

Agenda

Scrutiny Management Board

Date: **Monday 13 April 2026**

Time: **2.00 pm**

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

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

For any further information please contact:

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

Agenda for the meeting of the Scrutiny Management Board

Membership

Chairperson **Councillor Ben Proctor**
Vice-chairperson **Councillor Louis Stark**

Councillor 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.	<p>APOLOGIES FOR ABSENCE</p> <p>To receive apologies for absence.</p>	
2.	<p>NAMED SUBSTITUTES</p> <p>To receive details of members nominated to attend the meeting in place of a member of the board.</p>	
3.	<p>DECLARATIONS OF INTEREST</p> <p>To receive declarations of interests from members of the board in respect of items on the agenda.</p>	
4.	<p>MINUTES</p> <p>To receive the minutes of the meeting held on 23 January 2026.</p>	9 - 14
<p>HOW TO SUBMIT QUESTIONS</p> <p>The deadline for the submission of questions for this meeting is 5pm on Tuesday 7 April 2026.</p> <p>Questions must be submitted to councillorservices@herefordshire.gov.uk. Questions sent to any other address may not be accepted.</p> <p>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</p>		
5.	<p>QUESTIONS FROM MEMBERS OF THE PUBLIC</p> <p>To receive any written questions from members of the public.</p>	
6.	<p>QUESTIONS FROM COUNCILLORS</p> <p>To receive any written questions from councillors.</p>	
7.	<p>Q3 PERFORMANCE REPORT</p> <p>To review performance for Quarter 3 (Q3) 2025/26 and to report the performance position across all Directorates for this period.</p>	15 - 44
8.	<p>Q3 2025/26 BUDGET REPORT</p> <p>To report the forecast position for 2025/26 at Quarter 3 (December 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.</p>	45 - 78
9.	<p>WORK PROGRAMME</p> <p>To consider the work programme for the board.</p>	79 - 150
10.	<p>DATE OF THE NEXT MEETING</p> <p>Friday 3 July 2026, 10am</p>	

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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 Friday 23 January 2026 at 10.00 am

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

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

In attendance: Councillors: Harry Bramer (Cabinet Member Community Services and Assets – remote attendee), Barry Durkin (Cabinet Member Roads and Regulatory Services), Carole Gandy (Cabinet Member Adults, health and wellbeing), Jonathan Lester (Leader of the Council/Cabinet Member Corporate Strategy and Budget), Ivan Powell (Cabinet Member Children and Young People), Phillip Price (Cabinet Member Transport and Infrastructure), Peter Stoddart (Cabinet Member Finance and Corporate Services), Elissa Swinglehurst (Deputy Leader of the Council/Cabinet Member Environment).

Officers: Simon Cann (Clerk/Democratic Service Officer), Liz Farr (Director of Education, Skills and Learning - remote attendee), Hilary Hall (Corporate Director Community Wellbeing), John Hobbs (Corporate Director Economy and Environment), Tina Russell (Corporate Director Children and Young People – remote attendee), Rachael Sanders (Director of Finance/Section 151 Officer), Donna Thornton (Governance Support Assistant), Danial Webb (Statutory Scrutiny Officer).

1. APOLOGIES FOR ABSENCE

Apologies had been received from Councillor Simeon Cole and Councillor Graham Biggs.

2. NAMED SUBSTITUTES

No named substitutes had been received.

3. DECLARATIONS OF INTEREST

Cllr Ben Proctor (Chair) pointed out he was a city councillor and represented Hereford City Council on its Stronger Towns Board, which administered some capital funding.

Cllr Toni Fagan pointed out she was a trustee for Llanwarne Village Hall, which was in receipt of the Capital Spaces Grant.

4. MINUTES

The minutes of the previous meeting were received.

Resolved: That the minutes of the meeting held on 8 December 2025 be confirmed as a correct record and be signed by the Chairperson.

5. QUESTIONS FROM MEMBERS OF THE PUBLIC

One question had been received from a member of the public, which had been published, along with a response, as a supplement to the meeting agenda on the Herefordshire Council website.

6. QUESTIONS FROM COUNCILLORS

There had been no questions received from members of the council.

7. 2026/2027 DRAFT BUDGET - REVENUE

The Chair took the 2026/27 Draft Budget -Revenue report as read and opened the item up for debate. The key points of discussion included:

Medium-Term Financial Strategy (MTFS): Overall Position and Assumptions

1. Cabinet members clarified that the MTFS was a forecast, not a budget proposal. It presented the most likely scenario based on current information and did not assume future savings, which resulted in a large headline gap.
2. Officers explained that the £82m headline funding gap represented a worst-case forecast. The council was legally required to set a balanced budget each year, and delivery of recurrent savings in earlier years reduced the base budget, which in turn reduced gaps in later years.

Reliance on Growth and Economic Assumptions

3. Cabinet members acknowledged growth is uncertain but stated that declining central government funding requires the council to grow council tax and business rates alongside delivering savings and efficiencies.
4. Officers outlined ongoing phosphate mitigation measures being employed to address housing delivery constraints and stimulate economic growth, which included wetland schemes, engagement with developers and monitoring of national planning reforms. Some factors were noted to be outside the council's direct control.

Recurrent Savings and Use of Reserves

5. In response to a question about whether reserves were being used in place of recurrent savings, officers confirmed that reserves were treated as one-off measures - the MTFS explicitly reinstated reserve usage in future years and did not assume reserves as a permanent solution.
6. It was confirmed by officers that the reduction in the funding gap from £82 million to approximately £11 million was based on the assumed delivery of recurrent savings and their cumulative impact on the base budget -- not on ongoing reserve usage.

Deliverability of Savings

7. Cabinet members and officers acknowledged the unprecedented scale of the savings challenge. It was stated that planning had begun early, proposals had been developed collaboratively, and robust governance and monitoring arrangements were in place. A proportion of savings were expected to be delivered from the start of the financial year.

8. The committee heard that the delivery of savings would be monitored through monthly cost controls, savings boards, and quarterly reporting arrangements to Cabinet and scrutiny.

Undelivered Savings and Rolling Risk

9. Officers explained that the £1.4m undelivered saving linked to Hoople was identified as at risk in the current year outturn. The draft budget assumed delivery of all current-year savings; any shortfall would present as a budget pressure in the following year.
10. Officers acknowledged the risk of undelivered savings rolling forward and compounding future pressures, and emphasised the importance of delivering savings in-year. Current monitoring indicated a small proportion of savings remained at risk.
11. Members enquired why the MTFS did not include scenario planning where savings were not delivered. Officers explained that the MTFS presented the most likely and robust position, supported by sensitivity analysis. The approach had been reviewed by external auditors and was consistent with practice in other authorities.

Fair Funding Review

12. Cabinet members confirmed that they had continued lobbying through national bodies, MPs, and central government, including senior officer meetings with relevant departments, to influence the Fair Funding impact.

External Economic Risks

13. Officers confirmed global risks such as tariffs and supply change disruption were monitored through the corporate risk register, with inflation and interest rates already identified as key financial risks.
14. Members asked whether the risk of late-year undelivered savings should be more explicitly reflected in the MTFS. Officers confirmed savings risks were monitored quarterly and stated the intention was to deliver savings before year-end rather than assume non-delivery.

Community Well-Being and Adult Social Care

15. Officers explained that adult social care savings focused on commissioning and market management rather than withdrawal of care, with statutory and preventative services prioritised. The committee heard that savings proposals had been developed in partnership with providers, including Hoople, and had not been imposed unilaterally.
16. Officers advised that the final Care Quality Commission (CQC) report had not yet been received. No indications had been given that would suggest a requirement for the revision of savings or improvement plans. Any changes would be reported through Cabinet and scrutiny.

Statutory and Non-Statutory Services

17. Cabinet members confirmed services had been reviewed using statutory, discretionary, and preventative criteria. Some non-statutory services were retained to prevent higher-cost interventions later.

Transparency and Presentation

18. Members asked whether the presentation of savings could more clearly distinguish recurrent savings from reserve-funded measures. Officers confirmed

most savings were recurrent and acknowledged a small element of reserve re-prioritisation. Members' comments were noted for future reporting improvements.

8. DRAFT - 2026/27 CAPITAL INVESTMENT BUDGET AND CAPITAL STRATEGY UPDATE

The Chair took the Draft 2026/27 Capital Investment Budget and Capital Strategy Update Report as read and opened the item up for debate. The key points of discussion included:

Western Bypass / Southern Link Road

1. Cabinet stated that borrowing to fund the Western Bypass was necessary following the cancellation of the previous scheme. The bypass was described as essential infrastructure to enable economic growth, housing delivery, and increased council tax and business rate income.
2. Members enquired as to why borrowing should continue for a scheme previously approved when financial circumstances may have changed? Cabinet members advised that circumstances had changed due to the cancellation of the scheme, which had increased costs. It was stated that further delay would continue to raise costs and constrain future growth.
3. Officers confirmed that the additional £5m provision for the bypass in the current capital programme was to allow for updated design checks, compliance with current standards, and contractor engagement prior to contract award. Cabinet stated that updated costs would be reviewed once contractor pricing and design compliance work was complete, and the business case would be reassessed at that stage.
4. Cabinet members confirmed that a full business case would be brought forward before construction commenced. Current expenditure related to preparatory and compliance activity. In response to a question as to whether the scheme still met Department for Transport value-for-money requirement, Cabinet members advised that a business case had previously been approved when external funding was secured and that an updated full business case would be produced in line with current requirements.

Alignment of Capital Programme, Revenue Budget, and Treasury Management

5. Cabinet confirmed that the additional £44 million capital allocation had been assessed with a focus on revenue impact, with lower-priority schemes removed and new schemes selected to mitigate future revenue pressures.
6. Members enquired as to whether the Treasury Management Strategy was sufficiently flexible to support additional borrowing if it reduced long-term revenue pressures. The Section 151 Officer advised that borrowing capacity was monitored against prudential indicators and reported quarterly. Any change in risk appetite would require full Council approval.
7. The committee asked if revenue savings associated with capital investments were reflected in the MTFS. Officers clarified that many benefits related to future costs avoided rather than immediate savings and as such were not yet reflected in the base MTFS.

Housing, Education, and Service Investments

8. Cabinet members explained that that the £10 million investment in housing would reduce the use of expensive bed and breakfast, and hotel accommodation, with estimated annual revenue savings of approximately £480,000. Officers advised

that acquiring and repurposing existing buildings was intended to improve deliverability of pupil referral unit and alternative provision schemes compared with new-build options, while acknowledging risks related to site availability.

9. Officers stated that out-of-county alternative education provision was significantly more expensive than in-county provision and that the business cases for in-county settings projected payback within approximately five years.

Historic Buildings and Asset Strategy

10. Officers advised that the £5million historic building allocation was supported by an outline strategic business case and would be underpinned by a wider estate strategy, including asset disposal to support repayment.
11. Members enquired whether it was appropriate to rely on asset disposals unrelated to the historic buildings to support the business case. Officers stated that the council's asset portfolio should be considered as a whole and that further detail would be provided as part of the full business case and estate strategy.

Highways Maintenance

12. The committee heard from officers, that investment focused on preventative maintenance to extend asset life and that improvements would be reflected in future condition data. Officers advised that precise timescales could not be provided regarding how long current investment levels would need to be sustained to materially improve road conditions, however, condition trends were monitored through national scanner data and reported to the Department for Transport.

Governance and Financial Transparency

13. Officers acknowledged inconsistencies in business case presentation in terms of revenue impact, borrowing costs and return on investment, and committed to improving standardisation and clarity in future business cases.
14. Regarding capital provision for a council-owned care home, Cabinet members advised that discussions with market providers indicated that facilities could potentially be built externally and operated by the council, with capital provision to be brought forward only if that approach did not proceed.

At the conclusion of the debate on Item 7 and Item 8 the committee discussed and agreed the following recommendations to the executive.

Recommendations, that:

1. **The executive should conclude an exercise to identify recurrent savings for the medium-term financial strategy period by the end of September 2026.**
2. **Medium-term financial strategy risks should reflect the most current financial information known to the executive at the time of publication and should include savings known to be at risk.**
3. **The medium-term financial strategy should report what scenario planning has been undertaken and highlight the key sensitivities in the medium-term position.**
4. **The executive should report separately savings, initiatives funded from reserves and grants, and planned additional income.**
5. **The executive should report income and expenditure at sub-directorate level in the directorate budget position statements.**

9. WORK PROGRAMME

The committee approved the attached work programme, but agreed to revise it in an informal planning session before the next meeting.

Resolved that:

a) The committee agree the draft work programme for the Scrutiny Management Board contained in the work programme report attached as appendix 1, which will be subject to monthly review, as the basis of their primary focus for the remainder of the municipal year.

b) The committee note the work programme for the other scrutiny committees and identify any opportunities for collaboration or alignment of work.

10. DATE OF THE NEXT MEETING

Monday 30 March 2026, 2pm

The meeting ended at 13:08

Chairperson



Title of report: Q3 Performance Report

Meeting: Scrutiny Management Board
Meeting date: Monday 13 April 2026
Cabinet member: Cabinet member corporate strategy and budget
Report by: Director of Finance
Report author: Head of Corporate Performance and Intelligence

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

To review the performance for Quarter 3 (Q3) 2025/26 and to report the performance position across all Directorates for this period.

Recommendation(s)

That Scrutiny Management Board:

- a) review performance for Q3 2025/26

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 Q3 and highlights the key performance indicators (KPIs). Appendix A provides the full breakdown of the Q3 updates on the Delivery Plan milestones that are due to be in progress by Q3. 201 out of 250 milestones (80%) that were due to be in progress by Q3 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 Q3 of 2025/26, some of these successes are listed in the table below.

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

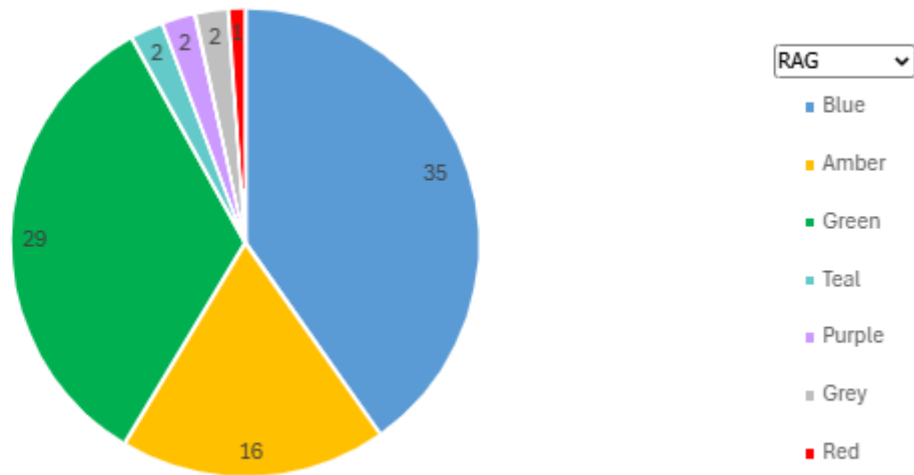
Project	Investment	Where are we...
Hereford Transport Hub	£11.6m, of which £6.3m is Levelling-Up grant funding and £1.0m is Active Travel Measures grant funding	The main contractor continues on site with works including drainage to site, trial hole excavation and formation of the new access road. Issues arising are being actively managed with only minor delays to the programme currently.
Holme Lacy Road Active Travel Improvements (Levelling Up Fund)	£7.9m grant funding	Cambrensis, the main contractor has commenced on site following the redesign of traffic management to minimise impact for commuters. Compound and site offices have all been set up and are operational. Phase 1a was commenced with progress also made on Phases 2a and 2b. Issues have arisen and are being proactively managed with some delays to the programme.
Phosphate Mitigation/ Integrated Wetlands	£4.8m grant funding	The second integrated wetland (Tarrington) is now completed and working.
Hereford By-Pass	£40.3m	Cabinet approved the process for starting the Compulsory Purchase Orders (CPO) necessary to secure all of the land required for the construction of Phase One of the bypass in December. Negotiations with landowners to reach agreements are progressing well with the hope that CPO will not be required. Tender returns from

		<p>construction contractors are due back at the end of January and the award of the first stage of the contract is expected in February. Ecology and Archaeology surveys are continuing so that planning conditions can be met ahead of construction potentially starting in December 2026. Engagement with National Highways and Network Rail has been taking place in preparation for seeking their approvals for the elements of Phase One that require their approvals. Phase One continues to remain on track for delivery. Phase Two work continues with traffic modelling work to support the Strategic Outline Business Case which is on track for delivery in 2027 following consultation on the emerging Local Plan.</p>
Employment Land in Herefordshire	£8.0m for Ross-on-Wye	<p>A contractor has been appointed to implement the infrastructure and create the Phase 1 plots at Ross Enterprise Park. Substantive work is planned to begin in mid-February on site.</p>
Peterchurch Primary School – New School Building	£10.9m	<p>Construction of new school building progressing with new building programmed to be completed and occupied by Autumn 2026 with demolition and external works completed for the end of December 2026.</p>
Aylestone School Expansion	£13.6m DFE Grant Funding	<p>Planning approval was granted in November 2025 although this is subject to request for a judicial review. It is anticipated that works will commence in March 2026 with the new sports hall and teaching block being completed in Spring 2027 and internal alterations completed by September 2027.</p>
Hampton Dene Primary School – Extension to LRC	£2.6m DFE Grant Funding	<p>Construction works have commenced on site with completion programmed for July 2026.</p>
Schools Capital Maintenance Programme	£3.2m DFE Grant/Borrowing	<p>Works completed and handed over as part of the Summer 25 programme of works with further tenders issued and evaluated for Spring 2026 start on site.</p>
Estates Capital Programmes Improvements	£2.5m in 25/25	<p>4 projects completed during reporting period and a number of tenders issued and evaluated for works commencing in Spring 2026.</p>

Brookfield School, Hereford – Extensions and Internal Alterations	£5.0m DFE Grant Funding/capital receipts reserve	Works completed on new two classroom teaching block with works to main secondary school building due for completion in January 2026 and sports hall in March 2026.
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Performance: People

Q3 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

- Partners continue to strengthen multi-agency information sharing to ensure risks of Child Sexual Exploitation (CSE) are identified early and responded to effectively. Weekly ‘Get Safe’ meetings provide a coordinated forum for reviewing emerging concerns and agreeing support for children and young people at risk. Recent regional analysis shows that while CSE remains a significant safeguarding issue, it occurs in low numbers locally and predominantly affects vulnerable adolescent girls. In response to these findings, the Child Exploitation and Missing group is developing targeted actions to enhance early identification, prevention and support for victims. This includes reviewing participation and information sharing across agencies to ensure our approach remains proactive, consistent and able to respond to new and emerging risks.

