



Title of report: Q2 Performance Report

Meeting: Scrutiny Management Board

Meeting date: Monday 8 December 2025

Cabinet member: Cabinet member finance and corporate services

Report by: Director of Finance

Report author: Head of Corporate Performance and Intelligence

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

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

Recommendation(s)

That Scrutiny Management Board:

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

Alternative options

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

Key considerations

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

Quarter 2 highlights

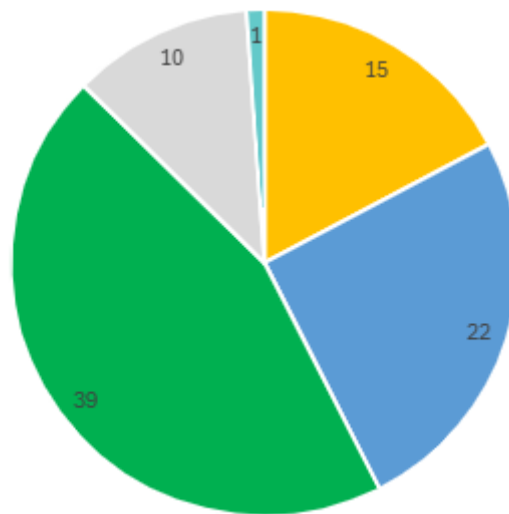
3. The council has continued to deliver on its Capital Investment Programme. The following table presents some of the highlights for Quarter 2.

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

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

Performance: People

Q2 RAG status of Delivery Plan Milestones for People



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

Children and Young People

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

Adult Services

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

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

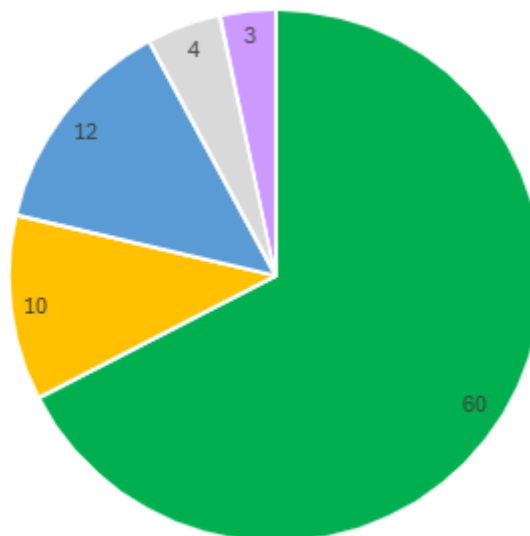
9. We are carrying out a review of all Supported Living services that provide accommodation and support for adults with a range of needs, including learning disabilities, autism, and mental health conditions. This review will ensure services are future-ready, responsive to changing needs, and offer high-quality,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

Economy and Environment

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

Performance: Place

Q2 RAG status of Delivery Plan Milestones for Place



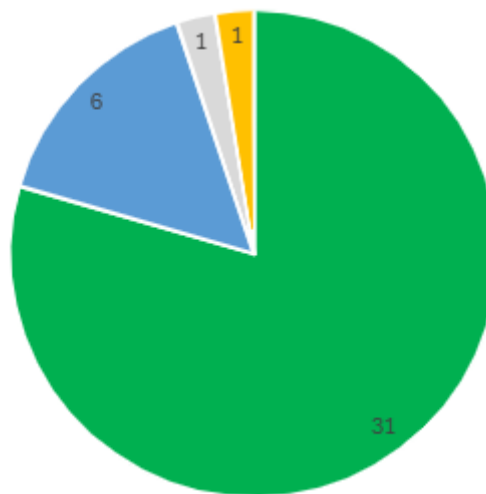
Milestones Colour Key: Green: On Track; Amber: At risk of not being completed by the end of the financial year; Blue: Completed; Red: Significant risk of not being completed by the end of the financial year; Purple: Parked as waiting on other interdependent activity; Grey: Not due to start yet

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

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

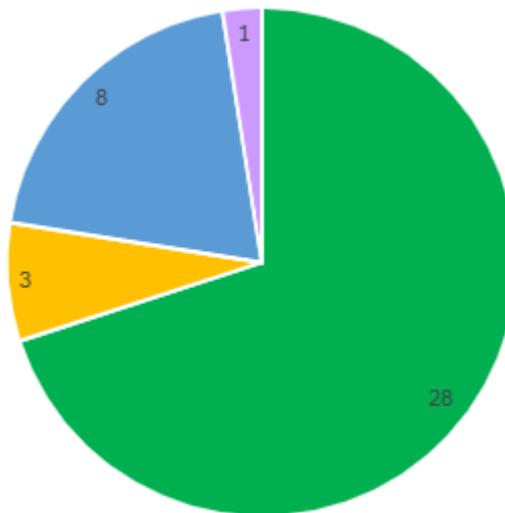
Performance: Growth

Q2 RAG status of Delivery Plan Milestones for Growth



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

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

Performance: Transformation**Q2 RAG status of Delivery Plan Milestones for Transformation**

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

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

Local Government Outcomes Framework

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

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

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

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

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

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

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

Community impact

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

Environmental Impact

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

Equality duty

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

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

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

30. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

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

Resource implications

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

Legal implications

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

Risk management

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

Consultees

35. None in relation to this report.

Appendices

Appendix A Q2 Council Plan Delivery Plan Updates

Background papers

Council Plan 2024-2028
Delivery Plan 2025-2026