

Meeting:	Cabinet
Meeting date:	25 June 2020
Title of report:	End of 2019/20 corporate budget and performance report
Report by:	Cabinet member finance and corporate services

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose and summary

To review performance for 2019/20 and the budget outturn.

To provide assurance that progress has being made towards achievement of the agreed revenue budget and service delivery targets, and that the reasons for major variances or potential under-performance are understood and are being addressed to the cabinet's satisfaction.

The 2019/20 outturn is a £569k underspend as at the end of March 2020.

The proportion of performance measures showing an improvement, or remaining the same compared to the same period last year is 71%; this is an improvement on the same period last year. At the end of the year, 52% of actions from the delivery plan are identified as complete or had progressed within planned timescales.

Recommendation(s)

That:

- (a) Cabinet review performance and financial outturn for 2019/20, as set out in appendices A, B, D, E, F and G, and identifies any additional actions to be considered to achieve future improvement; and
- (b) The treasury management outturn report at appendix C be recommended to Council for approval

Alternative options

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

Key considerations

Revenue outturn

2. The 2019/20 outturn is a £569k underspend as at the end of March 2020.
3. The table below sets out the directorate position at the end of March. Further service detail is available in appendix A.

Projected revenue outturn 2019/20 (as at the end of March)

Directorate net budget	Gross budget	Net budget	Outturn	Variance over / (under)spend	Movement since last period
	£000	£000	£000	£000	£000
Adults & Communities	89,888	53,876	51,925	(1,951)	0
Children & Families	160,224	30,883	32,315	1,432	(749)
Economy & Place	49,503	29,484	29,484	0	(293)
Corporate	19,171	16,817	17,385	568	112
Directorate total	318,786	131,060	131,109	49	(930)
Central, treasury management, capital financing & reserves	62,877	20,032	19,414	(618)	
TOTAL REVENUE	381,663	151,092	150,523	(569)	(930)

4. The outturn position for adults and communities for 2019/20 is a net underspend of £1,951k. This is after a transfer to reserves due to both the early delivery of savings within the Adults budgets and staffing vacancies within the operational teams. These reserves will support the delivery of invest to save programmes of work in 2020/21 and subsequent years. Delivery of an underspend in the year is predominantly resultant from the successful implementation of strengths based practice and other changes in operations.
5. The outturn for 2019/20 in children's and families is an overspend of £1,432k. This is a reduction since December. The positive movement resulted from reduced costs due to vacancies and a lower than anticipated net cost of placements. However, the overall overspend for 2020/21 is a result of increased costs and numbers of placements from those originally budgeted for.
6. The outturn for economy and place in 2019/20 is a balanced budget. This is an improvement of £293k since December, due in part to an improvement in planning income in the final quarter and an underspend in building control as well as increased income due to reduced competition in the field.
7. The corporate centre has an overspend of £568k, partially due to a significant number of vacancies in Legal Services and a reliance on interims to provide support to the council.
8. After contributions to the bad debt provision following a review of the year-end debt position and the anticipated collection rate pressures central, treasury, capital financing and reserves delivered a modest underspend. The treasury budget outturn is detailed in Appendix C; all prudential indicators were maintained in 2019/20.

Capital outturn

9. Total capital spend incurred in 19/20 is £35,716k, this varied from the December forecast of £43,664k by £7,948k. The capital Budget has underspent by £52,747k against the revised 19/20 Budget of £88,463k. This is due to the timing of delivery moving into future years. There are a number of reasons for the delays on a number of projects and these are: a lot of the work has been done on Fastershire but they are awaiting validation of outputs before invoices can be raised by the supplier; delays in work at the enterprise zone, other property projects and warm homes grants underspends were due to the impact of the floods and the work not being able to be carried out, this was also latterly impacted by the reduction in construction work due to COVID-19 during March; and the transport review has delayed work originally planned to take place this financial year on the transport projects and other decisions have not progressed on development projects for example the football ground. The underspend has not resulted in the loss of any capital funding and will be carried forward into 2020/21 except where the project has completed, if this is corporately funded borrowing it will increase funds available for future funding requests. There are three projects that have spent earlier than planned, so the carry forward will reduce 20/21 budget. Full details for each project can be seen in appendix B, showing underspends by each project.