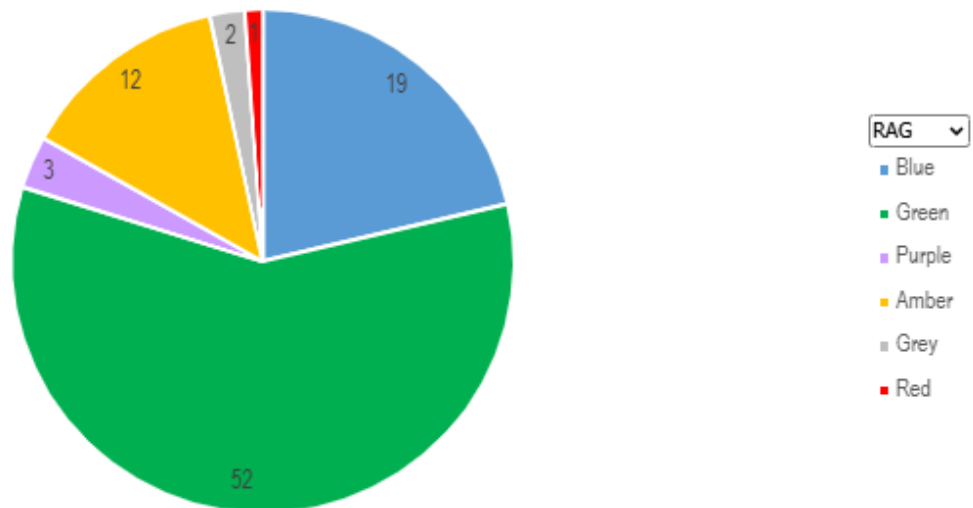
- Work continues across the council and partners to strengthen joint funding arrangements (Joint Commissioning Forum) with health partners that support children and young people with complex needs. While there has been progress in agreeing individual support packages, wider system changes introduced nationally in April 2025 have created challenges that are affecting the pace of this work. These issues have been escalated so that a sustainable, fair and family-centred approach can be agreed. Our priority remains ensuring that no child or family experiences any negative impact while revised arrangements are developed.

Community Wellbeing

- The council has continued to work closely with adult social care, public health and partners across the voluntary and community sector to codesign the new 'Prevention in Adult Social Care Strategy', which is now nearing completion. Engagement has been central to this development, with two well attended stakeholder workshops held in August and October 2025 to gather insight, test priorities and ensure the strategy reflects the needs and strengths of our communities.
- As part of our work to improve services for people with learning and physical disabilities, engagement has taken place with people drawing on care and support and their families to review the range of community activities available to them. The focus was on how these activities could be strengthened to promote independence and skills.

Performance: Place

Q3 RAG status of Delivery Plan Milestones for Place

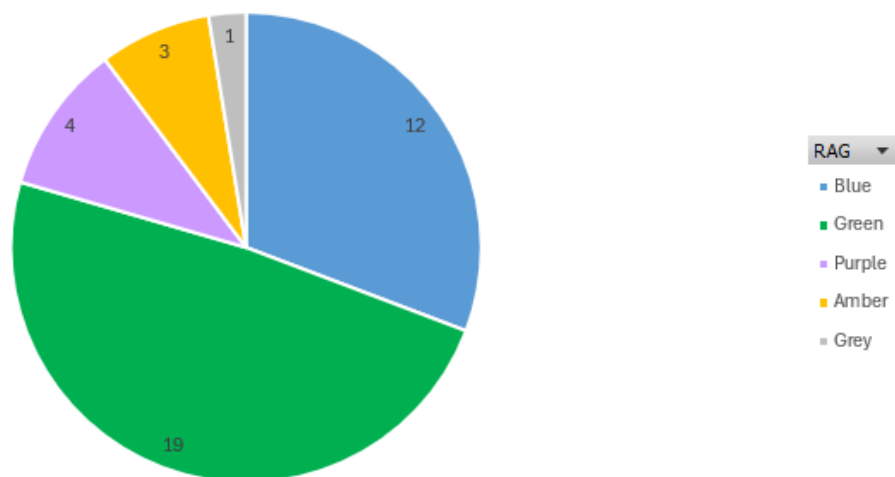


Milestones Colour Key: Green: On Track; Amber: At risk of not being completed by the end of the financial year; Blue: Completed; Red: Significant risk of not being completed by the end of the financial year; Purple: Parked as waiting on other interdependent activity; Grey: Not due to start yet

7. Cabinet approved the new Public Realm contract in December 2025, supporting the continued delivery of highquality and sustainable local services. Alongside this, the Herefordshire Cultural Partnership is leading the development of the county’s new Cultural Strategy, with the council contributing as an active partner to ensure the strategy reflects local priorities and delivers positive outcomes for communities.
8. Delivery of new public electric vehicle charge points has experienced delays, resulting in a red RAG rating. Fourteen additional sockets are scheduled for installation before the end of the financial year, following approval of all proposed sites by the council. However, even with these installations, the year-end target will not be met. As installation is dependent on external providers, the shortfall is outside the council’s direct control. Work will continue with partners to increase provision and support wider access to sustainable transport across the county.

Performance: Growth

Q3 RAG status of Delivery Plan Milestones for Growth



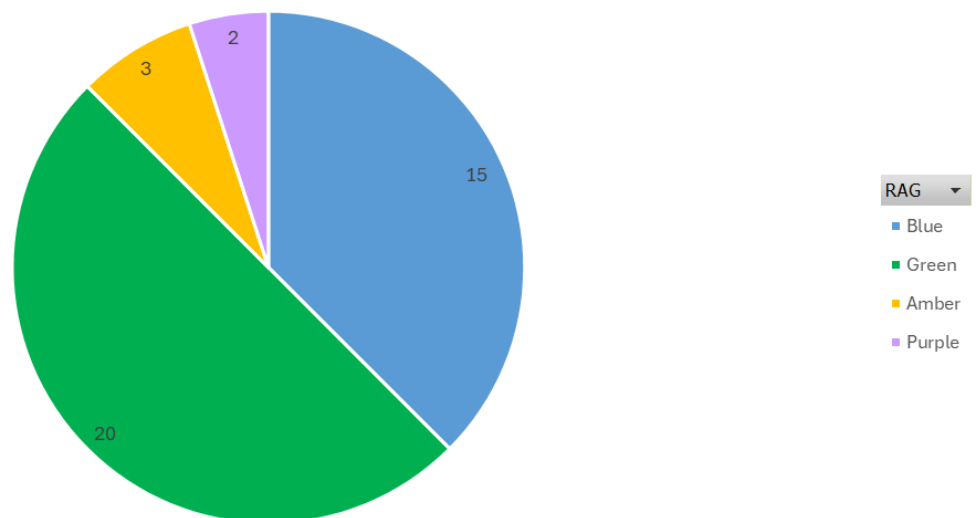
Milestones Colour Key: Green: On Track; Amber: At risk of not being completed by the end of the financial year; Blue: Completed; Red: Significant risk of not being completed by the end of the financial year; Grey: Not due to start yet

9. Work is progressing to develop the new strategy and delivery plan that will strengthen learning pathways and improve access to employment, further training and skills development. National changes, including the publication of the new Ofsted Further Education and Skills framework and the Government’s Post-16 Education and Skills white paper, are informing this work by clarifying expectations and future funding priorities for adults most in need of support. The council’s Self-Assessment Report is currently in draft and will guide the next stage of improvement and strategic planning.
10. The council and New Model institute for Technology and Engineering (NMiTE) continue to work proactively to identify and develop opportunities that support shared ambitions for skills, education and economic growth. Current joint work is focused on unlocking the potential for growth within the defence and security sector in Herefordshire. This remains

a key area of collaboration where further development is expected to strengthen local skills pathways and contribute to future economic opportunities.

Performance: Transformation

Q3 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

11. The council has successfully piloted a range of AI solutions to identify opportunities that can enhance service quality and efficiency. Following a positive pilot in social care, Magic Notes is now being extended to relevant staff to support improved recording and reduce administrative burden. The pilot of M365 Copilot has also concluded, with ongoing work focused on supporting wider adoption of Copilot Chat to enable staff to work more effectively. As this is a rapidly developing area, progress and opportunities will continue to be reviewed as part of business-as-usual service improvement.

12. The revised contract with Hoople was formally completed in November 2025, providing a strengthened agreement to ensure best value, clearer accountability and improved alignment with the council's future target operating model.

Local Government Outcomes Framework

13. 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.
14. 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.
15. 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.
16. Framework data will also feed into Government's assessment of whether the Best Value Duty is being met.
17. A first draft of Herefordshire Council's own Outcomes Framework has been developed and will soon be shared across directorates for discussion and agreement before being presented to Cabinet.
18. In the meantime, we will continue to report on our top ten indicators:

Key Performance Indicator	Q2 Actual - YTD	Q3* Projection - YTD	Q3* Actual - YTD	Q3* RAG**
Percentage of service users aged 65+ discharged from hospital into Home First who are still at home 91 days after discharge	75.21%	80%	72.84%	
Percentage of Children and Young People social work assessments completed within timescale (45 days)	80.92%	85%	84.24%	
Percentage of children in care who have an up-to-date review	99.38%	95%	100%	
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	88.46%	70%	88.89%	

<i>Provisional subject to DLUHC confirmation</i>				
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>	83.48%	80%	83.31%	
Number of kg of waste that is not sent to reuse, recycling or composting (per household) <i>Provisional subject to DEFRA confirmation</i>	Q2 data not yet available	120kg (Q1)	126.36kg (Q1)	
Number of affordable homes delivered	166	158	193	
Number of people rough sleeping	23	5	12	
Value of grants awarded to businesses to support viability and enable growth through UK Shared Prosperity Fund and Rural England Prosperity Fund	£1,091,301.50	£1,120m	£1,135,184.50	
Average days sickness per FTE	8.29	9	8.53	

* year to date (April – December 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)

19. The number of individuals rough sleeping increased to 12 in December, compared with 4 in November. Despite this rise, and aside from November's unusually low figure, December represents the lowest level of rough sleeping recorded in the past six months. Although the opening of the shelter last month initially contributed to a reduction, several individuals who accessed the provision subsequently chose to return to rough sleeping. In addition, a small number of exclusions from the shelter have contributed to the increase.

Community impact

20. 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.

21. 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

22. 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

23. 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.
24. 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

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

Legal implications

26. 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

27. 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 the Risk Strategy.

Consultees

28. None in relation to this report.

Appendices

Appendix A Q3 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	Blue	Mobilisation and registration of first property completed. Following review of demand for residential placement the contract was terminated with mutual agreement December 2025	
		Understand ways that the council may use capital funding to purchase accommodation and develop additional children's homes in county.	Blue	Completed Quarter 2	
		Undertake market engagement events locally/regionally with Independent Fostering Agencies to promote working relationships and their acceptance of our referrals	Blue	We chair Quarterly (PONG) Placement Officer Networking Group with all Local Authorities in West Midlands to discuss and share information around availability and discuss provider concerns and positives. This is for Fostering, Residential and Semi Supported accommodation. Regular monthly meetings set up with Foster Agencies In the local area to discuss potential availability for Herefordshire children to keep our children close.	
		Implement 25/26 Foster Carer Recruitment campaign	Blue	Completed Quarter 2	
		Review the Special Guardianship Order (SGO) financial support offer and obtain Cabinet agreement for any recommended developments increase	Green	Revised policy has been completed in draft and submitted to legal for final overview. All SGO cases identified and appropriate funding confirmed in place in individual cases	
		Development of the specialist foster carer scheme for children needing care who have significant additional needs and challenging	Blue	Completed Quarter 2	
	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	Blue	Completed, communication strategy is outlined in short breaks commissioning strategy
			Purchase an accommodation for a new overnight short breaks provision and confirm a provider	Green	Market engagement (in person) and online information sharing events completed in partnership with Parent Carer Voice. Tender to secure provider to deliver care live with evaluation expected early Jan. Property purchased and adaptations currently being undertaken. Ongoing conversations across health partners.
			Develop ways that we can deliver new arrangements to buy and manage daytime community based short breaks	Green	Purchase and procurement of provider to deliver residential care and outreach into homes/community underway. Expected award February 2026
			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 Quarter 2
			Review intelligence relating to targeted allowance scheme and its impact and identify improvements	Blue	Completed Quarter 2
	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	Green	Successful procurement has generated bids. Evaluation and notification will be undertaken January 26. Mobilisation and support will be provided February 2026.
			Monitor the impact of the Alternative Provision providers and manage concerns as they arise.	Green	Collaborative work to develop monitoring arrangements has started and will continue directly with providers approved to join the framework as part of mobilisation Feb 26

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
	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 Quarter 2
		Undertake an annual survey of parents re barriers, opportunities and impact of the new 4-6 month oral health and healthy weaning check	Green	The survey deadline has been extended due to low initial uptake. Responses will be reviewed at the end of January for reporting in February.
	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	Draft actions to ensure that health checks at both stages are aligned and contribute to Good Level of Development at the end of Reception year have been developed and will be incorporated into a revised 'Best Start in Life' plan.
		Develop local baseline measures for 'school readiness'	Green	Baseline measures have been identified and discussed with early years educators, early help staff and children's centres services and will be finalised and incorporated into the revised 'Best Start in Life' plan.
	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	Discussions have taken place with potential providers, but a formal expression of interest cannot be released until a building has been identified/refurbished
		Build/furnishment	Amber	We continue to work with property colleagues to identify a suitable building.
		Registration of provision	Amber	Cannot register provision until a building has been identified/refurbished
	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	The Department for Education (DfE) has confirmed that the proposed special free school will no longer be progressing.
		Work with the DfE to appoint an academy trust	Teal	The Department for Education (DfE) has confirmed that the proposed special free school will no longer be progressing.
	Continue to deliver the schools capital investment programme	Commence construction at Peterchurch Primary School	Blue	Completed Quarter 2
		Commence construction at Aylestone High School	Green	Planning consent has now been secured, enabling the Council to proceed to contract award with the appointed building contractor. Subject to completion of the remaining approvals and due diligence, the contract is expected to be entered into in Q4.
		Commence works at Hampton Dene Primary School	Blue	Completed Quarter 2
		Complete works at Brookfield School	Amber	Design delays have resulted in an extension to the programme. Completion is now expected by the end of Q4.
	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
Deliver active travel programmes to encourage more walking and cycling		Support five businesses at the Hereford Enterprise Zone (HEZ) with employer travel plans	Purple	Travel plan officer has been appointed to build travel planning capacity. Commencement of delivery of travel plans is expected in 26/27.
		Deliver Level 1 and Level 2 of the Bikeability (cycle training) programme to 1472 pupils	Green	1075 pupils trained to date, good delivery which is slightly ahead of target for the time of the year.
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	With reference to the commissioned contract, monitoring is undertaken quarterly and targets progressing as planned
		Undertake monitoring to understand impact and respond to feedback	Green	With reference to the commissioned contract, monitoring is undertaken quarterly
	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

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
	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 delivery of the HAF programme, alongside mobilisation and planning following confirmation of a further three years of funding.
		Deliver the Household Support Fund (HSF) to those affected by cost of living	Green	Ongoing delivery of the HSF, alongside preparatory transition activity ahead of the final quarter and the move to the Crisis and Resilience 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	Blue	A new 'Prevention in Adult Social Care Strategy' is nearing completion. Engagement with wider stakeholders took place at 2 workshops (Aug and Oct 2025)
		Produce revised action plan	Green	An action plan is one of recommendations of the strategy (which is currently in final stages of drafting)
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	This work is progressing within the development of Family Hubs On going work to increase number of Holiday Activity Fund (HAF) sessions available to children with additional needs.
	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	Blue	Implementation and delivery plan in place and quarterly progress reports to DfE have been submitted on time. DfE monitoring is ongoing and further data returns are due to be collected on 23rd January, 24th April and 24th July 2026.
		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	Single assessment has been co-produced and designed with families who have experience of social care system and partner agencies from health, education police and community and voluntary sectors. The workflow will be built into the Mosaic system in January 2026 and parents self assessment tool being created
		Develop the support offer, including financial support to family and family networks to reduce the need for protection and care services	Green	Local Authority and Police Crime Commissioner (PCC) combined funding for 2025-27 to increase support and prevention activities has been completed. Funding prioritises Youth and rural areas. Awarded grant include continued support for families with children with additional needs. Impact in terms of numbers reached, quality of offer and benefits experienced will be reported four times per year.
		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	Family Help Lead Practitioner (FHLP) role has been widely collaborated on across the partnership via workshops surveys and community network forums. We have a clear understanding of the strengths of practice across the Voluntary, Community and Social Enterprise (VCSE) sector and areas where additional support and training is needed. Consultation and support is provided by Two Community Development Officers and CHAT. Bespoke training around the role of the FHLP started in December 2025 and will continue throughout Quarter 4.
		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	Blue
	Develop options appraisal for future delivery models		Amber	Procurement exercise complete and strategic housing needs assessment work underway following successful award of contract to a housing specialist. Initial data collection first stage complete and engagement planning agreed.
Develop business case	Purple		The requirement for a business case for capital funding from the Council has been superseded by funding available for housing developers and registered social landlords from investors and Homes England.	

