agreed budget, achievement of savings and delivery of capital and major projects.</p> <p>Expenditure controls will continue in 25/26 via Directorate Control Panels to challenge and reduce, defer or stop spend above £500.</p> <p>High quality financial reporting is achieved through additional controls to ensure forecasting informed by reliable, timely activity data.</p> <p>The Finance Team adhere to statutory deadlines; an unqualified audit opinion was achieved in 2023/24 and 2024/25.</p> <p>Additional controls are in place to monitor expenditure in respect of capital and major projects linked to cashflow requirements via monthly Directorate Budget Boards.</p> <p>A review of earmarked reserves undertaken in December 2024 and the Budget Resilience Reserve was established to manage demand pressures in 2025/26 and 2026/27.</p> <p>The outcome of the Fair Funding Review 2.0 highlights a potential reduction in funding for the council, resulting in a significant budget gap in each of year of the MTFS. Work to develop the 2026/27 Revenue Budget and Capital Programme is currently underway to resolve the gap and prioritise resources.</p>	<p>Likelihood: 4 (Probable)</p> <p>Impact: 4 (Major)</p> <p>Inherent Risk Score = 16</p>	<p>Likelihood: 3 (Possible)</p> <p>Impact: 4 (Major)</p> <p>Residual Risk Score = 12</p>
R6	<p>Inability to attract and recruit candidates and retain staff leading to an inability to deliver services. Loss of skills knowledge and experience (retention & recruitment) in relation to staffing.</p>	<p>Strategic Delivery - Council Plan</p> <p>Priority: TRANSFORMATION</p>	<p>Open</p> <p>The council is committed to improving the use of technology across its services and will embrace new technologies, test ideas and develop a culture of innovation to improve services and deliver value for</p>	<p>The council's Workforce Strategy 2024-2028 was approved for implementation in April 2024. The Strategy has been developed to recruit, retain and invest in a skilled and well-trained workforce.</p> <p>A Children & Young People Workforce Strategy, aligned to the Corporate Workforce Strategy with a specific focus on ambitions for staff in the C&YP Directorate, is in place</p>	<p>Likelihood: 3 (Possible)</p> <p>Impact: 3 (Moderate)</p> <p>Inherent Risk Score = 9</p>	<p>Likelihood: 3 (Possible)</p> <p>Impact: 2 (Minor)</p> <p>Residual Risk Score = 6</p>

Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
	Risk Owner: Director of HR and OD		money. Transformation and Digital Strategies in place to support deliver of aims.	to support permanent recruitment and development of staff internally. The Spirit of Herefordshire recruitment brand has been developed to increase awareness of job opportunities within the council and county and provide relevant information to ensure a positive candidate experience and support strong applications. The council offers welcome and retention scheme payments to respond to challenges in the recruitment and retention of qualified and experienced social workers. Through the council's Learning & Organisation (L&OD) team, activity to identify and recruit to new apprenticeship programmes is underway. A leadership development programme (@LeadHC) has been developed and will be launched in 2025/26 to address gaps in the learning and development offer and strengthen leadership skills and capabilities. The Lead@HC Programme will aim to develop inspirational leaders across four themes: Grow, Aspire, Empower, Innovate.		
R7	Inability to respond adequately to a significant emergency affecting ability to provide priority services. Including severe weather, critical damage to council buildings, loss of power or infrastructure, cyber security. Risk Owner: Corporate Leadership Team/Cabinet Members	Legal & Compliance Governance Data & Technology Security Reputational	Cautious The council has a cautious appetite level towards these risk categories with robust processes in place to ensure the impact on service delivery is minimised.	Gold/Silver emergency planning arrangements are in place across the council. Training has been delivered to Gold/Silver level officers in 2025. An Information Directory has been set up to ensure responsible individuals can provide an effective/timely response. Training exercises are planned in 2025/26 with partner agencies to test and review the adequacy of arrangements.	Likelihood: 3 (Possible) Impact: 4 (Major) Inherent Risk Score = 12	Likelihood: 3 (Possible) Impact: 3 (Moderate) Residual Risk Score = 9

Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
R8	<p>Risks within the West Mercia community area including:</p> <ul style="list-style-type: none"> • Terrorism • Cyber and fraud • Serious and organised crime (such as people trafficking) • Accidents and system failures (such as power failure or an interruption to water supplies) • Natural and environmental hazards (such as flooding or heatwaves) • Human and animal disease (such as flu pandemics or foot & mouth) • Societal risks (such as riots) <p>Risk Owner: Corporate Leadership Team/Cabinet Members</p>	<p>Legal & Compliance Governance Data & Technology Security Reputational</p>	<p>Cautious</p> <p>The council has a cautious appetite level towards these risk categories with robust processes in place to ensure the impact on service delivery is minimised.</p>	<p>The council is a member of West Mercia Local Resilience Forum (LRF). The member organisations meet regularly to assess the risks of accidents and emergencies and put in place plans to prevent or reduce risks. The LRF has close link to government departments to share information on local risks. Members undertake training and exercises together to prepare for emergencies.</p> <p>The aim of the West Mercia LRF is to ensure there is an appropriate level of preparedness to enable an effective multi-agency response to emergency incidents in the West Mercia area and to get partners working together to ensure that preparations and plans are in place for emergencies.</p> <p>The LRF Community Risk Register is maintained and published by West Mercia LRF. This register aims to localise some of the items included in the National Risk Register.</p> <p>Council officers took part in Exercise Pegasus, the UK's largest national pandemic simulation, in September and October 2025. Participants engaged and contributed to a comprehensive workbook to guide future pandemic responses. This whole system approach will ensure that communities will be better protected and supported in times of crisis.</p>	<p>Likelihood: 3 (Possible)</p> <p>Impact: 4 (Major)</p> <p>Inherent Risk Score = 12</p>	<p>Likelihood: 3 (Possible)</p> <p>Impact: 3 (Moderate)</p> <p>Residual Risk Score = 9</p>
R9	<p>Risk of financial failure of major supplier resulting in disruption to the delivery of statutory services or major projects.</p> <p>Risk Owner: Corporate Leadership Team/Cabinet Members</p>	<p>Strategic Delivery - Council Plan Priority: PEOPLE, PLACE, GROWTH</p> <p>(Exception 1: Safety and wellbeing of residents)</p>	<p>Exception 1: Averse</p> <p>Limited appetite to risk. The council is responsible for providing services to those who need it most, including vulnerable adults and children and operates rigorous safeguarding measure to ensure the health and safety of residents. The</p>	<p>Procurement activity across the council includes financial assessments, credit checks and related due diligence to monitor supplier financial health and quality of service provision. These arrangements are currently under review and will be strengthened to include wider market intelligence to mitigate the risk of potential business failure by a company bidding to contract with the council for goods/services.</p>	<p>Likelihood: 3 (Possible)</p> <p>Impact: 4 (Major)</p> <p>Inherent Risk Score = 12</p>	<p>Likelihood: 3 (Possible)</p> <p>Impact: 3 (Moderate)</p> <p>Residual Risk Score = 9</p>

Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
			council will continually seek to avoid activities that present a threat to the safety of the public and will do everything possible to prevent the loss of life.	<p>Proactive relationships and effective collaboration with key suppliers encourage information sharing and joint risk planning to identify potential risks in a timely manner to enable prompt recovery action.</p> <p>Contractual safeguards for major contracts and suppliers including performance metrics, delivery timelines, penalties for delays and terminations arrangements are in place to protect the council's financial and legal interests in the event of business failure.</p>		