Corporate performance

10. Council approved the corporate plan 2016/17-2019/20 in February 2016, framed around the key priorities to:
 - enable residents to live safe, healthy and independent lives;
 - keep children and young people safe and give them a great start in life;
 - support the growth of our economy; and

- secure better services, quality of life and value for money.
11. A new county plan was signed off by Council in February 2020 which form the basis of activity and reporting from April 2020.
 12. In February 2019 Council approved the 2019/20 budget. The annual delivery plan was agreed by Cabinet in February 2019. This plan set the activities for the 2019/20 year intended to meet the overarching outcomes defined in our Corporate Plan 2016-20.
 13. Progress towards delivering the activities within the delivery plan can be found in appendix F. At the end of the year, 52% of actions are identified as complete or had progressed within planned timescales. A further 37% of actions have been reported as amber; this would indicate that there are obstacles which might cause a delay.
 14. The impact of the delivery plan is supported by a number of agreed performance measures. These have been selected because they demonstrate progress towards achievement of the council's priorities and also provide an overview of the council's performance from a resident's perspective. The databooks are available in appendix G and contain the latest performance outturns available. Where monitoring information is only available annually, these measures will be reported at the point it becomes available.
 15. The proportion of performance measures showing an improvement, or remaining the same compared to the same period last year is 71%. This is an improvement on the same period last year.

Enable residents to live safe, healthy and independent lives

Stay Safe, Healthy & Independent

16. During the year, the WISH information and advice website was upgraded to improve directory access, events planning and reporting functions. The "My Information" booklet function was also added. Throughout the year, there has been a focused effort on promoting the WISH site particularly through social media and as a result, the number of "hits" to the site on a monthly basis has consistently been above the target of 2,000; the number of site visits rose to a peak of 4,520 in March. The overall number of site visits for the year was 39,540 set against a target of 24,000.
17. The commissioned public health service for NHS health checks has been below expected levels for 8 out of 12 months. In general terms, months with higher performance levels were achieved as a result of additional input from commissioners, but sustained change has not been achieved. The end of year average saw around 45% of people contacted attending their GPs for health checks set against a target of 55%. New working models are under consideration however they are delayed due to the COVID-19 crisis.
18. A combined total around 69% people accessing the healthy lifestyles service completed their personal health plan. 56% fully completed their objectives whilst 13% partially completed their objectives. The total numbers of people accessing the Healthy Lifestyles for the year was 1059 which is above the target of 975. Smoking cessation referrals for the year reached 633; of these 221 were pregnant smokers and 411 were smokers from high risk groups. 113 people supported had stopped smoking at the end of 12 weeks which is above the expected level of 78.
19. The council made full use of the £1.99m Disabled Facilities Grant funding made available from central government in 2019-2020. 244 referrals for Disabled Facilities Grant were

received in 2019-20 which is slightly down on the 286 received the previous year. 181 were approved and 153 signed off as completed. 1,369 requests for minor adaptations were received with 1,337 completed in year. An additional 149 adaptations were completed under our rapid response scheme (mostly the installation of a grab rail to enable hospital discharge) as well as another 158 other requests for support from our handyperson service. The DFG has been used flexibly to meet the needs of residents including £227, 000 of the grant being used to provide specialist equipment and electronic assistive technologies to help maintain people's independence and well-being at home.

20. Over the year, the number of people using telecare and electronic assistive technologies to help maintain their independence and well-being has risen from 2063 to 2433; a rise from 1.33% of the population to 1.56% population (more than 3 in every 200 people), and the number of people connected by telecare to the Alarm Receiving Centre has risen from 1772 to 2109; additionally we are now using digital technologies such as smart watches that can connect people directly to those who care for them without having to connect to the alarm receiving centre – or who can use the alarm receiving centre as a back up to the support they themselves provide.

Housing & Accommodation

21. Over the course of the year 66 households were placed in temporary accommodation; which includes placements with private and registered social housing landlords, and 18 households were placed in Bed and Breakfast accommodation. Length of stay in accommodation of this type varies, and is very dependent on access to permanent housing. In any one month throughout the year an average of 41 households were living in temporary accommodation and, separately, the monthly average for the number of households placed in bed and breakfast was nine. Bed and breakfast accommodation was only used when there were no alternatives available. Local targets for temporary accommodation align to Government guidelines. No families were in B&B for more than 6 weeks at any one time, which is within target.
22. During the year 720 people presented as homeless or at risk of becoming homeless. The Housing Solutions service prevented 632 households from becoming homeless by securing accommodation.
23. At year end, 676 people were fully registered on the HomePoint Social Housing Register. The register currently contains 1132 further names of people who have applied to be on the register but have not provided full documentation to support their application. During the year 626 households were housed through the HomePoint Choice Based Lettings system
24. The adoption of the housing allocations scheme and launch of the new IT system was approved at cabinet on the 27th February 2020. However, the COVID-19 pandemic significantly increased the pressure on the implementation team as they were required to shift focus on sourcing accommodation for rough sleepers and the homeless. A new date for implementation has been set for June 2020.