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
30	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 Quarter 2
		Undertake future demand planning	Amber	This forms part of the housing needs assessment work currently underway.
		Develop options appraisal for future delivery models	Amber	Developed guiding principles via a co-production approach with supported living providers to define the basis of delivery models. Working with supported living providers to implement the guiding principles to strengthen long term provider partnerships.
		Design commissioning plan for future models	Amber	Plan being created as part of housing needs assessment work.
	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	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	Blue	Communication and engagement plan in place.
		Undertake future demand planning for community activities	Blue	Demographic known and planning underway to meet current and future need.
		Undertake a series of market engagement activities to review the current community activities offer and identify scope for the future	Blue	Engagement in Dec 2025 with provider market, Engagement with young people, adults and families planned for early Jan 2026.
		Develop options appraisal for future models	Amber	Models being discussed with the provider market including use of direct payments and individual service funds.
		Design commissioning plan for future models	Grey	
	Develop a Domestic Abuse Strategy	Develop the Domestic Abuse Strategy and action plan	Blue	Completed Quarter 2
		Implement the Domestic Abuse Strategy action plan	Green	Delivery Plan agreed by Domestic Abuse Local Partnership Board (DALPB). Monitored quarterly through operational Domestic Abuse (DA) group and DALPB.
	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	Ongoing campaign delivery. The next campaign is Time To Talk Day, with planning and the development of resources underway.
		Mental Wellbeing information to be included in at least four of the 'Spotlight' newsletters to schools	Blue	Ongoing regular Mental Health info service support included in spotlight and within Healthy schools programme
		Develop a suite of communications and marketing resources	Green	Work has been ongoing throughout the year and will continue to the end of March. Attendance at the collaborative communications group ensures a consistent approach across partner agencies. A key focus this quarter has been with Worcestershire's suicide prevention team, including engagement and support for the Baton of Hope event in October 2025.
	Improve services for carers of all ages	Produce an annual report on progress of the strategy - January 2026	Amber	Early draft report being prepared ready for January 2026.
	Improve services for people with learning disabilities and mental health issues	Sign up three new work opportunities providers	Amber	Tender for work programme for Connect to Work Individual Placement and Support underway.
	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	Amber	In progress, audits/deeps are taking place currently. Audits and outcomes to be fed into larger system-wide review of discharge to assess.

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
	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	Agree Joint Commissioning Strategy for Special Education Needs and Disability 2025-28 and commence implementation	Amber	This work is scheduled for follow up from January 2026. Potential to develop a joint strategic approach has been improved as a result of recent collaboration about Occupational Therapy services (line 71) and implementation of the 'Integrated Care Board (ICB) balanced approach' however managing increased demand will continue to challenge.
		Review and refresh S75 arrangements for joint funding across Health, Education and Social Care	Red	Ongoing work to manage specific funding arrangements is happening at officer level and there has been some success in agreeing child level packages. The council is seeking to agree practical approaches, ensuring no negative impact for families. However, funding changes implemented April 2025 continue to make this challenging and this has been escalated
		Work with partner agencies to understand how therapies are delivered and impact. Consider development plan.	Blue	Completed Quarter 2
	Deliver the Community Spaces Capital Grant Scheme to enhance community hubs, infrastructure, and spaces that support local engagement, inclusion, and wellbeing	Evaluate Expressions of Interest (EOIs), shortlist applicants, and invite full applications	Blue	Completed Quarter 1
		Allocate funding to successful projects and initiate delivery	Blue	Completed Quarter 2
		Monitor implementation of funded projects and evaluate outcomes	Green	Grant initiation and mobilisation of approved Community Spaces projects, including funding agreements, conditions, and readiness for delivery
	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 launch activity progressed through provider engagement and onboarding preparation, while addressing legal and technical constraints impacting go-live
		Monitor platform performance, user experience, and system efficiency through ongoing evaluation	Amber	Approach to performance, user experience and system monitoring scoped, with platform capability under review to ensure effective data capture and system efficiency.
		Produce an evaluation report with data-driven recommendations for full rollout, identifying opportunities for scaling and innovation	Grey	
	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	Regular meetings held with Registered Providers. A representative from Homes England also attends these meetings and gives regular updates re-funding programme. All planning applications with an element of affordable housing are reviewed to ensure that the planned homes meet local need.
		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	Regular meetings are held with MHCLG to discuss grant funding and delivery in Herefordshire. Funding currently being used to support the refurbishment of two properties into transitional accommodation for vulnerable people.
		Maintain up to date housing needs data to support the delivery of accommodation	Green	Currently working with commissioning colleagues (adults) to undertake demand modelling for accommodation and support services. This information will be used to inform strategic documents. A full Housing Market Area Needs Assessment will be commissioned and progressed during 2026/27 to inform the development of the new local plan.
	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	Amber	£2m investment on track to be delivered by 2027, total spend in 25/26 is less than £1m as anticipated with more in 26/27. Background work and prioritisation work has been done, governance is in place and spend allocation is underway
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	Completed Quarter 1

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	Blue	Completed - data and analysis reports included in service performance reports quarterly
		Update the Herefordshire Partnership Prevent Strategy and action plan for 25-26 and develop a Prepare Plan and Protect plan tailored for each locality	Blue	Strategy has been updated. Prepare, Plan, Protect plan for each locality within the 25-26 action plan.
		Further development of the information sharing processes to identify new and emerging risks associated with Child Sexual Exploitation	Blue	Multi-agency information sharing is coordinated through Herefordshire's Get Safe weekly meetings, initiated by risk assessments. The 2024 analysis of Child Sexual Exploitation (CSE) in WM identifies CSE as a significant but low-volume issue, primarily affecting vulnerable adolescent females. The report recommendations include strengthening CSE identification and ensuring prevention and victim support remain responsive to emerging trends. The CE and Missing group are developing targeted organisational responses, including an action plan with ongoing evaluation of agency participation and information sharing at Get Safe meetings and localities as part of BAU
	Deliver the safer streets to schools' project	Commence construction	Green	School streets restrictions now in parking restrictions now in place at 5 selected schools for experimental traffic regulation order. Schools reporting positive improvements in safety but still some work to do with parents and residents to bed in the scheme.
		Complete construction	Green	Design work completed, tendering for construction contractor

Key			
Green - On Target	Amber - At risk of not being completed by the end of the financial year	Red - Significant risk of not being completed by the end of the financial year	
Blue - Completed	Grey - Not due to start yet	Purple - Parked as waiting on other independent activity	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	Blue	Completed Quarter 3
		Commence implementation	Green	Implementation is underway of Local Transport Plan (LTP).
	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	Undertaking the first stage of plan preparation and inviting 'Call for Sites' from landowners and agents. These sites are undergoing detailed service area assessments
		Gateway 1 Consultation	Green	Awaiting secondary legislation from Government in order to progress to 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	Second draft and targeted engagement completed Dec 25, final draft due end of January 2026
		Seek Cabinet approval for the Masterplan	Green	Final draft due end of January 2026
		Publish Masterplan and commence implementation	Green	Currently consulting to seek public views on the priorities to be fed into the final draft of Masterplan https://www.herefordshire.gov.uk/consultations/2025/december/herford-city-2050-consultation/
	Establish a strategic plan for the eastern expansion of Ross-on-Wye	Undertake stakeholder engagement	Green	Currently obtaining highways input in relation to required enabling by pass, Highway consultants AECOM instructed to provide high level based modelling
		Draft strategic plan produced	Green	Timetable has been put back slightly to tie in with revised local plan timetable
	Establish a strategic plan for the west side of Hereford	Stakeholder engagement	Green	Highway feasibility and optioneering tied in to local plan call for sites ongoing
		Draft strategic plan produced	Green	To follow call for sites through the Local Plan process.
	Deliver the Public Realm services	Award the new Public Realm contract	Blue	Cabinet approved the award of the new Public Realm contract on time at its December 2025 meeting.
		Commence demobilisation of current contract and commence mobilisation for new contract	Green	Demobilisation of the current Public Realm Contract is in progress. Mobilisation of the new Public Realm Contract is planned to commence in January 2026.
	Continue to deliver Section 106 infrastructure projects	Reduce backlog of Section 106 schemes	Green	New staff now in place and good progress being made on delivery of both highways and school playground or leisure facilities schemes.
Commission infrastructure projects in a timely manner to ensure best value for money when income is received		Green	Schemes being commissioned in a timely manner and the backlog has reduced significantly. Report on backlog being prepared for scrutiny.	
Deliver a review of all leisure assets and service provision across Herefordshire	Undertake visioning and consultation exercise	Purple	Initial multi-agency workshop held. Further work to be undertaken in 2026-2027	
	Develop Herefordshire Council vision for leisure provision	Purple	Work to be undertaken in 2026-2027	
	Undertake condition surveys of leisure assets	Green		

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
	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	Pre-Construction Services Agreement (PCSA) period completed and bill of quantities received. Validation of PCSA works, cost plan and programme underway.
		Rollout the Museum Activity Plan across Herefordshire	Green	Continuing as planned.
	Support the local Food Alliance to increase partnership, food collaboration and local food consumption	Scope a Local Food Strategy	Green	The Food Alliance met in October to review the strategy and identify priorities and next steps.
		Develop plan to achieve Sustainable Food Places Silver award	Amber	The coordinator post for the sustainable food programme is out to advert. Part of the role will be to take forward the agreed priorities and identify funding opportunities.
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 programme currently on target despite issues arising including discovery of a main gas pipe which was not on utility plans.
	Progress the delivery of the Holme Lacy safe pedestrian corridor improvements	Commence construction	Green	Construction commenced in November 2025 with an approximate 10 to 12 month build time. Significant progress has been made to Phase 1a with some progress on 2a and 2b. A full shut down was provided for 2 weeks across the Christmas period as required by the Streetworks team.
	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	Business Cases in development with a full business case for phase 1 anticipated for summer to enable the release of funding to award the construction phase of the project as per programme
		Award of Design and Construction tender for the Hereford Western Bypass Phase 1	Green	Tender currently out to bidders and due back 26th January with a view to awarding end of February
	Complete the design work and start construction on the Aylestone Hill safe pedestrian corridor improvements	Final design completed	Green	Design completed, but will review in light of available funding and decision on timing of construction. Construction drawings finalised and received for the full scope scheme. A reduced scope scheme will require some redesign in due course.
		Tender the construction contract	Amber	Tender will be delayed until 2026 with a construction start of 2027. This is to protect Hereford from congestion and delays caused by too many construction schemes happening in the same year. Bulk of work needs to be done in the summer outside of term time in summer 2027.
	Complete the Great Western Way improvement project	Commence construction	Green	Design, tendering and contract award completed; construction to commence in January 2026.
		Complete construction	Green	Construction due to be completed in Q1 2026
	Deliver Bus Service Improvement Plan (BSIP) funding	Deliver a Bus Services Summit	Blue	Completed Quarter 2
		Expand/ extend eight bus routes, running across the county	Amber	This is being driven by the enhanced partnership between Herefordshire Council and bus operators. Whilst routes have been agreed operators are finding some challenges to implementation, mainly concerned with lack of drivers, trainee drivers and the costs of using agency drivers.
		Develop the plan for spending £1.1m of capital funding for bus infrastructure improvements	Blue	Delivery will be underway in Q4
		Commence delivery against the plan	Green	Procurement of contractor has almost been completed. Awaiting procurement to confirm feedback to all bidders following tender reviewing process.
	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	£9.565m spent to date, with the remaining funds committed and scheduled for expenditure by March 2026
		Deliver £3.985m of investment in highway infrastructure assets including £250k on Public Rights of Way through the Highway Infrastructure Investment programme.	Green	£4.391m spent to date with additional funds brought forward from 24/25. Remaining funds committed and scheduled for expenditure by March 2026

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
		Deliver £2.5m of investment in the preparation and delivery of surface dressing schemes through the Highway Infrastructure Investment 2 programme	Blue	Completed Quarter 2
	Deliver the Highway Core Revenue spend	Delivery of £5.3m of revenue spend in-year	Green	Orders for the entire core revenue spend are on track for delivery within the financial year.
	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	Orders for the entire capital spend are on track for delivery within the financial year.
	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	Ongoing work to deliver grants
	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	Consultations conducted to explore potential schemes. Work ongoing to scope desired sites. Some works can be delivered in March 2026; however the majority will commence from April 2026 onward due to the nature of the works and weather constraints.
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	Tarrington site is completed and operational.
		Complete construction of first off-mains treatment plant replacement	Amber	Delays due to potential change in approach and resource issues
		Commence design for third wetland site	Amber	Delays in buying the site has led to delays; land now in Herefordshire Council ownership and design of site to be reviewed by Natural England before seeking planning.
		Commence planning application for third wetland site	Amber	Delays in buying the site has meant delay.
	Support and facilitate the partnership approach to address river pollution	Publish Nutrient Management Plan for the Wye Catchment Area	Amber	Nutrient management plan will be published as part of the catchment management plan. January's nutrient management board will set out the process and timeline for this.
		Deliver the third annual rivers conference	Blue	Rivers conference took place in December 2025
		Work with partners to bring forward river restoration projects	Green	The council has taken on the secretariat duty for the Wye Catchment Partnership Board. The catchment management plan and the nutrient management plan (which will be part of the catchment management plan) will prioritise restoration projects, in the meantime the council is working with partners via the boards.
	Support the Wye Catchment Partnership Catchment Management Plan	Work with partners and government agencies to bring forward the delivery of the Catchment Management Plan	Amber	Catchment management plan has been commissioned and contractor has been appointed. Delivery has taken longer than initially planned but all partners are engaged and have agreed timelines
		Work with both governments to secure funding to support delivery of the plan	Green	Successful funding of the development of the plans is underway, more funding for delivery will be sought when plans are in place.
	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	Due for adoption on 16/01/26 subject to call in
	To lead and be responsible for the delivery of the Local Nature Recovery Strategy	Publication of the Nature Recovery Strategy	Amber	Natural England asked for further updates to the strategy ahead of public consultation which is putting pressure on the already tight timeframes to publish in April/May.
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	Revenue funding provision included within Government settlement instead of stand-alone amount. Awaiting confirmation of full council service budget to confirm sufficient funding is available.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
	Develop a new garden waste collection service	Finalise the business case and, subject to approval, commence roll out of the service	Green	Subscriptions sign up launched end of October. These are coming in at a steady rate for winter with increased communications planned for start of 2026. All other plans for roll out are on target.
	Commence a review of waste disposal contracts	Undertake a strategic options appraisal and procurement options for the future waste disposal arrangements from 2029	Green	Data gathering exercise commenced to feed into options shortlisting.
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	Sustainable energy solutions are considered as part of refurbishment process, alongside EPC rating.
	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 75% reduction of CO ₂ emissions from our 2008-09 baseline by the end of the financial year 2025-26	Amber	The latest data for the end of 2024/25 shows a 65.7% reduction meeting the 65% target for that period. A 75% reduction by the end of 25/26 is a challenging target. We are developing the 4th carbon management plan with the cabinet task and finish group ready for adoption by the end of the financial year. This sets out the plan to achieve net zero emissions by 2030/31.
		Publish new Carbon Management Plan for the period 2026-27 to 2030-31	Green	The first draft has been completed and shared with the cabinet task and finish group who received it well and amends are being made before the governance progresses to adopt the plan.
	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)	Blue	Surveys have been completed
		Planning permission obtained	Grey	Not yet started, now survey work has been complete, design work required ahead of planning submitted.
		Commence installation of solar car ports	Grey	Not yet started
	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	Completed Quarter 2
	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	Red	Herefordshire Council (HC) has approved all sites that have been put through by the contractor. 14 charge point sockets have been proposed this year, and are due to be installed before year end. However, even with the delivery of all 14 pipeline sockets, the Q4 target will not be met. As socket installation is delivered through external providers, the resulting shortfall is beyond our direct control.
	Adopt the Local Cycling, Walking and Wheeling Infrastructure Plan and provide residents with different travel choices through integrated networks	Seek Cabinet approval	Green	On target to gain cabinet approval in Q4
Publish the plan and commence implementation		Green	On target	
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	Green	Pre Construction Service Agreement (PCSA) with the contractors is being finalised and will be due for completion in June 26 in line with the programme

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
		Commence refurbishment of the Shirehall building	Purple	Not scheduled to commence until 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	Blue	
		Endorsement by Cabinet of Herefordshire Cultural Strategy	Blue	
	Produce a Herefordshire Library Strategy.	Draft new vision and priorities and test with stakeholders and users	Green	Consultation completed
		Produce final strategy	Green	Strategy document being completed
		Cabinet Member approval of Herefordshire Library Strategy	Green	Document to be shared for approval in Q4
		Develop and commence implementation of action plan arising from the strategy	Green	Action Plan being developed in parallel with strategy
	Update Herefordshire Archive Plan.	Produce new three-year Archive Plan 2025-2028	Blue	Completed Quarter 1
		Achieve service accreditation for the Herefordshire archive service	Green	Site visit and progress briefing with representative of The National Archive took place late in Q3. As a result of guidance, final documents being prepared for submission in Q4
	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	Completed Quarter 2
		Build on current income generation initiatives to ensure financial resilience of the museum service	Green	Products finalised and pilots due to start.
	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 Sapey.	Green	Design work is on-going and scheduled for completion before May 2026.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
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Key

Green - On Target	Amber - At risk of not being completed by the end of the financial year	Red - Significant risk of not being completed by the end of the financial year	
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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.

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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	Contractor procured, commence on site in Feb 2026
		Commence works to create access to the site, and 4 acres of service development ready plots	Green	Works due to complete in October 2026
	Develop outline business case for the potential development of business units on the Bromyard Depot site	Develop outline business case	Purple	Paused subject to 2026/27 capital budget review
		Develop full business case	Purple	Paused subject to 2026/27 capital budget review
		Appoint Design team	Purple	Paused subject to 2026/27 capital budget review
	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	A number of sites completed, and 2 more nearing completion
	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	Key account management and business support services in place
	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	Growth Hub providing business support services
	Develop and implement an Inward Investment and Place Marketing plan for Herefordshire	Establish an inward investment programme	Blue	Completed in Quarter 3
		Commence delivery of the inward investment programme	Blue	Completed in Quarter 3
Publish a Defence and Security Investment Prospectus setting out both financial and development opportunities		Blue	Completed in Quarter 3	
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	Leominster hub launched
	Support projects and priorities identified in the 2021 Market Town Investment Plans	Work with Town Councils to identify funding to take forward projects	Green	On-going discussions with market towns, seeking to identify funding opportunities for priority projects.
	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	Delayed awaiting Transport for Wales report, study now to include the whole of Herefordshire and consider best options and priority for investment.
Findings of study evaluated, and next steps agreed		Green	Will need to re-schedule project plan, to account for substantial change from original brief.	
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	Invitation to Tender published to develop and write a local Employment and Skills Strategy and action plan for Herefordshire. UKSPF funding continues to be invested in supporting local business with skills training.
		Continue to develop our partnership with NMITE to support their development and growth around shared strategic ambitions for education, skills and economic development	Green	The council and NMITE are working proactively to further develop opportunities to support the growth of the defence and security sector in Herefordshire.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
	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	All of UKSPF funds allocated and contracted and in delivery
	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	Work in progress. A new Ofsted framework has been published for Further Education and Skills. The national Post-16 Education and Skills white paper has been published outlining Government commitment to Adult Skills Fund supporting those most at need. Self-Assessment Report in draft.
	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	There will be an ongoing requirement to promote higher education in Herefordshire. The establishment of a working group has been agreed.
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	Review of sites completed, first disposal The Paddocks completed, sites now being review in terms of emergency housing direct delivery options
	Complete the strategic plan for Merton Meadow and Essex Arms sites in Hereford	Complete the strategic plan	Green	The design team were focussed on discharge if planning conditions, now the flood scheme is on site the design team are due to pick up the Masterplan work late Jan/Feb 2026
	Commence the flood alleviation works on the Merton Meadow and Essex Arms sites in Hereford	Seek outline planning permission	Blue	Completed Quarter 2
		Commence development of the flood alleviation works	Green	Completion of works due end March 2026
	Finalise the long-term strategic model for the delivery of housing across the county	Complete review of options	Blue	
		Seek Cabinet approval for the preferred option(s)	Blue	Not to proceed with arm's length Housing Development Company and focus on emergency housing only.
		Develop costed business case for the preferred option(s)	Purple	To be revisited when appropriate subject to budget constraints
	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
		Complete refurbishment works to the city centre building	Amber	Delays to the specification and tender process, Invitation To Tender (ITT) process completed and tender due to go out Jan 26
		Design work and tender for contractor for refurbishment of the Buttercross, Leominster into affordable units completed	Amber	Delays to the specification and tender process, Invitation To Tender (ITT) process completed and tender due to go out Jan 26
		Commence work on the Buttercross	Grey	
		Finalise specification and arrangements for winter shelter provision	Blue	Completed and opened in November
Deliver winter shelter provision		Blue	Completed and opened in November	
Work with our partners and businesses to facilitate growth across the county	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	Economic Strategy review and reboot currently being finalised by the Business Growth Board

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
	Maximise the use of Business Growth Hub to support businesses across the county	Deliver regular engagement and support for businesses across the county, including business surgeries, training and workshop referrals	Green	Growth Hub support services on track
	Support county BID/ Visit Herefordshire to increase the economic impact of tourism across the county	Support the establishment of the Local Visitor Economy Partnership	Green	Local Visitor Economy Partnership (LVEP) established by the Herefordshire County Business Improvement District
		Support the partnership to develop the Herefordshire Destination Management Plan	Blue	Completed Quarter 1

Key			
Green - On Target	Amber - At risk of not being completed by the end of the financial year	Red - Significant risk of not being completed by the end of the financial year	
Blue - Completed	Grey - Not due to start yet	Purple - Parked as waiting on other independant activity	Teal 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 continues. A review of transformation priorities is also underway.
	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	Green	A review has been undertaken and the findings will be considered to develop 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	Blue	The Contract has been completed 21 Nov 25.
		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	Amber	Strategic Business Case (SPC) outline has been supplied by contractor, but more detail is required. To be supplied by contractor in conjunction with Hoople.
		Implement new commissioning strategy to achieve better value for money	Amber	Commissioning strategy due in Q4, extension to procurement system is underway.
	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	Green	Projects within both the schools capital maintenance and estates capital programmes continue to be completed, designed and tendered including projects being completed at College Road Campus, Hereford Crematorium phase 1 hearth replacements, St. Martins, Kington, Gorsley Goffs Primary Schools and Weobley High.
	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
Review our approach to temporary and interim appointments to get better value for money			Blue	Completed Quarter 2
Review and develop the content of the council's recruitment microsite 'the Spirit of Herefordshire'			Blue	Completed Quarter 2
Incorporate the council's THRIVE values into our recruitment processes			Green	Values Based Recruitment is now ready for launch and implementation in line with the Q4 delivery schedule
Review the council's approach to recruitment payments and market forces supplements			Blue	Completed Quarter 2
Become an employer of choice		Launch the council's scheme to recognise long service and exceptional achievement	Blue	Completed Quarter 1

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks	
		Launch a programme of leadership training for managers and aspiring managers	Green	Aspire Cohort 1 was delivered successfully and received positive feedback. Cohort 2 will commence w/c 12 January and has an active waiting list. Empower Cohort 1 is progressing well with positive feedback, and Cohort 2 was oversubscribed and is now closed to applications.	
		Review the impact of the Workforce Strategy and progress made towards its stated objectives	Green	The workforce strategy was reviewed by the HR&OD team in December 2025 and is subject to a scrutiny review in 2026.	
		Deliver the improvements identified in the employee survey	Green	Delivery of the current action plan will continue and will inform the development of a revised action plan following the July 2026 employee survey.	
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	Amber	A procurement market plan for Quarter 4 has been developed	
		Develop a council-wide approach to grant management and grant maximisation	Purple	Waiting for a new grant stream to come online to test the Evolutive online system. New grants delivered in previous quarters needed to be delivered at pace and didn't have the lead in time required by the provider to develop the necessary online forms.	
		Deliver the Talk Community Strategy – year one objectives	Green	Ongoing delivery and embedding of the Talk Community strategy across services and partnerships	
	Build an understanding of our resident and communities' requirements	Revise current consultation guidance document	Green	Progress has been made in reviewing the logging and request forms. Further progress is being made through workshops on how to ensure that all consultations are as accessible as possible and reach diverse demographics. A couple of current consultation requests will be used as a proof of concept in the next quarter. This work includes the collaboration with the council's Communications Team	
		Co-design and establish a young people's council and young people's consultation guidance with children and young people	Green	Business Proposal for Herefordshire CYP Shadow Cabinet completed and presented to Council Cabinet Meeting on 11/12/25. Voice of Herefordshire CYP Virtual Forum to be launched in April 2026 with online registration process for children of council employees to take place between 1/1/26 - 31/1/26	
		Review and develop the volunteering policy to support the council to maximise opportunities to work with volunteer networks	Green	Work continues on the volunteering policy which is being delivered as a project through the Empower Leadership Programme	
		Implement the Customer Services Target Operating Model	Purple	To ensure the model is effective and aligned to the council's strategic objectives it will require agreement and endorsement across the organisation. Further development work is required to achieve this.	
	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	Complete and build on the foundation work to improve our existing IT platforms and infrastructure to transform how we work and deliver services to our residents	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	Following resolution of unexpected technical issues, final testing of secure payments on the new contact centre telephony solution is being completed. The solution will go-live in February 2026 when this item will be marked complete. The upgrade of online payments is pending further enhancements from the supplier
Implement a new telephony system			Green	Following resolution of unexpected technical issues, final testing of secure payments on the new contact centre telephony solution is being completed. The solution will go-live in February 2026 when this item will be marked complete.	
Complete the transfer to a new CMS (Content Management System) to enable website development			Blue		

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
		Develop the plan for digital functionality/capability which directly aligns to and supports the Customer Services Target Operating Model	Green	The key digital deliverables in support of the Customer Services operating model as the new website CMS (which is complete) and the new telephony system (which is anticipated to go live in February 2026). This item will be marked complete in February 2026 when the telephony solution goes live.
		Initiate pilot programmes to test technological applications and evaluate outcomes for residents and council ways of working	Blue	During 2025/26 we have piloted Beam MagicNotes and Microsoft CoPilot -- both AI products. Those pilots are now being introduced for relevant staff. With more 'evergreen' digital solutions like Microsoft 365 testing, learning and growing is the way we need to work and we are embedding explore opportunities to work more effectively
	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	Blue	We have successfully piloted different AI solutions. Following the pilot of MagicNotes in social care it is being extended to relevant staff. Similarly, the CoPilot pilot has ended. Work continues to support take-up of M365 CoPilot Chat. This is a fast developing area and will continue to be reviewed as business as usual.
		Undertake a pilot project implementing Magic Notes into adults and children's social work practice and evaluate impact on efficiency and practice	Blue	The pilot has ended and MagicNotes is being extended to relevant staff. As part of the rollout we will be using the tool across a wider range of services. This pilot is complete.
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	Work has started. This uses the Gartner digital maturity framework and self-assessment to set a North Star and develop the 2026/27 digital transformation plan. This will be happening over January and February and the refresh of the DDaT strategy will happen over March and April 2026.
	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	The council's shareholder committee continues to monitor the financial position and performance of its subsidiary company and its strategic plans
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	Blue	Complete at Quarter 3
		Deliver workshops on the use of the new performance management system to all services and directorates	Green	A presentation to Leadership Group is being planned for Quarter 4 on the new system.
	Strengthen the risk management culture across the council	Implement the organisation's refreshed risk management strategy	Blue	The revised and approved risk management strategy now informs the risk management activity across the council.
	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	Green	This will be an ongoing area of work as new requirements from central government continue to emerge. Two projects have been planned to improve the reporting of Children's Social Care data. Adult Social Care data requirements remain well maintained and adaptable to changing needs.

Key

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Title of report: Q3 2025/26 Budget Report

Meeting: Scrutiny Management Board

Meeting date: Monday 13 April 2026

Cabinet Member: Cabinet member finance and corporate services

Report by: S151 Officer

Report Author: Director of Finance (S151 Officer)

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

To report the forecast position for 2025/26 at Quarter 3 (December 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 cabinet's satisfaction.

The forecast 2025/26 outturn shows a net overspend of £6.3 million at Quarter 3. Management recovery action and planned contributions to reserves are expected reduce the forecast overspend to £4.4 million.

Recommendation(s)

That: Scrutiny Management Board

- a) **Considers the financial forecast for 2025/26, as set out in the appendices A-D, and makes any recommendations in relation to the report; and**
- b) **Notes the proposed early repayment of reserve contribution by the Children & Young People Directorate; and**

- c) Notes the management action identified to reduce the forecast outturn position for 2025/26; and
- d) Notes the continuation of management actions to reduce the forecast overspend as identified in this report.

Alternative options

1. There are no alternative options. It is within the remit of the Scrutiny Management Board to undertake a scrutiny role in relation to areas which are cross cutting in nature. The forecast position for 2025/26 at Quarter 3 is likely, in the near future, to have a material impact on council policy and strategies..

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 3 revenue outturn position for 2025/26 shows a forecast variance from budget of £6.3 million (2.7% of net budget), before management action. This variance represents cost pressures of £6.3 million comprising £4.7 million in-year net cost pressures and £1.6 million of brought forward Savings Targets assessed as 'at risk' as at Quarter 3.
5. The 2025/26 approved budget included a contribution from reserves of £1.4 million in 2025/26, to the Children & Young People Directorate budget, to bridge the gap of Year 2 savings following the extension of the 3 Year Financial Plan. The contribution was required to be repaid in Years 3 and 4 (2026/27 and 2027/28) of the revised plan period.
6. The forecast outturn position for the Children & Young People Directorate at Quarter 3 is an underspend of £2.0 million as a result of robust management of expenditure to deliver services and forecast delivery of savings in full. It is therefore proposed that the contribution from reserves is repaid in the year ending 31 March 2026, a year earlier than previously planned.
7. The impact of planned management activity and recovery actions of £3.3 million and the early repayment of reserve funding in the Children & Young People Directorate of £1.4 million, will result in a revised forecast overspend of £4.4 million, as outlined in Table 2. Any overspend in 2025/26, not mitigated by 31 March 2026, must be funded using the council's available reserves.
8. The forecast outturn position for 2025/26 by Directorate, before recovery action, is shown in Table 1 below.

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

2025/26 Forecast Revenue Outturn at Quarter 3 (December 2025)
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	Revenue Budget £m	Forecast Outturn £m	Forecast Variance £m
Community Wellbeing	90.4	96.3	5.9
Children & Young People	58.8	56.8	(2.0)
Economy & Environment	27.9	27.1	(0.8)
SEN/Home to School Transport	12.7	15.0	2.3
Corporate Services	22.9	24.8	1.9
Directorate Total	212.7	220.0	7.3
Central	18.8	17.8	(1.0)
Total	231.5	237.8	6.3

Management Activity and Recovery Actions

9. 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; and
 - iii. continued challenge of forecast and planned expenditure over the remainder of the financial year through Directorate expenditure control panels.
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.
11. 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.
12. The proposed £2.8 million use of the Budget Resilience Reserve in 2025/26 will reduce the balance of this reserve to £4.2 million at 31 March 2026.
13. As detailed in the 2026/27 Revenue Budget, Medium Term Financial Strategy and Treasury Management Strategy report approved by Council on 13 February 2026, the £4.2 million balance will be transferred to the Contract Inflation Fund to manage inflationary increases in Directorate contracts.
14. The Annual Review of Earmarked Reserves 2025/26 reported by Cabinet on 5 February 2026 confirmed a forecast balance in the Budget Resilience Reserve of £4.2 million at 31 March 2026 and a nil balance at 31 March 2027 to reflect the proposed transfer in 2026/27.

Table 2: Updated forecast revenue position 2025/26

Updated 2025/26 Forecast Revenue Outturn at Quarter 3 (December 2025)					
	Revenue Budget £m	Forecast Outturn £m	Forecast Variance £m	Mgm't Action £m	Revised Forecast £m
Community Wellbeing	90.4	96.3	5.9	(2.8)	3.1
Children & Young People	58.8	56.8	(2.0)	-	(2.0)
Economy & Environment	27.9	27.1	(0.8)	-	(0.8)

SEN/Home to School Transport	12.7	15.0	2.3	-	2.3
Corporate Services	22.9	24.8	1.9	(0.5)	1.4
Directorate Total	212.7	220.0	7.3	(3.3)	4.0
Central	18.8	17.8	(1.0)	-	(1.0)
Total	231.5	237.8	6.3	(3.3)	3.0
Early repayment of reserve contribution (Children & Young People)					1.4
Revised forecast outturn position					4.4

Savings

15. 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.
16. This review **confirms £1.6 million (40%) of the total approved savings target for the year has been delivered at Quarter 3** with a further £2.3 million (60%) assessed as 'on target' for the year. No savings are currently assessed as 'at risk'.
17. 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 3

	Target £m	Delivered £m	On Target £m	In Progress £m	At Risk £m
Children & Young People	3.9	1.6	2.3	-	-
Total	3.9	1.6	2.3	-	-
	100%	40%	60%	0%	0%

18. Savings not delivered recurrently in previous years have been carried forward into 2025/26 for continued monitoring of delivery. A focused review of the original proposals and planned activity was undertaken during Quarter 1 and revised savings plans have been developed, where appropriate, to confirm activity to deliver savings in 2025/26.
19. 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.

Table 4: Assessment of Delivery of Brought Forward Savings Targets at Quarter 3

	Target £m	Delivered £m	On Target £m	In Progress £m	At Risk £m
Community Wellbeing	3.2	1.8	0.4	1.0	-
Economy & Environment	0.4	0.4	-	-	-
Corporate Services	0.5	0.5	-	-	-
Home to School/SEN Transport	0.5	0.3	-	-	0.2
Transformation	7.3	5.6	-	0.3	1.4
Total b/fwd Savings	11.9	8.6	0.4	1.3	1.6
	100%	66%	4%	17%	13%

20. At 31 December 2025 (Quarter 3), £8.6 million (72%) of the £11.9 million brought forward savings have been delivered with a further £1.7 million (15%) forecast to be delivered in year; £1.6 million (13%) remain at risk and with focused activity underway to resolve or mitigate in year.