Adult Social Care

25. The council's HomeFirst reablement service has supported 96% of people referred. 79% of people receiving a service went on to achieve independence (i.e. did not require a formal council service). The service has seen outcomes for people improve throughout the year which peaked in Q4 with 89% of people leaving the service still being at home 91 days after being discharged.

26. Delayed transfers of care (often referred to as DToC) has seen dramatic improvement throughout the year. This was result of earlier modelling and investment in the HomeFirst model made by the directorate. From a peak of around 180 social care delayed bed days per month recorded in Q1 of 2019, Q4 saw the lowest number in year of 40 bed days on average per month. This is well within the national NHS targets and is now recognised as one of the best areas for performance across the country.
27. The percentage of people in receipt of long-term care who have now been assessed using Adult Social Care's (ASC) strengths based model is at 96%. This process aims to ensure that residents' outcomes are met by building on their own abilities and by fully accessing community opportunities. Additionally for those in long-term care, 82.5% of people received at least one in year review. This is a significant increase from last year's performance which was around 60% and despite the impact of COVID at the end of the year, is the highest percentage ever on record for the authority.
28. The number of people accessing long-term ASC support has reduced for the third consecutive year. This is bucking the demographic trend and is further evidence of the success of the Herefordshire ASC care and support model. The number of people accessing long-term care at the year-end is 2,309, which is a reduction of 3.1% or equivalent to 74 fewer people. Importantly, there are no waiting lists for ASC assessments.
29. Again bucking demographic trends, the number of people placed by the local authority living in residential care remained static at 505. Nursing care placements reduced by around 5% from a peak of 332 in June 2019 to 304 in March 2020. The number of people in receipt of domiciliary care reduced by around 3% from 739 in April 2019 to 716 in March 2020. The numbers of hours commissioned from the care market reduced by around 2.5% overall in year. Whilst the trend is positive, this aligns to a predicted slowing down in the reduction of overall hours.
30. The redesign of social care resources to align better within the locality based community health services was completed earlier in the year. Links to the Primary Care Networks are increasingly well established with ASC playing key role in designing and implementing new practice models.

Progress against the Peer Review final report recommendations

31. There has been considerable development around the Talk Community programme which has been enhanced by, and can in part be evidenced by, the response to the recent floods and the COVID crisis. Talk Community is embedded within the council's County Plan, has an evolving but defined programme of work and is increasingly commonly understood across Herefordshire including amongst key partners.
32. An evolving new model of care, which includes the council's own provision, is taking shape. Hillside is the first council owned and run bedded provision in many years and was opened in just 6 weeks following the recent crises within the county. The enhanced domiciliary care "plus" model is under further development and is in place at the Three Counties hotel. Cabinet's decision to invest £14m of capital to develop this further supporting to diversify the market to meet the future aspirations of the council and its partners.

Keep children and young people safe and give them a great start in life

33. The Oral Health Action Plan has been approved and includes measures to increase the number of children accessing fluoride varnish and enabling targeted, supervised tooth brushing as well as encouraging parents to take their child to the dentist. Commissioned

support for dental health for 0-5 years, based on the Oral Health Action Plan was due to be rolled out in February/March 2020. An initial soft market testing exercise has been prepared in advance of a tendering process, due to commence in April 2020. Due to COVID-19 this has now been delayed significantly and will be reviewed once COVID-19 pressures have been relieved. Results from Public Health England of the dental survey of 5 year olds has been delayed further to summer 2020. A dental survey of 3 year olds began in January of 2020: once this has completed the findings will underpin a drive to work further upstream in terms of prevention.