21. To respond to increasing cost pressures in the provision of mainstream home to school transport and SEND transport services, an external review was commissioned by the Chief Executive in 2025/26 to identify efficiencies across transport routes, reduce costs and introduce a new operating model for transport services, with a target to deliver savings of £0.5 million in 2025/26 as per Table 2 above.
22. This review will deliver savings of £0.5 million over the three terms of the 2025/26 academic year with £0.3 million recognised in the year ending 31 March 2026 (in respect of Autumn Term 2025 and Spring Term 2026) and the balance of savings of £0.2 million to be recognised in the first quarter of the 2026/27 financial year (in respect of Summer Term 2026).
23. 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)

24. 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.
25. On 1 April 2025, the cumulative deficit brought forward was £20.0 million. The Q3 (December) 2025/26 forecast reports an overspend of £18.2 million within the High Needs block of the DSG; increasing the cumulative deficit to £38.2 million by 31 March 2026.
26. 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.
27. The Final Local Government Settlement published on 9 February 2026 confirmed the proposed treatment of DSG deficits as part of wider SEND reform. The first phase of support will be to address historic deficits with a High Needs Stability Grant to cover 90% of High Needs-related DSG deficit accrued up to the end of 31 March 2026. The remaining 10% balance will be a liability of the council at the end of the statutory override period on 31 March 2028.
28. The grant will be paid in Autumn 2026, subject to eligibility checks. Based on the forecast deficit at Quarter 3, the grant represents a potential contribution of £34.4 million to address the deficit balance forecast at £38.2 million at 31 March 2026. The receipt of the grant in 2026/27 will have a positive impact on the council's borrowing requirement and reduce the interest payable expenditure in 2026/27 over the medium-term period. It is proposed that the reduction in interest payable expenditure will be transferred to a DSG repayment reserve to manage the 10% (£3.8 million) remaining deficit which will not be met by the government grant at 31 March 2028.

Capital Outturn

29. 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	19.5	22.3	37.5	42.6	136.4
Revised Capital Budget	115.1	138.0	82.9	50.4	43.2	429.6
Forecast Spend at Quarter 3	94.0					
Variance from Budget	(21.1)					

30. The forecast spend position, at Quarter 3, is £94.0 million which represents a variance of £21.1 million against the revised capital programme budget of £115.1 million.
31. The in-year forecast variance represents £2.6 million of underspend on project budgets and £18.5 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.
32. In accordance with best practice, capital budgets were reprofiled at Quarter 2 to reflect the revised expected profile of project delivery. Forecast spend has been monitored by reference to the reprofiled budget from Quarter 2. 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 were reported at Quarter 2.
33. 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.
34. 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.

35. 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.
36. The council projects with significant grant funding are detailed below:
- i. Highway Maintenance Block: 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 3 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

37. 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

- 38. 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.
- 39. This report is to consider 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

- 40. 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.
- 41. 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

- 42. There are no direct legal implications arising from this report.

Risk implications

- 43. 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.
- 44. The forecast outturn position and management and recovery actions recommended in this report will impact and/or mitigate the council’s Corporate Risks as identified below:

Corporate Risk 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.	
Risk score at Q3	Impact of report recommendations and actions
Risk Rating: High Inherent Risk Score: 16 Residual Risk Score: 12	Demand-led social care budgets are identified as high risk budget areas and financial support is targeted in these areas. This report identifies actions to mitigate the risk of overspends including continued Directorate expenditure controls and planned use of the Budget Resilience Reserve.
Corporate Risk R3: Lack of local special educational needs and disabilities (SEND) placement provision to meet current and future levels of demand.	
Risk score at Q3	Impact of report recommendations and actions
Risk Rating: Very high Inherent Risk Score: 16 Residual Risk Score: 9	This report identifies the impact of cost pressures in SEND transport provision and the High Needs block of the Dedicated Schools Grant on the council’s financial position. Proposed activity through the future capital programme, DSG deficit management plan, continued Home to School transport review alongside wider SEND reform is expected to have a positive impact on local sufficiency and the council’s future financial position.

Corporate Risk R4: Failure to deliver capital and major projects within identified resources and planned timeframes resulting in significant overspend and reduced project outcomes.	
Risk score at Q3	Impact of report recommendations and actions
Risk Rating: High Inherent Risk Score: 16 Residual Risk Score: 12	This report identifies key risks to the capital programme at paragraph 35 above. These include delays in delivery, market capacity, inflationary increases and clawback of grant funding. Activity to ensure robust management of the capital programme and monitoring of external borrowing requirements are in place to mitigate risks to the council's financial position.
Corporate Risk R5: Failure to deliver a sustainable financial strategy that supports delivery of the Council Plan priorities.	
Risk score at Q3	Impact of report recommendations and actions
Risk Rating: High Inherent Risk Score: 16 Residual Risk Score: 12	This report identifies measures to reduce the forecast overspend of £6.3 million to £4.4 million by 31 March 2026 with additional management and recovery action planned in Quarter 4 to further reduce the overspend and protect the council's financial position and sustainability. Any overspend in 2025/26, not mitigated by 31 March 2026, must be funded using the council's available reserves. The forecast Earmarked Reserves balances at 31 March 2026 were reported at the Cabinet meeting held 5 February 2026 and to Council on 13 February 2026.

Resource Implications

45. The financial implications are as set out in the report. The council is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness from its resources. This includes taking properly informed decisions and managing key operational and financial risks in order to deliver objectives and safeguard public money.

Consultees

46. None in relation to this report.

Appendices

Appendix A – Revenue outturn

Appendix B – Capital outturn

Appendix C – Treasury management outturn

Appendix D – Savings delivery

Background papers

None Identified

Appendix A: 2025/26 Revenue Outturn Quarter 3 (December 2025)

2025/26 Revenue Outturn at Quarter 3 (December 2025)			
	2025/26 Approved Revenue Budget	Q3 Outturn	Q3 Outturn Variance
	£m	£m	£m
Community Wellbeing	90.4	96.3	5.9
Children & Young People	58.8	56.8	(2.0)
Economy & Environment	40.6	42.1	1.5
Corporate Services	22.9	24.8	1.9
Directorate Total	212.7	220.0	7.3
Central	18.8	17.8	(1.0)
Sub-Total	231.5	237.8	6.3

Community Wellbeing	2025/26 Approved Revenue Budget £'000	Q3 Outturn £'000	Q3 Outturn Variance £'000
Director and Community Services	(10,801)	(11,229)	(428)
Adult Social Care and Housing	82,016	88,471	6,455
All Ages Commissioning	18,220	18,278	58
Public Health	932	804	(128)
Directorate Total	90,367	96,324	5,957

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

£6.4m overspend - Increase in demand for Adult Social Care - Residential, Nursing, Homecare and Personal Budgets
£0.3m overspend - General Fund Housing - Temporary Accommodation

£0.7m underspend - Increased Better Care Fund

Children & Young People	2025/26 Approved Revenue Budget £'000	Q3 Outturn £'000	Q3 Outturn Variance £'000
Central Children Directorate Costs	1,680	1,470	(210)
Education Skills & Learning	3,983	4,145	162
Corporate Parenting	42,014	40,264	(1,750)
Safeguarding and Family Support	11,196	10,924	(272)
Sub Total	58,873	56,803	(2,070)

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

£1.1m overspend - Residential Placements
£0.3m overspend - Amended DSG Corporate Recharge

£1.1m underspend - Complex Needs
£0.7m underspend - Unaccompanied Asylum Seeking Children
£0.6m underspend - Supported Accommodation
£0.4m underspend - Short Breaks
£0.3m underspend - Fostering In-house and External Placements

Economy & Environment	2025/26 Approved Revenue Budget £'000	Q3 Outturn £'000	Q3 Outturn Variance £'000
Director Management	141	262	121
Resident Services -Environment, Highways and Waste	22,884	22,185	(699)
Resident Services - Regulatory and Technical	60	478	418
Commercial Services	3,152	3,177	25
Economy and Growth	1,679	1,005	(674)
Sub-Total	27,916	27,107	(809)
Residential Services - SEN & Home to School Transport	12,735	15,079	2,344
Directorate Total	40,651	42,186	1,535

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

£2.1m overspend - SEN Transport

£0.3m overspend - Reduced Crematorium Fees

£0.4m underspend - Additional Car Parking Fees

£0.4m underspend - Development Control Planning Fees

Corporate Services	2025/26 Approved Revenue Budget £'000	Q3 Outturn £'000	Q3 Outturn Variance £'000
Transformation and Strategy Services	5,355	6,684	1,329
Governance & Legal	6,391	6,337	(54)
Strategic Finance	3,997	4,609	612
HR & Organisational Development	1,232	1,249	17
Sub-Total	16,975	18,879	1,904
Hoople SLA	6,562	6,522	(40)
Flexible Capital Receipts	(600)	(600)	0
Directorate Total	22,937	24,801	1,864

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

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

£0.6m overspend in Strategic Finance represents £0.4m increase in whole Council Insurance Premiums and £0.2m increase in banking fees (increase in volume of online transactions)

Central	2025/26 Approved Revenue Budget £'000	Q3 Outturn £'000	Q3 Outturn Variance £'000
Central Total	18,681	17,681	(1,000)

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

£1.0m underspend - Treasury Management Income

Appendix B

Table A - 2025/26 Capital Programme Forecast Position December 2025

Adjustments include 24/25 carry forwards and additional grants 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	Q3 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	818	238	A property for a larger family has become available and therefore the spend will be accelerated against the 26/27 so the purchase can take place
Acquisition Fund for Housing Provision	2,500	2,389	-2,300	0	2,589	1,714	-875	John Venn -Delays encountered agreeing terms to acquire final Leasehold interest, now with legal and progressing. Buttercross - delayed due to need to secure phosphate mitigation credit, before start on site. Both projects expected to be completed within original programme timescales.
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	21	-9	
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 Shire hall	2,063	-22	-1,890	0	152	62	-90	There have been delays to the project while an option review has taken place
Community Capital Grants Scheme	1,530	116	-270	0	1,376	326	-1,050	Revised payment schedules have been received from grant recipients now the grants have been awarded
Total Community Wellbeing Including Housing	16,003	3,261	-8,630	675	11,309	9,522	-1,786	
Windows Server Upgrades	36	1	0	0	37	37	0	
Device and Ancillary kit replacement programme	415	0	-185	0	230	162	-68	
M365 E5 Implementation	43	36	0	0	79	63	-16	Complete under budget without use of contingency
Planning & Regulatory Services software	726	0	-376	0	350	288	-62	Later implementation start date has caused a move to the right of the project payment milestones. Budget lines just finalised at Project Board to enable PO's to be raised against going forward.
Contact Centre Telephony Replacement	0	67	0	0	67	67	0	
Wide Area Network (WAN) Replacement	0	121	0	0	121	102	-19	Complete under budget without use of contingency
School Route Planning Software	50	0	0	0	50	50	0	
IT System Upgrades & Server Replacements 2025-26	500	0	-182	0	318	301	-17	
CCTV Equipment Upgrades	89	0	0	0	89	89	0	
Total Corporate Services (IT & Transformation)	1,859	224	-743	0	1,340	1,158	-182	
Schools Capital Maintenance Grant	2,795	22	0	379	3,196	3,126	-70	The contingency budget is not expected to be spent in year and will carry forward to 26/27
Peterchurch Area School Investment	6,595	6	-78	0	6,523	4,698	-1,825	Programme is currently on track, however a revised cashflow from

								the contractor is now reflected in the forecast spend
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	1,700	-403	S106 has provided funding for one project in place of the use of this grant, contingency budget across a number of projects has not been needed. Along with a revised cashflow for the work at Hampton Dene.
Basic Needs Funding	8,000	0	-6,500	0	1,500	1,200	-300	Due to delays in receiving planning for the build at Aylestone School the works have started later than anticipated last quarter
Childcare Expansion Capital Grant 2023-24	296	-13	-130	0	153	239	86	Projects have been able to deliver earlier than anticipated last quarter
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	1,137	318	Projects have been able to deliver earlier than anticipated last quarter
Total Childrens & Young Peoples (Including Schools)	26,193	1,094	-8,758	379	18,908	16,436	-2,472	
Work to Shire hall 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	100	-265	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 Programme 2023-25	1,768	201	-1,450	0	519	400	-119	Underspend due to delays commissioning projects and some schemes being delivered under budget.
Estates Building Improvement Programme 2024-27	1,525	212	-740	0	997	800	-197	Underspend due to delays commissioning projects and some schemes being delivered under budget.
Building works from 2022 Condition Surveys	1,050	6	-860	0	196	196	0	
Shire hall Improvement Works	2,935	0	-2,685	0	250	0	-250	There have been delays to the project while an option review has taken place
Property Improvements in Care Homes	604	325	-285	0	644	544	-100	Projects will be delivered but under budget.
Estates Building Improvement Programme 2025-28	1,327	0	-830	0	497	100	-397	Underspend due to delays in commissioning projects and receiving statutory approvals.

Total Economy & Environment (Council Asset Investment)	10,593	1,582	-6,850	0	5,325	3,668	-1,657	
Highway Maintenance Block DfT (previously 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	0	-1,200	This work will now be funded by Local Transport Grant to reduce the borrowing amount in the capital programme
Highways Infrastructure Investment	6,485	816	0	0	7,301	7,263	-38	BBLP have asked to carry some budget forward for delivery that will slip into 26/27
Public Realm Improvements for Ash Die Back	494	-17	0	0	477	553	76	Works are progressing faster than expected so there will be accelerated spend against 26/27 budget
E & E's S106	3,904	0	-2,403	0	1,501	1,841	340	More income has been received in year for NHS and CCG which will hopefully be passported over in year
Play Area Investment	500	0	-250	0	250	200	-50	The interest from PCs has not been as significant as we had imagined therefore it is probable that there will be underspends in this allocation over 25/26 and 26/27.
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	0	-320	This work will now be funded by Local Transport Grant to reduce the borrowing amount in the capital programme
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	41,824	-1,192	
Integrated Wetlands	1,686	0	0	0	1,686	1,339	-347	Due to the unforeseen delays in purchasing the Dilwyn site the design works will commence later than planned. The strategy for procuring the PTP works in school is being reviewed.
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	21	-15	
Wye Valley National Landscape (previously AONB)	0	44	0	889	934	900	-34	A small underspend is currently forecast based on current grant awards but the team are working to award additional projects to bring that figure down.
Solar Photovoltaic Panels	535	0	-385	0	150	0	-150	Spend reprofiled whilst work is undertaken to review project in context of changes in solar photovoltaic technology conversion rates and efficiencies.
Yazor Brook	260	0	0	0	260	50	-210	The scope of works required, agreed by all parties, has considerably reduced and therefore there is an underspend on the original budget to deliver the works

Waste	11,393	0	-6,200	0	5,193	1,882	-3,311	Expenditure for introduction of new food waste service delayed due to Government funding announcement delays and expenditure on purchase of bins for garden waste service reduced in this financial year to half until subscriptions increase sufficiently to order more.
Home Upgrade Grant	0	70	0	0	70	70	0	
Warm Homes Grant	0	0	0	501	501	648	148	Due to effective delivery of the programme more grant has been awarded in year
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	5,489	-3,920	
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	1,193	-2,768	Spend re-profiled into 26/27 due to works starting on-site later than planned, Jan/Feb '26 following programme adjustment by contractor to account for planning infrastructure approvals.
Rural Prosperity Fund	0	0	0	512	512	512	0	
Total Economy & Environment (Economic Growth)	13,318	0	-5,304	-1,140	6,874	2,106	-4,768	
Hereford City Centre Transport Package	7,875	196	-3,029	0	5,042	2,000	-3,042	No requirement to remove contaminated soil from site as initially considered.

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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	1,451	-276	Aylestone Hill and Commercial Road schemes paused
LUF - Active Travel Measures (south of river)	5,029	3,634	-6,000	0	2,663	809	-1,854	Holme Lacy Road scheme delayed whilst traffic management was fully considered
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	13,765	-5,172	

Total	149,247	11,708	-60,332	14,495	115,118	93,968	-21,150	
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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.	-18,502
Project to deliver under budget or not spend full grant allocation	-2,648
	-21,150

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	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
Highway Maintenance Block DfT (previously LTP)	0	21,348	23,967	27,449	29,695	33,948	136,407
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	40,001	29,996	29,913	33,948	184,812
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	137,995	82,944	50,368	43,176	504,109
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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	19,531	22,316	37,470	42,532	136,344
Revised Capital Budget	115,118	137,995	82,944	50,368	43,176	429,601

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
DfT - Highway Maintenance Block 26/27 to 29/30		8,501	11,983	29,695	33,948	84,127
MHCLG - Additonal DFG 25/26	615					615
Total grant additions since approval by Council in February 2025	14,495	19,531	22,316	37,470	42,532	136,344

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



APPENDIX C TREASURY MANAGEMENT QUARTER 3 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 third quarter of 2025/26 saw:
 - A -0.1% month on month change in real GDP in October, leaving the economy no bigger than at the start of April;
 - The 3 month year on year rate of average earnings growth fall to 4.6% in October, having been as high as 5.5% earlier in the financial year;
 - CPI inflation fall sharply from 3.6% to 3.2% in November, with core CPI inflation easing to 3.2%;
 - 10-year gilt yield fluctuate between 4.4% and 4.75%, ending the quarter at 4.5%.
- 2.2 On 18 December, the Bank of England's Monetary Policy Committee (MPC) voted to reduce the Bank Rate from 4.00% to 3.75%.

Investments

3.1 At 31 December 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	3.92%	10.00
Aberdeen Standard	N/A	N/A	3.91%	10.00
Deutsche	N/A	N/A	3.84%	2.52
Insight	N/A	N/A	3.88%	10.00
Invesco	N/A	N/A	3.91%	9.00
Total treasury investments			Average 3.90%	41.52

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 £1.482 million within the Central budget line.