34. The continued roll out and promotion of the Solihull parenting approach supports our approach in supporting good health and wellbeing in young children and the free online training for parents. To date the Solihull project under the Solid Roots Project has had 800 people across the county register for the online courses. 159 professionals across Herefordshire have been trained in the Solihull approach, including health professionals, social workers, family support workers, early years professionals and teachers. Of these 65 have gone on to be “train the trainers” to deliver the approach either directly to parents or to train other professionals. Demand for the Solihull courses continues to rise and the list of trainers trained have already started delivering courses to other professionals in the county.
35. A significant improvement in educational outcomes has taken place in Herefordshire over the past 5 years. Validated data received in quarter 3, confirmed results for primary schools in Herefordshire and indicates that the county is performing in either the top or second quartile of all local authorities in the vast majority of performance indicators. Data to show performance of secondary schools against other councils is has now been validated. Key Stage 4 validated data for Herefordshire schools shows that attainment has fallen slightly in 2019 and was below national (state funded schools) in the key performance indicators of: Progress 8, Attainment 8, GCSE English and mathematics attainment at grades 9-5 and grades 9-4 and attainment in the E-Baccalaureate. Performance for all indicators at Key Stage 4 was in the third quartile for all national measures, except progress 8, which was in the fourth quartile. Areas that are now being targeted by local authority officers are improving outcomes in the Attainment 8, Progress 8 and English and Maths measures at the end of Year 11 and securing higher attainment for disadvantaged groups, particularly pupils eligible for free school meals.
36. Due to the current COVID 19 pandemic there will be no true exam results; this will result in no Attainment 8 and Progress 8 information being provided for this academic year; we are awaiting further guidance from the DFE as to what performance measures they will use.
37. On 18th and 19th December 2019 Ofsted carried out a focused visit. The focus of the visit was arrangements for children in need and those children subject to a child protection plan, and a particular focus on contextual safeguarding, particularly those issues relating to peer on peer abuse. Ofsted have published their report in January 2020, in quarter 4, and further information has been provided to the executive.
38. The first Signs of Safety workshop took place in December 2019 and work progressed towards implementation of Signs of Safety through quarter 4, an approach to underpin practice with a strengths based model working with families. Prior to COVID 19, three sessions for practitioners took place on Signs of Safety Assessments and considered planning the next steps; in addition, initial workshops have taken place for four of the five identified work streams. The implementation phase has been continuing to progress with virtual training sessions and workshops taking place.
39. At the end of quarter 4 a number of performance indicators for safeguarding and family support had shown some improvement. Including the recent improvement in completion of

visits within timescales. Supervision does however remain below target overall but has some improvement across the service areas.

40. At the end of quarter 4 there were 352 looked after children. 73 children are long term matched with foster carers, 21 children are placed with parents, and 38 children have potential care plans of special guardianship orders. In quarter 4 there were six children who were made the subject of special guardianship orders and 2 children who had their care orders discharged. Applications for a further 17 children have been sent to legal or are filed with the Court (13 applications for special guardianship orders and 4 applications for discharge of the care order). Six of these are new applications during March whilst the others had been made in earlier months.
41. The number of children who are supported through child protection plans decreased through this quarter to 108 at end of March 2020. The service is carrying out audit work to review decision making when children have moved from a child protection plan and also decisions on whether a child should be supported with a child protection plan.
42. Recruitment of social workers continues to be supported by taking on an agency specifically tasked with recruiting social workers for Herefordshire and a bespoke microsite has been developed. Retention has been supported through a variety of enhancements, but filling vacant posts, keeping caseloads down and managing the work across the service remains a challenge.
43. Property Services, in support of Housing and Adult Commissioning, purchased a terrace of flats at 88/90 Widemarsh Street, Hereford, which is presently being refurbished for use by vulnerable care leavers. Although the project has been delayed due to the impact of COVID-19, it is now anticipated that the flats will be available by early summer 2020.

Support the growth of our economy

44. On 30 January the scope of the Hereford Transport Strategy review (including peer review of HTP & SWTP schemes) was confirmed and work on the review is progressing. A first round of consultation about the strategy review has taken place with stakeholders. It is anticipated the review will be concluded in August 2020 and cabinet will then consider the outcome of the review and confirm next steps.
45. A report is due to be considered shortly to commence consultation in spring / summer 2020 on the transport hub and public realm scheme. This will inform the detailed design of these schemes and planning application if required late 2020 /2021 with construction commencing late 2021.
46. In February 2020 Storm Dennis hit Herefordshire resulting in significant, damage and flooding, from both runoff and river overspill with many of the county's rivers reaching their highest levels in 200 years. The council successfully mobilised all resources to respond to flooding incidents and immediate action was undertaken to safeguard life or property, prevent suffering or severe inconvenience as a result of this emergency. Around 80 roads were formally closed due to flooding and damage to the highways network with many remaining closed in following weeks. Clean up commenced on Tuesday 18th with resource focussed on areas worst hit when flooding had subsided. Additional resource from Balfour Beatty Living Places (BBLP) and other contractors was drafted in and deployed to support the clear up and necessary repair work. As the water subsided information on the resulting damage was collated across the county. As a direct result of Storm Dennis, Herefordshire experienced very significant damage to the highway network. A total of 139 damage sites were identified across the county. Given the scale of this damage and works required