Table 2: Interest earned

Month	Average amount invested £m	Average rate of interest earned	Amount of interest earned £m
April 25	52.1	4.54%	0.194
May 25	60.9	4.39%	0.227
June 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
October 25	68.0	4.04%	0.233
November 25	64.3	4.02%	0.212
December 25	57.3	3.96%	0.193
Total			2.034
Budget			0.552
Underspend variance			1.482

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 31 December 2025, the council held long-term borrowing of £135.2m; no new long-term borrowing has been secured during the 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 £135.2m.
- 4.3 It is anticipated that significant further borrowing will be undertaken in the final quarter of the financial year, due to actual expenditure within the capital programme and the ongoing impact of financing the DSG deficit.
- 4.4 In line with the Treasury Management Strategy, the council will use short-term borrowing from other local authorities for short-term liquidity needs. The council has undertaken two short term loans from other local authorities of £5.0m each with an interest rate of 4.55%, including broker's commission of 0.10%. Each loan is for 182 days to be repaid in June 2026.
- 4.5 The current capital financing budget position is shown in table 3, which includes interest payable forecasts for the anticipated further borrowing. Any 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	6.3	0.5
Total	17.6	17.6	-

Compliance with Treasury and Prudential Limits

- 5.1 During the quarter ended 31 December 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 3 are shown in table 4.
- 5.2 Treasury indicators for quarter 3 are shown as actual values as at 31 December 2025, e.g. for PI4 (authorised limit for external debt), the actual value of external debt as at 31 December 2025 of £183.0 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 3 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 £94.0 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 31 December 2025

Ref	Treasury indicators	Description	2025/26 Budget/Limit £000	Actual as at 31 December 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	183,000	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	183,000	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%	8%	Within limit
	12 months to 2 years		0-10%	2%	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 31 December 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	93,968	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	335,017	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%	10%	In line with budget
PI9	Ratio of net commercial and service investments income to net revenue stream	To estimate the proportion of net income from commercial and service investments to net revenue stream for the forthcoming financial year	1%	1%	Low reliance on this income

Appendix D: Progress against 2025/26 approved Savings as at 31 December 2025 (Quarter 3)

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 31 December 2025 (Quarter 3) 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 31 December 2025 (Quarter 3), £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	1.8	1.4	-
Economy & Environment	0.4	0.4	-	-
Corporate Services	0.5	0.5	-	-
Home to School/SEN Transport	0.5	0.3	-	0.2
Transformation	7.3	5.6	0.3	1.4
Total Brought forward Savings	11.9	8.6	1.7	1.6
	100%	72%	14%	14%

At 31 December 2025 (Quarter 3), £8.6 million (72%) of the £11.9 million brought forward savings have been delivered with a further £1.7 million (14%) forecast to be delivered in year; £1.6 million (14%) 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 31 December 2025 (Quarter 3)

Children & Young People 2025/26 Saving Targets Q3 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	-	-	2,352	1,577
		0%	0%	60%	40%
Total 2025/26 Savings Targets	3,929	-	-	2,352	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 31 December 2025 (Quarter 3)

Brought forward prior year Saving Targets Q3 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	-	515	395	55
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	11	12
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	-	-	-	100
S16 (23/24)* Supported Living	169	-	-	-	169
Total Community Wellbeing	3,218	-	972	406	1,840
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	-	-	-	367
S3 (24/25)* Oxygen Finance solution	60	32	-	-	28
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	32	-	-	428
S4 (24/25)* SEN Transport Efficiencies	200	-	-	-	200
NEW target 25/26 SEN Transport Efficiencies – Target stretched	300	200	-	-	100
Total Home to School/SEN Transport	500	200	-	-	300
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	-	322	-	4,607

Brought forward prior year Saving Targets Q3 Forecast	Target £'000	At Risk £'000	In Progress £'000	On Target £'000	Delivered Recurrent £'000
Total Transformation	7,331	1,420	322	-	5,589
Total 2025/26 Savings Targets	11,876	1,652	1,294	406	8,524
	100%	14%	11%	3%	72%

(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: Work Programme 2026-7

Meeting: Scrutiny Management Board

Meeting date: Monday 13 April 2026

Report by: Statutory Scrutiny Officer

Classification

Open

Report purpose

The report:

- Provides the committee with a draft work programme for the committee, for approval.
- Provides the committee with a copy of the council's forward plan of key decisions to assist the committee in deciding its programme of work.
- Lists the recommendations made by the committee since January 2025, and any responses to these recommendations.

Background

1. A fundamental part of good scrutiny is planning and agreeing a programme of work for the committee to undertake. A well-considered work programme:
 - a. identifies priorities for the committee's work that align with corporate and partnership priorities, as well as reflecting community concern;
 - b. ensures that each identified topic has clear objectives that focus the committee's work;
 - c. creates a timetable for the committee's programme of work so that the committee carry out its work at the optimal time; and
 - d. provides officers and partners with requirements for evidence that will support the committee in providing evidence-based scrutiny.

Meeting objectives

2. To agree the committee's work programme.
3. To note the work programmes of Herefordshire Council's other scrutiny committees.

Report information

4. The most recent work programme was published on 27 March 2026 and is attached as Appendix 1.
5. Attached as Appendix 2 to this report is the council's most recently published forward plan of key decisions.

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

6. Appendix 3 is a list of all recommendations made by Scrutiny Management Board in 2025 and 2026.

Consultees

7. 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.

Appendices

Appendix 1 – Scrutiny Work Programme April 2026

Appendix 2 – Herefordshire Council Forward Plan 27 March 2026

Appendix 3 – Recommendations made by Scrutiny Management Board in 2025 and 2026.

Background papers and resources

None



APPENDIX 1

SCRUTINY WORK PROGRAMME

April 2026

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 Briefing

14 April 2026

Topic and Objectives	Evidence required	Attendees*
Fostering <ul style="list-style-type: none"> • Overview of fostering panel. • Overview of key performance indicators • Update on recommendations made July 2024. 	<ul style="list-style-type: none"> • Member briefing • Feedback from foster families 	<ul style="list-style-type: none"> • Natasha Newton, Service Manager Fostering, Adoption and Home Finding Teams • Tori Lynch, Service Director, Corporate Parenting

Committee Briefing

29 April or 1 May 2026

Topic and Objectives	Evidence required	Attendees*
Ofsted Action Plan <ul style="list-style-type: none"> • Overview of the work underway to respond to Ofsted's inspection of children's services. 	<ul style="list-style-type: none"> • Member briefing • 	<ul style="list-style-type: none"> • Tina Russell, Corporate Director, Children's Services

Committee Meeting12 May 2026 **report deadline 1 May 2026** pre meeting lines of enquiry planning 7 May 2026

Topic and Objectives	Evidence required	Attendees*
Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection findings <ul style="list-style-type: none"> Committee briefing 	<ul style="list-style-type: none"> PEEL inspection report and findings 	<ul style="list-style-type: none"> Leanne Lowe Ruby Card, Service Manager MASH, ECHO & SAFE Rachel Gillott
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
Neglect Strategy <ul style="list-style-type: none"> Understand the definition of intention and unintentional neglect. Feedback on regional peer review 	<ul style="list-style-type: none"> Officer report 	<ul style="list-style-type: none"> Rachel Gillott Natalie Solomon, NHS Herefordshire and Worcestershire Integrated Care Board Leanne Lowe, West Mercia Police

Committee Meeting22 July 2026 **report deadline 14 July 2026** pre meeting lines of enquiry planning 17 July 2026

Topic and Objectives	Evidence required	Attendees*
Families First Programme	<ul style="list-style-type: none"> Peer review findings 	<ul style="list-style-type: none"> Dawn Knight, Service Manager Early Help Lindsay MacHardy, Public Health Principal <i>Core members of the steering group</i>
Early Help Task and Finish Group <ul style="list-style-type: none"> Review group findings and recommendations 	<ul style="list-style-type: none"> Final group report 	<ul style="list-style-type: none"> Chair, Children and Young People Scrutiny Committee
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 Meeting6 October 2026 **report deadline 28 September 2026** pre meeting lines of enquiry planning 2 October 2026

Topic and Objectives	Evidence required	Attendees*
Alternative provision	<ul style="list-style-type: none"> Officer report 	<ul style="list-style-type: none"> Liz Farr Louise Tanner, Head of Learning and Achievement Hilary Jones, Head of Additional Needs
All Age access to play and open space <ul style="list-style-type: none"> Agree terms of reference for a review of access to play and other open space. 	<ul style="list-style-type: none"> Terms of reference 	<ul style="list-style-type: none"> Lindsay MacHardy Emily Garner
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

Topics for possible future scrutiny

- Youth provision
- Participation strategy
- Housing
- School place planning

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 2026
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	15 Dec 2026, 3pm
Update on implementation of Families First programme and targeted early help	<ul style="list-style-type: none"> • Meeting with service managers <ul style="list-style-type: none"> ○ Dawn Knight 	Simon Cann	TBC
Support for young carers, no wrong door	<ul style="list-style-type: none"> • Meeting with young carers <ul style="list-style-type: none"> ○ Jane Marshall – South – Ross and VL, John Burgess, Susan Brace, Niall Crawford 	Simon Cann	2 Mar 2026, 3pm
Appraise locality-based targeted early help	<ul style="list-style-type: none"> • Meeting with a locality team <ul style="list-style-type: none"> ○ Victoria Roe – North ○ Jane Marshall – South – Ross ○ Chantelle Bennett – Central ○ Tracey Spencer – Central 	Simon Cann	16 Jan 2025, 3pm
Working with schools	<ul style="list-style-type: none"> • Meeting with schools <ul style="list-style-type: none"> ○ Neil Crawford 	Simon Cann	21 Jan 2026, 3pm

Objective	Evidence required	Responsible officer	Date
Commissioned targeted early help services	<ul style="list-style-type: none"> • Meeting with Venture – commissioned service <ul style="list-style-type: none"> ○ Hilary Thomas hilary.thomas@venture.org 	Simon Cann	27 Feb 2026, 1pm

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 2025
Overview of local early help initiatives	Early help marketplace - Hereford	Danial Webb	17 Nov 2025
Overview of local early help initiatives	Early help marketplace - Leominster	Danial Webb	3 Dec 2025
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	23 Mar 2026
Understand how midwives support young parents to be.	<ul style="list-style-type: none"> • Meeting with midwives • Emily Strange (named safeguarding midwife) • Sian Jenkins (community Midwife manager) 	Simon Cann	20 Mar 2026
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 2026
The role of health visitors	<ul style="list-style-type: none"> • Meeting with health visitors <ul style="list-style-type: none"> ○ Lyndsay McHardy, Julia Stephens -0-19 Strat. ○ Hannah Bannister-White • “Best Start in Life” strategy 	Simon Cann	17 Mar 2026

Topic	Evidence required	Responsible officer	Date
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 • hvoss Will Lindesay 	Simon Cann	9 April 2026
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. • Nikki Stroud, Emily Lowe, Michelle Trussler, Abigail Allcock 	Simon Cann	21 April 2026

Report to Cabinet

Topic	Evidence required	Responsible officer	Date
Draft final report	Learning from above meetings		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

15 April 2026 **report deadline 7 April 2026** **pre meeting lines of enquiry planning 9 April 2026**

Topic and Objectives	Evidence required	Attendees*
Hereford Bypass Phase 1 – methodology <ul style="list-style-type: none"> Scrutinise the methodology used to determine the full business case for phase 1 of Hereford Bypass. 	<ul style="list-style-type: none"> Hereford Bypass phase 1 business case methodology. 	<ul style="list-style-type: none"> Delivery Director, Infrastructure
Parking Strategy <ul style="list-style-type: none"> To review the council's draft parking strategy 	<ul style="list-style-type: none"> Draft parking strategy 	<ul style="list-style-type: none"> Ffion Horton, Transport Planning Services Manager
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 June 2026 **report deadline 15 June 2026** **pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
Hereford Bypass Phase 1 – full business case <ul style="list-style-type: none"> Scrutinise the full business case for phase 1 of Hereford Bypass. 	<ul style="list-style-type: none"> Hereford Bypass phase 1 business case. 	<ul style="list-style-type: none"> Delivery Director, Infrastructure

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

Committee Meeting

7 July 2026 **report deadline 29 June 2026** pre meeting lines of enquiry planning 2 July 2026

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 final report 	<ul style="list-style-type: none"> Task and finish group report 	<ul style="list-style-type: none"> 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

Committee Meeting

27 January 2027 **report deadline 19 January 2027** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
<p>Year of delivery – capital projects</p> <ul style="list-style-type: none"> • End of 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

*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

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 		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. 		November 2025
Identify current barriers to participation.	<ul style="list-style-type: none"> Interviews with housing association, community groups and council planning officers. 		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 		December 2025
Identify good practice in other local authorities	<ul style="list-style-type: none"> Literature review Site visit (if useful) 		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. 		January 2026

Objectives	Evidence required	Responsible officer	Date
GROUP MEETING			February 2025

Objective Inform and help draft the replacement of the Statement of Community Involvement (2022) with a new Community Involvement Scheme.

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 		May 2026
GROUP MEETING			May 2026

Objective Make recommendations to the Connected Communities Scrutiny Committee and Cabinet

Objectives	Evidence required	Responsible officer	Date
Draft report to committee	<ul style="list-style-type: none"> Draft report 		June 2026

Objectives	Evidence required	Responsible officer	Date
Draft report and recommendations to Cabinet (if required)	<ul style="list-style-type: none">Final report		July 2026

Environment and Sustainability Scrutiny Committee

Committee work programme

Committee Meeting

17 June 2026 **report deadline 9 June 2026** pre meeting lines of enquiry planning 11 June 2026

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 carriageways, ditches and verges. ○ To look at related enforcement issues – including planning breaches. ○ The impact on public rights of way. • To explore how the local authority can support adoption of sustainable farming methods. 	<ul style="list-style-type: none"> • Enforcement analysis • Current council planning regulation concerning land use management • MP office briefing on the withdrawal of the Sustainable Farming Incentive • Catchment Sensitive farming data (including regenerative farming) 	<ul style="list-style-type: none"> • Richard Vaughan, Sustainability and Climate Change Manager • Kelly Gibbons, Development Management Service Manager • Environment Agency representative • NFU • Mark Tansley, Development Manager - Enforcement
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.

Committee Meeting

21 September 2026 **report deadline 11 September 2026** pre meeting lines of enquiry planning 17 September 2026

Topic and Objectives	Evidence required	Attendees*
<p>Transformation of the economy and environment directorate</p> <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"> Officer report 	<ul style="list-style-type: none"> John Hobbs, Corporate Director Environment and Economy
<p>Buses and passenger services task and finish group</p> <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. To agree a set of recommendations to go forward from the committee to the executive. 	<ul style="list-style-type: none"> Final report 	<ul style="list-style-type: none"> Chair, buses task and finish group
<p>Flooding task and finish group – terms of reference</p> <ul style="list-style-type: none"> 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 	<p>Statutory Scrutiny Officer</p>

Committee Meeting**2 December 2026 report deadline 24 November 2026 pre meeting lines of enquiry planning 27 November 2026**

Topic and Objectives	Evidence required	Attendees*
Rail 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">John HobbsFfion HortonRoger AllonbyDavid Land

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, David Land, Craig Lewis, Natalie Amos, 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, David Land, Craig Lewis, Natalie Amos	Sep-Oct 2025

Objective	Activity or information needed	Carried out by	Timeline
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, David Land, Craig Lewis, Natalie Amos	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, David Land, Craig Lewis, Natalie Amos	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, David Land, Craig Lewis, Natalie Amos, 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, David Land, Craig Lewis, Natalie Amos	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) 	Simon Cann, David Land, Craig Lewis, Natalie Amos	Nov-Dec 2025

Objective	Activity or information needed	Carried out by	Timeline
	Examples from other local authorities <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	Site visit to a community transport provider Overview brief of Services in Herefordshire, to include: <ul style="list-style-type: none"> • Current services, routes and frequencies • Cost • Funding 	Simon Cann, David Land, Craig Lewis, Natalie Amos	Jan-Feb 2026
Home to school and other resident transport	Overview brief of home to school services in Herefordshire, to include: <ul style="list-style-type: none"> • Current services, routes and frequencies • Cost and funding Meeting with Home to school co-ordinator Meeting with Transformation team	Simon Cann, David Land, Craig Lewis, Natalie Amos	Jan-Feb 2026
Review Meeting		Task and Finish Group	February 2026
Examine how other rural local authorities provide sustainable services.	Internet research – what do they do in other rural local authorities? Suggested workstreams: <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 	Simon Cann, David Land, Craig Lewis, Natalie Amos	Mar-Apr 2026

Objective	Activity or information needed	Carried out by	Timeline
	<ul style="list-style-type: none"> • Integrating transport and social care <ul style="list-style-type: none"> ○ Community transport ○ The role of third sector organisations Site Visit • 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, David Land, Craig Lewis, Natalie Amos	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, David Land, Craig Lewis, Natalie Amos	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

27 April 2026 **report deadline 17 April 2026** pre meeting lines of enquiry planning 23 April 2026

Topic and Objectives	Evidence required	Attendees*
Carers' Partnership Board Update	<ul style="list-style-type: none"> Board update 	John Burgess, Commissioning Manager
Home Birth Services <ul style="list-style-type: none"> Scrutinise decision to suspend home birth services at Wye Valley Trust. 	<ul style="list-style-type: none"> Committee Briefing 	Lucy Flanagan, Chief Nursing Officer, Wye Valley Trust Justine Jeffrey, Director of Midwifery
Care Home Transformation <ul style="list-style-type: none"> Update on work to transform commissioning of residential care placements. 	<ul style="list-style-type: none"> Committee Briefing 	Hilary Hall, Corporate Director, Community Wellbeing Jeannette Young, Service Director All-Age Commissioning
Adult Social Care budget outturn <ul style="list-style-type: none"> Scrutinise financial outturn against budget Scrutinise performance against performance management framework 	<ul style="list-style-type: none"> Quarterly budget outturn and performance monitoring Care homes transformation 	Hilary Hall, Corporate Director, Community Wellbeing
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	Statutory Scrutiny Officer

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

Committee Briefing
10 June 2026

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 	Joanna Newton, Independent Chair of the Safeguarding Adults Board

Committee Meeting

27 July 2026 report deadline **17 July 2026** pre meeting lines of enquiry planning **23 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 	Zoe Clifford, Director of Public Health
Health and Wellbeing Strategy <ul style="list-style-type: none"> Update on delivery of the existing strategy 	<ul style="list-style-type: none"> Draft Health and Wellbeing Strategy 	Zoe Clifford, Director of Public Health
Adult Social Care budget outturn <ul style="list-style-type: none"> Scrutinise financial outturn against budget Scrutinise performance against the performance management framework 	<ul style="list-style-type: none"> Quarterly budget outturn and performance monitoring 	Hilary Hall, Corporate Director, Community Wellbeing
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	Statutory Scrutiny Officer

Committee Meeting

14 September 2026 **report deadline 4 September 2026** pre meeting lines of enquiry planning 10 September 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 	Gareth Morris, West Mercia Police Zoe Clifford, Director of Public Health
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 	Chair, task and finish group
Adult Social Care budget outturn <ul style="list-style-type: none"> Scrutinise financial outturn against budget savings plans 	<ul style="list-style-type: none"> Quarterly budget outturn and performance monitoring 	Hilary Hall, Corporate Director, Community Wellbeing
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	Statutory Scrutiny Officer

Committee Meeting

14 December 2026 **report deadline 4 December 2026** pre meeting lines of enquiry planning December 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. Scrutinise provision of current and future neighbourhood health services. 	<ul style="list-style-type: none"> 2Neighbourhood health bid Taurus Out of Hours GP service Worcestershire Council papers 	Zoe Clifford, Director of Public Health
<ul style="list-style-type: none"> Adult Social Care budget outturnScrutinise financial outturn against budget savings plans 	<ul style="list-style-type: none"> Quarterly budget outturn and performance monitoring 	Hilary Hall, Corporate Director, Community Wellbeing
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	Statutory Scrutiny Officer

Special Committee Meeting (to be held once the inspection report is published.)

TBC report deadline TBC pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
<p>CQC Inspection of adult social care services</p> <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 	<p>Hilary Hall, Corporate Director, Community Wellbeing</p>
<p>Work programme</p> <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<p>Statutory Scrutiny Officer</p>

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 Loughead	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
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 Loughead 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 Loughead	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	Commissioning	May-Jun 26

Objectives	Evidence required	People to speak with	Date
	Meeting – care providers’ network		
Supported living	Meeting – director for housing support Visit to supported housing	Hayley Crane A supported housing provider	May-Jun 26
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

13 April 2026 **report deadline 1 April 2026** member briefing 25 March 2026 pre meeting lines of enquiry planning 9 April 2026

Topic and objective	Evidence required	Attendees
Q3 Budget scrutiny Q3 Performance monitoring	<ul style="list-style-type: none"> Budget report Supplementary information as requested by the committee 	Cabinet members Rachael Sanders Jessica Karia, Head of Corporate Performance and Intelligence
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	Statutory Scrutiny Officer

Committee Meeting

3 July 2026 report deadline 25 June 2026 member briefing 22 June 2026 pre meeting lines of enquiry planning 30 June 2026

Topic and objective	Evidence required	Attendees
Dedicated Schools Grant High Needs Block Management Plan Review the draft management plan	<ul style="list-style-type: none"> Management Plan 	Rachael Sanders, Director of Finance
Q4 Budget scrutiny Q4 Performance monitoring	<ul style="list-style-type: none"> Budget report Supplementary information as requested by the committee 	Cabinet members Rachael Sanders Jessica Karia, Head of Corporate Performance and Intelligence

Committee Meeting

1 December 2026 report deadline 23 November 2026 member briefing 24 November 2026 pre meeting lines of enquiry planning 27 November 2026

Topic and objective	Evidence required	Attendees
Q2 Budget scrutiny Q2 Performance monitoring	<ul style="list-style-type: none"> Budget report Supplementary information as requested by the committee 	Cabinet members Rachael Sanders Jessica Karia, Head of Corporate Performance and Intelligence

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	•		
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			

Objectives	Evidence required	People to speak with	Date
GROUP MEETING		Danial Webb	March 2026

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			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	Culture and 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 27 March 2026 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)

<p>Hereford Western Bypass Phase One – Decision Criteria To seek approval from Cabinet on the set of criteria which will be used to assess the Full Business Case for Phase One and set out the requirements which need to be in place to assist Cabinet in considering their decision to release funding, appoint the preferred contractor and begin construction later this year.</p>	<p>Cabinet 23 April 2026</p>	<p>Cabinet member transport and infrastructure Scott Tompkins, Delivery Director - Infrastructure <small>scott.tompkins@herefordshire.gov.uk</small></p>	<p>Economy and Environment</p>	<p>NEW ITEM</p>	<p>KEY Open</p>
<p>Carbon Management Plan 2026/27-2030/31 To adopt the new carbon management plan for the period 2026/27 to 2030/31</p>	<p>Cabinet 21 May 2026</p>	<p>Cabinet member culture and Environment Gareth Ellis, Sustainability and Climate Change Officer, Daniel Lenain, Principal Sustainability and Climate Change Officer <small>Gareth.Ellis@herefordshire.gov.uk, daniel.lenain@herefordshire.gov.uk Tel: 01432 383646</small></p>	<p>Economy and Environment</p>	<p>20 March 2026</p>	<p>KEY 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
<p>Establishment of a Council-wide Voluntary, Community and Social Enterprise (VCSE) Commissioning Framework</p> <p>To approve the establishment of a Council wide Voluntary, Community and Social Enterprise (VCSE) Commissioning Framework.</p>	<p>Cabinet 21 May 2026</p>	<p>Cabinet member adults, health and wellbeing</p> <p>John Burgess, Senior Commissioning Officer John.Burgess3@herefordshire.gov.uk</p>	<p>Community Wellbeing</p>	<p>20 March 2026</p>	<p>KEY Open</p>
<p>Update on the Phase 2 Phosphate Mitigation Schemes</p> <p>To provide Cabinet with an update regarding the Phosphate Mitigation Wetland schemes</p>	<p>Cabinet 21 May 2026</p>	<p>Cabinet member culture and Environment</p> <p>Roger Allonby, Service Director Economy and Growth, Gemma Dando, Chief Operating Officer, Scott Tompkins, Delivery Director - Infrastructure, Susan White, Programme Manager</p> <p>Roger.Allonby@herefordshire.gov.uk, gemma.dando@herefordshire.gov.uk, scott.tompkins@herefordshire.gov.uk, Susan.White2@herefordshire.gov.uk Tel: 01432 260330, , , Tel: 01432 260070</p>	<p>Economy and Environment</p>	<p>20 March 2026</p>	<p>KEY Open</p>
<p>Cabinet Member Decisions (Key and Non Key decisions)</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
Portfolio: adults, health and wellbeing					
<p>Appointment of an external transformation partner for Community Wellbeing Directorate</p> <p>To approve going out to tender to procure an external specialist partner to work with the Community Wellbeing directorate to identify, design and implement transformation activity that delivers sustainable, recurrent savings over the Medium Term Financial Strategy period.</p>	<p>Cabinet member adults, health and wellbeing 30 March 2026</p>	<p>Cabinet member adults, health and wellbeing</p> <p>Hilary Hall, Corporate Director Community Wellbeing Hilary.Hall@herefordshire.gov.uk</p>	<p>Community Wellbeing</p>	<p>20 March 2026</p>	<p>Non Key Open</p>
<p>Herefordshire Homeless Prevention and Rough Sleeping Strategy 2026 - 2031</p> <p>This is a five year statutory strategy to replace the 2020-2025 strategy. It sets out our approach to the prevention of homelessness and rough sleeping in the county.</p>	<p>Cabinet member adults, health and wellbeing 30 March 2026</p>	<p>Cabinet member adults, health and wellbeing</p> <p>Robert Barnett, Housing Strategy Officer robert.barnett@herefordshire.gov.uk</p>	<p>Community Wellbeing</p>	<p>20 March 2026</p>	<p>KEY 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
<p>Crisis and Resilience Fund 2026-29 To seek cabinet approval for Herefordshire Council to take receipt of the Crisis and Resilience Fund (CRF) grant as a programme funded by the Department of Work and Pensions (DWP) between 2026-2029. The CRF replaces the Household Support Fund (HSF) and the Discretionary Housing Payments (DHP) and will enable Herefordshire to work collaboratively with partners and communities at county and local levels to build long-term resilience, cohesion, and reduce the need for crisis support.</p>	<p>Cabinet member adults, health and wellbeing 10 April 2026</p>	<p>Cabinet member finance and corporate services Nikki Stroud, Talk Community Children and Families Lead <small>nikki.stroud@herefordshire.gov.uk</small></p>	<p>Community Wellbeing</p>	<p>20 March 2026</p>	<p>KEY Open</p>
<p>To extend the council's current commissioned home care framework To approve an extension to the council's current commissioned home care framework for up to six months from 31 October 2026 to 30 April 2027.</p>	<p>Cabinet member adults, health and wellbeing Before 26 June 2026</p>	<p>Cabinet member adults, health and wellbeing Helen Davies, Commissioning Manager <small>helen.davies3@herefordshire.gov.uk</small></p>	<p>Community Wellbeing</p>	<p>20 March 2026</p>	<p>KEY 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
<p>Herefordshire Adult Social Care Prevention Strategy</p> <p>The purpose of the report is to approve the 2026-2036 Herefordshire Adult Social Care Prevention Strategy</p>	<p>Cabinet member adults, health and wellbeing July 2026</p>	<p>Cabinet member adults, health and wellbeing</p> <p>David Collyer, Acting Consultant in Public Health: General Practitioner david.collyer2@herefordshire.gov.uk</p>	<p>Community Wellbeing</p>	<p>20 March 2026</p>	<p>KEY Open</p>
<p>Portfolio: children and young people</p>					
<p>High needs budget 2026/27</p> <p>To propose the High Needs Budget for 2026/27 to the Cabinet Member Children and Young People.</p> <p>Dedicated Schools Grant funding for the High Needs Block (HNB) in 2026/27 is £25.14 million. At this stage, the funding for HNB is provisional and is subject to final adjustments based on actual termly take up. The funding values and formula calculations are in accordance with the National Funding Formula (NFF) as set by the Government.</p>	<p>Cabinet member children and young people 30 March 2026</p>	<p>Cabinet member children and young people</p> <p>Stacey Carter, Head of Strategic Finance (Deputy S151) stacey.carter@herefordshire.gov.uk Tel: 01432 383095</p>	<p>Corporate Support Centre</p>	<p>20 March 2026</p>	<p>KEY 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
<p>Allocation of Basic Need Capital Grant for the Expansion of John Masefield High School and Weobley High School</p> <p>To seek approval for the allocation of Basic Need Capital Grant funding to support the expansion of John Masefield High School and Weobley High School in order to meet future demand for additional secondary school places.</p>	<p>Cabinet member community services and assets</p> <p>14 April 2026</p>	<p>Cabinet member children and young people</p> <p>Quentin Mee, Head of Educational Development</p> <p><small>Quentin.Mee@herefordshire.gov.uk</small></p>	<p>Children and Young People</p>	<p>20 March 2026</p>	<p>KEY</p> <p>Open</p>
<p>Portfolio: community services and assets</p>					
<p>Property Services Estates Capital Building Improvement Programme 202629</p> <p>To approve expenditure within the capital building improvement programme 2026-2029</p>	<p>Cabinet member community services and assets</p> <p>9 April 2026</p>	<p>Cabinet member community services and assets</p> <p>Katie Ainsworth, Senior Project Manager, Michael Griffin, Head of Major Projects</p> <p><small>katie.ainsworth2@herefordshire.gov.uk, Michael.Griffin2@herefordshire.gov.uk</small></p>	<p>Economy and Environment</p>	<p>20 March 2026</p>	<p>KEY</p> <p>Open</p>
<p>Portfolio: economy and growth</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
<p>Strategic Housing: Three-year Capital Programme 2026/27</p> <p>To approve the capital budget allocated to Strategic Housing through the Council's capital programme to meet the immediate housing need of vulnerable groups and provide grant assistance to property owners to bring empty properties back into use.</p>	<p>Cabinet member economy and growth</p> <p>17 April 2026</p>	<p>Cabinet member economy and growth</p> <p>Hannah McSherry, Housing Strategy Officer</p> <p>Hannah.McSherry2@herefordshire.gov.uk Tel: 01432 383061</p>	<p>Community Wellbeing</p>	<p>20 March 2026</p>	<p>KEY</p> <p>Open</p>
<p>Portfolio: environment</p>					
<p>Allocating the Climate and Nature Reserve Phase 2</p> <p>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.</p>	<p>Cabinet member culture and Environment</p> <p>30 April 2026</p>	<p>Cabinet member culture and Environment</p> <p>Richard Vaughan, Sustainability and Climate Change Manager</p> <p>Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192</p>	<p>Economy and Environment</p>	<p>20 March 2026</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
<p>Adoption of Herefordshire Local Nature Recovery Strategy To formally adopt the Herefordshire Local Nature Recovery Strategy and accept associated government grant for delivery.</p>	<p>Cabinet member culture and Environment 10 June 2026</p>	<p>Cabinet member culture and Environment Mandy Neill, Senior Landscape Officer, Richard Vaughan, Sustainability and Climate Change Manager mandy.neill@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192</p>	<p>Economy and Environment</p>	<p>20 March 2026</p>	<p>KEY Open</p>
<p>Solar Car Ports at Plough Lane To approve the scoping and construction of solar car ports at Plough Lane</p>	<p>Cabinet member culture and Environment 1 July 2026</p>	<p>Cabinet member culture and Environment Katie Ainsworth, Senior Project Manager, Richard Vaughan, Sustainability and Climate Change Manager, Rosanna Willmott, Sustainability and Climate Change Officer katie.ainsworth2@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk, rosanna.willmott@herefordshire.gov.uk Tel: 01432 260192, Tel: 01432 261749</p>	<p>Economy and Environment</p>	<p>20 March 2026</p>	<p>KEY Open</p>
<p>Portfolio: finance and corporate services</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
<p>Introducing a Herefordshire Councillor ward fund grants scheme.</p> <p>To approve a new Herefordshire Councillor ward fund grant scheme which provides each individual ward member with their own personal budget (of £1000) to spend in their own ward area.</p> <p>The scheme will open on 20th April 2026 and will run until 31 March 2027.</p>	<p>Cabinet member finance and corporate services</p> <p>31 March 2026</p>	<p>Cabinet member finance and corporate services</p> <p>John Coleman, Democratic Services Manager</p> <p>John.Coleman@herefordshire.gov.uk Tel: 01432 260382</p>	<p>Corporate Support Centre</p>	<p>NEW ITEM</p>	<p>Non Key</p> <p>Open</p>
<p>Portfolio: local engagement and community resilience</p>					
<p>The New Public Realm Service – Depot Facilities</p> <p>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.</p>	<p>Cabinet member local engagement and community resilience</p> <p>3 April 2026</p>	<p>Cabinet member local engagement and community resilience</p> <p>Ed Bradford, Head of Highways and Traffic</p> <p>Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786</p>	<p>Economy and Environment</p>	<p>20 March 2026</p>	<p>KEY</p> <p>Open</p>
<p>Portfolio: roads and regulatory services</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
<p>Highway Maintenance Plan To update the Highway Maintenance Plan, which sets out the reasonable system of inspection and repair that will be deployed by the Council to ensure that it meets its duty to maintain all publicly maintainable highways.</p>	<p>Cabinet member roads and regulatory services 10 April 2026</p>	<p>Cabinet member roads and regulatory services Ed Bradford, Head of Highways and Traffic Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786</p>	<p>Economy and Environment</p>	<p>20 March 2026</p>	<p>KEY Open</p>
<p>National Parking Platform (NPP) To agree to join the NPP to provide multiple options of cashless parking providers for all council pay and display car parks and on-street.</p>	<p>Cabinet member roads and regulatory services Before 30 April 2026</p>	<p>Cabinet member roads and regulatory services Michael Barnes, Parking Services Manager michael.barnes@herefordshire.gov.uk</p>	<p>Economy and Environment</p>	<p>20 March 2026</p>	<p>KEY 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
<p>Justice for Tenants (JFT) – Renters’ Rights Act 2025: Housing Enforcement, Civil Penalties and HMO Licensing</p> <p>This report seeks approval from the Cabinet Member for Roads and Regulatory Services to adopt a revised private rented sector enforcement framework in preparation for the commencement of the Renters’ Rights Act 2025.</p> <p>The report proposes the adoption of a Justice for Tenants (JFT) Housing Enforcement Policy, a standalone JFT Civil Penalty Policy and matrix, and updated standard HMO licence conditions, together with approval to enter into a JFT support contract (subject to legal review and agreement) to support implementation.</p> <p>The purpose of the report is to ensure the Council is legally compliant, operationally ready and able to deliver consistent, transparent and defensible enforcement of housing standards and landlord legislation from 1 May 2026.</p>	<p>Cabinet member roads and regulatory services</p> <p>Before 1 May 2026</p>	<p>Cabinet member roads and regulatory services</p> <p>Charles Yarnold, Head of Regulation and Technical Services</p> <p><small>Charles.Yarnold@herefordshire.gov.uk Tel: 01432 260765</small></p>	<p>Economy and Environment</p>	<p>20 March 2026</p>	<p>KEY</p> <p>Open</p>
<p>Portfolio: transport and infrastructure</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
<p>School Transport Operating Model (formerly known as Pilot Programme for School Transport Operating Model)</p> <p>To agree to commence a programme for a School Transport Operating Model that will provide evidence to inform the delivery of a clear, consistent, and efficient framework for delivering the council's statutory home-to-school transport service.</p>	<p>Cabinet member transport and infrastructure 31 March 2026</p>	<p>Cabinet member transport and infrastructure</p> <p>Gemma Dando, Chief Operating Officer, Danielle Pyemont, Senior Project Manager</p> <p><small>gemma.dando@herefordshire.gov.uk, danielle.pyemont@herefordshire.gov.uk</small></p>	<p>Economy and Environment</p>	<p>20 March 2026</p>	<p>KEY Open</p>
<p>Capability and Ambition Fund 2025/26 allocation</p> <p>The purpose of the report is to confirm what Herefordshire Council will deliver with the Capability and Ambition Fund grant</p>	<p>Cabinet member transport and infrastructure 17 April 2026</p>	<p>Cabinet member transport and infrastructure</p> <p>Ffion Horton, Transport Planning Services Manager, Scott Tompkins, Delivery Director - Infrastructure, Richard Vaughan, Sustainability and Climate Change Manager</p> <p><small>ffion.horton@herefordshire.gov.uk, scott.tompkins@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192</small></p>	<p>Economy and Environment</p>	<p>20 March 2026</p>	<p>Non Key Open</p>



Appendix 3: Recommendations made by Scrutiny Management Board in 2025 and 2026

Date of recommendation	Topic	Recommendation	Response
Tue 14-Jan-25	2025/26 Draft Capital Investment Budget and Capital Strategy Update	That Herefordshire Council provide a report to Scrutiny Management Board on the planned improvements around adult social care, an assessment of the likely impact they will have on mitigating future budget pressures in the medium-term financial strategy, and any analysis of the future demands on the service.	A report will be prepared as requested.
Tue 14-Jan-25	2025/26 Draft Capital Investment Budget and Capital Strategy Update	That the council's capital programme be reprofiled over the lifetime of the programme.	For capital projects recommended for addition to the council's approved Capital Programme, the profile of investment is based on estimated delivery as per the relevant Outline Strategic Business Case. Expenditure is profiled over the expected lifetime of each individual project and therefore no further action is required to progress this recommendation. Delivery of the approved Capital Programme is monitored through the financial year and reported quarterly to Cabinet. The quarterly reports include a forecast of planned spend, per project, against approved budget. In line with recommendations from the council's external auditors, the reprofiling of capital budgets is carried out in Quarter 2 in each year and reported to Cabinet; this was last reported at Quarter 2 2024/25 at the meeting of Cabinet on 28 November 2024.

Tue 14-Jan-25	2025/26 Draft Capital Investment Budget and Capital Strategy Update	That the council's budget include a more realistic estimate of the interest likely to be received through treasury management.	<p>The council's Treasury Management Strategy (TMS) 2025/26 notes that the objective of the council's investment activity is to balance optimum performance of the council's resources with effective management of risks, ensuring prudence is applied. To ensure responsible stewardship of the council's financial resources, the approach is informed, above all, by consideration of security, liquidity and yield. The council employs external advisors to provide advice and guidance on treasury management activity, including interest rate forecasts. For 2025/26, the TMS highlights that the UK economy remains a fiscal challenge following a prolonged period of high interest rates and sticky inflation, caused by the global pandemic and the subsequent cost of living crisis, and notes that interest rates are expected to fall throughout 2025/26. A review of interest receivable earned in the financial years from 2020/21 to 2023/24 highlights the variability in levels of income from this source. In 2020/21, an interest receivable budget of £200k was approved in the Revenue Budget. In 2020/21, actual interest earned was £165k, £35k less than the budgeted amount. From 2021/22 to 2023/24, the revenue budget did not include a budget for interest receivable and any interest receivable achieved in the year was used to manage the council's overall financial position. In each of the financial years noted, interest receivable income has been recognised as it is achieved and reported at the end of each quarter. In the 2024/25 financial year, interest receivable income of £1.6 million has been achieved to date against a budget of £0.5 million, as reported in the Quarter 2 2024/25 Budget Report. Accounting standard IAS 18 Revenue Recognition</p>
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			<p>requires that income is recognised when it meets the following criteria:</p> <ul style="list-style-type: none"> - it is probable that any future economic benefit will flow to the entity; and - the amount of revenue can be measured reliably. <p>Responsible and prudent management of the council's resources requires that funds must be available to meet the council's day to day cash flow obligations ahead of taking advantage of investment opportunities; available balances are identified as part of cash flow forecasting and daily treasury management activity.</p> <p>Ahead of each financial year, it is not possible to reliably estimate the council's surplus funds with any degree of certainty to inform a forecast of interest receivable for the full financial year. If the actual interest received earned in a financial year is less than the budgeted amount, any shortfall would be required to be made up from reserves or other resources.</p> <p>A prudent estimate is assumed as part of budget setting for 2025/26 and income achieved above the budgeted value will be reported once the flow of economic benefit to the council is probable, i.e. at each quarter end, as in previous years.</p> <p>The council's proposed Revenue Budget for 2025/26 includes a budget for interest receivable of £0.6 million. This is considered a prudent and realistic estimate of potential interest on treasury management activity for the year</p>
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ending 31
March 2026.

Tue 14-Jan-25	2025/26 Draft Capital Investment Budget and Capital Strategy Update	Restating the Scrutiny Management Board recommendation from 2024 future draft budgets should be accompanied by a draft delivery plan.	Cabinet notes that the Scrutiny Management Board (SMB) approved the terms of reference for the Herefordshire Council Plan Delivery Plan working group at its meeting on 16 December 2024. At this meeting, the Board agreed to review progress in producing the 2025/26 Delivery Plan. Cabinet welcomes this engagement and will consider the resulting recommendations when they are presented, as agreed, at the meeting of SMB in March 2025. Whilst the 2025/26 Delivery Plan has not been finalised, the development of the Revenue Budget and Capital Programme for 2025/26 has considered the priorities of the Council Plan to ensure that Directorate budgets and planned capital investments are sufficient to support Delivery Plan objectives.
Tue 14-Jan-25	2025/26 Draft Capital Investment Budget and Capital Strategy Update	The capital strategy should be developed to show more clearly how the capital programme will deliver council plan priorities.	The Outline Strategic Business Cases included at Appendix E to the 2025/26 Capital Investment Budget and Capital Strategy Update item on this Agenda identify the Council Plan priority for each of the proposed additions to the Capital Programme. The Capital Programme is aligned to the priorities of the Council Plan at an individual project level. The Capital Strategy is supported by and aligned to the Strategic Asset Management Plan, Local Transport Plan, Schools' Capital Investment Strategy, Digital Strategy, Medium Term Financial Strategy and Treasury Management Strategy.

Wed 26-Mar-25	Digital, Data and Technology	Agrees an action plan to address digital exclusion in the county encompassing digital literacy, cost, infrastructure and other factors	<p>Through several projects across the Digital and IT Programme and through business intelligence activities undertaken by the council, we have identified the need to address digital exclusion and have already begun scoping solutions as part of our planning.</p> <p>Digital literacy and training: we are currently exploring opportunities and will seek input as part of our customer engagement activities planned for summer 2025, to support customers as part of the customer programme – identifying suitable locations such as libraries and Talk Community Hubs to deliver training, assist with accessing My Account and accessing online forms, supported through volunteer and social value mechanisms. Although customer redesign will be a digital first model, we are committed to ensuring equitable access for all customers with a high-quality telephone and face to face customer offer.</p> <p>We will also ensure we act upon and participate in opportunities as they emerge from the Government's Digital Inclusion Action Plan and will seek engagement with neighbours both regionally and nationally as opportunities arise.</p> <p>Digital infrastructure – see below</p>
Wed 26-Mar-25	Digital, Data and Technology	Requests an update on work to enhance broadband provision across the county	<p>The Fastershire project is now in contract close-down phase, and national government are administering a scheme delivered via BDUK. Coverage across Herefordshire has gone from 0.6% in 2011 to 97.6% Superfast in 2025 (the UK figure is 98.3%) however, we are aware there are some descoped properties still in need of a solution. We are therefore looking at opportunities to use gainshare funding to implement a grant scheme and to employ a fixed term Digital Infrastructure Officer (job title to be agreed), focussing specifically on hard to reach and rural areas, and to</p>

			work alongside BDUK to advocate for and support Herefordshire.
Wed 26-Mar-25	Digital, Data and Technology	Provides assurance that the refreshed Customer Services Strategy will drive a review of the digital, data and technology underpinning customer services, to ensure it is enabling residents to get the service they require	<p>There are underpinning digital, and technology principles and activities which will support the delivery of customer services. We are implementing the new content management system and telephony platform; once these are implemented and business continuity achieved, we will start to exploit the new features, whilst also exploring additional opportunities to support customers (such as AI Virtual Telephone Assistant).</p> <p>We must also ensure that existing operational systems can support streamlined and efficient customer journeys across the organisation, especially in terms of feedback loops, and that where existing systems cannot perform as required, that these requirements are addressed through re-procurement activities.</p> <p>We are completing comprehensive analysis to understand customer needs and utilising existing service data to inform an iterative programme of customer journey and to identify 'quick wins'.</p> <p>We will measure the success in terms of customers receiving the services they require through a refreshed set of KPIs and by improving feedback mechanisms and making them visible to customers through a refreshed customer insights webpage (e.g. You said, we did).</p>
Wed 26-Mar-25	Quarter 3 Financial Monitoring	Undertakes a risk assessment regarding the major cumulative risks facing the council including the Dedicated Schools Grant and SEND transport, and the steps being taken to mitigate these risks	
Wed 26-Mar-25	Quarter 3 Financial Monitoring	Engages all members regarding the major cumulative risks including the	

		Dedicated Schools Grant and SEND transport, and the steps being taken to mitigate these risks	
Wed 26-Mar-25	Quarter 3 Financial Monitoring	Ensures that the council's risk register is shared with scrutiny committees as part of their work programme planning	This is now taking place
Wed 26-Mar-25	Update on recommendations made by Scrutiny Management Board	Ensures that the statutory scrutiny officer drafts a cross-scrutiny committee protocol, to ensure timely responses with faster escalation as required to outstanding recommendations	This has been produced
Wed 26-Mar-25	Update on recommendations made by Scrutiny Management Board	Asks the executive to explain the failure to respond to outstanding recommendations	This will form part of the 2025-2025 member development programme
Wed 26-Mar-25	Update on recommendations made by Scrutiny Management Board	Provides training on producing recommendations to all members of scrutiny committees	This will form part of the new elected member induction programme.
Tue 1-Jul-25	Q4 2024/25 Budget Outturn	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.	<p>As confirmed in the Q4 2024/25 Budget Report to Cabinet on 5 June 2025, where savings have not been delivered recurrently in 2024/25, a focused review of the original proposals and planned activity has been undertaken and revised savings plans have been developed, where appropriate, to confirm activity to deliver savings in 2025/26.</p> <p>The revised savings plans will be approved as part of Directorate Savings Boards and Budget Boards in 2025/26 and delivery will be monitored robustly against approved targets as part of monthly routine budget monitoring arrangements.</p> <p>A schedule of savings not delivered recurrently in 2024/25 which have been carried forward for delivery in 2025/26 was included in Appendix D (Annex 2) to</p>

			the Quarter 1 Budget Report presented to Cabinet on 25 September 2025.
Tue 1-Jul-25	Q4 2024/25 Budget Outturn	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.	<p>In July 2024, full Council approved the addition of £5m to the capital programme for housing provision. In March 2025, Cabinet committed to exploring the development of a Herefordshire Council owned housing development company to meet some of the council's critical housing need and this work is currently in progress. The council continues to investigate opportunities to acquire and develop further housing provision to respond to demand and reduce temporary accommodation cost pressures.</p> <p>Any proposals for additions to the capital programme will be considered as part of work to develop the capital programme and revenue budget for 2026/27.</p>
Tue 1-Jul-25	Q4 2024/25 Budget Outturn	The existing financial facility to enable the council to accelerate the delivery of S106 funded infrastructure be actively used by this administration.	<p>The use of developer contributions in advance of receipt is detailed in the Capital Strategy approved annually at Full Council during budget setting. Once the S106 is completed, planning permission granted and the development commenced then the Council can internally borrow to fund the S106 works to start.</p> <p>This has been used in 2025/26 to distribute an education grant to a school carrying out work that is</p>

			funded from S106 which is expected to be received in the future.
Tue 1-Jul-25	Q4 2024/25 Budget Outturn	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.	This has already been actioned. The Planning and Regulatory Services software contract was signed on 15/07/2025 and the purchase order has been raised. This will start implementation by the Services from September 2025, with a plan to go live with building control and planning by December 2026, other services will complete the following year.
Tue 1-Jul-25	Q4 2024/25 Budget Outturn	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.	<p>A verbal explanation was provided to Scrutiny Management Board Members in the meeting and reference made to the Earmarked Reserves and General Balances Policy Statement.</p> <p>The Earmarked Reserves and General Balances Policy Statement 2025/26 reported to Cabinet 23 January 2025 explains the purpose of each reserve:</p> <p>Budget Resilience Reserve: This reserve is held to mitigate the risk to the revenue budget of excessive cost pressures and volatility in demand across social care budgets.</p> <p>Financial Resilience Reserve: This reserve is held to manage financial risks across the council.</p> <p>This recommendation was actioned in the meeting.</p>
Mon 8-Dec-25	Q2 2025/26 Budget Report	Given the council faces the largest savings requirement in its history, approximately £30 million, the Scrutiny Management Board	

		recommends that Cabinet prioritises capital investment and officer capacity toward projects that deliver the greatest and most immediate relief to the revenue budget.	
Mon 8-Dec-25	Q2 2025/26 Budget Report	Cabinet adopt a bolder approach to borrowing to deliver capital projects that will relieve pressure on the revenue budget.	
Mon 8-Dec-25	Q2 2025/26 Budget Report	Council should maximise its relationship with partners to explore the use of property assets when determining its medium-term financial strategy.	
Mon 8-Dec-25	Q2 2025/26 Budget Report	Cabinet should enable commercialisation in services by focusing on outcomes rather than activity in its performance reporting.	
Mon 8-Dec-25	Q2 2025/26 Budget Report	There should be more transparency on the RAG status in the performance plan and how that flows through to underlying risks of slippage in the Capital Programme.	
Mon 8-Dec-25	Q2 2025/26 Budget Report	The executive should intensify its efforts at a strategic level with the Integrated Care Board to ensure that cost pressures on the board are not transferred to the council.	
Fri 23-Jan-26	2026-2027 Draft Revenue and Capital Investment Budget	The executive should conclude an exercise to identify recurrent savings for the medium-term financial strategy period by the end of September 2026.	Activity planned to address the estimated funding gap in future years is identified at para 3.4 of the Medium-Term Financial Strategy (MTFS). Cabinet will work to resolve the funding gap with immediate focus from April 2026 and will continue to develop proposals to balance the 2027/28 Revenue Budget over the budget setting period to recommend a balanced budget to Council in February 2027.

Fri 23-Jan-26	2026-2027 Draft Revenue and Capital Investment Budget	Medium-term financial strategy risks should reflect the most current financial information known to the executive at the time of publication and should include savings known to be at risk.	The Medium-Term Financial Strategy includes the risk of potential overspend and non-delivery of savings required to balance the budget and identifies the mitigations in place to manage this risk. The Draft Revenue Budget presented to Cabinet at its meeting on 23 January and 5 February includes an update on the delivery of savings at Quarter 2 of 2025/26 in paras 105 to 107. This represents the most current financial position reported to Cabinet.
Fri 23-Jan-26	2026-2027 Draft Revenue and Capital Investment Budget	The medium-term financial strategy should report what scenario planning has been undertaken and highlight the key sensitivities in the medium-term position.	<p>The Medium-Term Financial Strategy includes sensitivity analysis at para 6.2 and quantifies the potential full year impact of 1% movement in assumptions for council tax, employee related costs, inflation, demand and interest on borrowing. The Strategy has been reviewed by External Audit as part of their Value for Money work and no weaknesses in arrangements for financial planning have been identified.</p> <p>The Budget Report notes that the MTFs will be updated to reflect the impact for the council of the multi-year Settlement and in-year funding allocations as further information is released and proposals to mitigate the funding gap are developed.</p>
Fri 23-Jan-26	2026-2027 Draft Revenue and Capital Investment Budget	The executive should report separately savings, initiatives funded from reserves and grants, and planned additional income.	<p>Appendix B: Savings Proposals including detailed activity plans identifies saving E3 within the Economy & Environment Proposed Savings as funded from reserves. "Reallocation of directorate reserves: to maintain expenditure for Public Rights of Way (£250k), Drainage (£445k) and Lengthsman Scheme (£250k) added to base budget in 2024/25 on receipt of additional funding at Final Local Government Settlement."</p> <p>Following additional government funding in the 2024/25 Final Settlement, additional expenditure for Public Rights of Way (£250k), Drainage (£445k) and</p>

			<p>Lengthsman Scheme (£250k) was approved by Council. In 2025/26, the council's funding allocation did not include these additional amounts. Despite this, Cabinet committed to maintain expenditure to support these priorities in the 2025/26 revenue budget.</p> <p>In 2026/27, it is proposed that expenditure will be maintained for a further year, funded from the reallocation of Directorate reserve balances. This is a one-off measure to support one-off expenditure in 2026/27. Commitments in future years will be subject to a growth bid as part of the budget setting process to be considered in the context of future funding and strategic priorities.</p>
Fri 23-Jan-26	2026-2027 Draft Revenue and Capital Investment Budget	The executive should report income and expenditure at sub-directorate level in the Directorate Budget Position Statements.	The Directorate Budget Statements present the gross expenditure, income and earmarked reserves by Service for 2026/27 (Appendix A included in each of the individual Appendix C Directorate Budget Position Statements). Cabinet will continue to develop the Directorate Budget Position Statements throughout 2026/27 as part of continuous improvements in the budget setting process. Revisions to the statements will be made to add value to users.