countywide, 72 damage sites were cleared and repaired during the immediate and subsequent recovery Bellwin period to the end of March 2020. However, a total of 67 flood damage repair sites which could not be fully cleared or repaired by the end of March due to constraints related to access, complexity or resource availability remain and require attention. The scale of work necessary means that it will take several months to complete all the work required. There are three significant schemes (two on the B4224 at Fownhope and a scheme at Whitney on Wye) that must be undertaken together with smaller schemes across the county. The two schemes on the road to Fownhope are where significant damage to the main highway into the village has resulted in community severance with limited alternative access. In addition, further activity is required to clear all blockages and, repair the drainage network across the county and carry out flood investigations as required by the Flood and Water Management Act. Significant flood repair works remain to be undertaken, and discussions are underway with Government as to whether these can also be funded through the Bellwin Scheme or whether there is other Government funding available to fund these important repair works.

47. In total, 741 premises, comprising 527 residential properties and 214 businesses, were affected. Where properties were flooded internally or their residence was considered unliveable for any period of time due to flooding, residents were eligible to receive government grants to the value of £500 (from the Community Recovery Grant), along with three months of Council Tax discount. Furthermore, small / medium sized enterprises that were directly impacted or suffered losses of as a result of the flooding that could not be recovered from insurance were eligible to receive government grants to the value of up to £2,500 (from the Business Recovery Grant), as well as business rates relief for three months. The Department for Environment, Food and Rural Affairs (Defra) has also announced the Property Flood Resilience Recovery Support Scheme 2020 for property owners whose properties flooded internally in February 2020. The purpose of the grant is not to cover the cost of repairs but to implement measures which will improve resilience against further flooding.
48. During the last quarter Herefordshire experienced two economic shocks, significant and widespread flooding in January/ February followed by COVID-19 primarily from March 2020. COVID-19 in particular has had and will continue to have a very significant impact on the local economy, due to government instruction to close tourism, leisure, cultural and hospitality businesses. Manufacturing businesses have been severely affected by the need to introduce social distancing (meaning many have had to close) and a significant drop off in trade. COVID-19 also had an impact on a number of the capital projects as construction was paused during the lockdown period. In response to the COVID-19 epidemic, the council established a hotline and e-mail drop box for business enquires, assisting over 600 people in March and April. Information regarding national support measures has been sent out to businesses, with guidance available on the council and Growth Hub webpages. A weekly meeting with key business intermediaries (Federation Small Business, Chamber of Commerce, Herefordshire Means Business, Herefordshire Business Board, NFU etc.) was established to help understand issues affecting businesses, and to co-ordinate support and communications. The council also engaged local businesses to help address shortages in PPE (such as hand sanitizer), accommodation for key workers, and additional social care provision.
49. The development of Shell Store site on the Hereford Enterprise Zone commenced in summer 2019, and will be completed in the summer 2020 following a delay in construction related to COVID-19. The £7.5m redevelopment will establish the first purpose built business incubator facility in the county. The Shell Store will provide employment space for up to 40 dynamic and innovative businesses, driving economic growth through the generation of around 128 new jobs by 2023 – rising to more than 450 by 2031.

50. The construction of the £9m Midlands Centre for Cyber Security on the Hereford Enterprise Zone is also due to complete in the October 2020 following a delay due to COVID-19, with the wooden structure of the building now in place. The Joint Venture with the University of Wolverhampton will create a range of opportunities in the growing cyber security sector in Herefordshire, providing business accommodation alongside product testing, specialist research and educational facilities, benefitting the local economy through investment, job creation and skills development.
51. In July 2019 construction commenced on the first bespoke student accommodation development in Hereford. The £19m development will establish 178 student accommodation bedrooms to support the growth of Higher Education provision at Hereford College of Arts and NMITE. Developing higher education in the county is critical to establishing higher-level skills, retaining/ attracting a younger generation to learn, live and work in Herefordshire, and to attracting employers offering higher value job opportunities. Towards the end of the quarter the modular units that had been constructed offsite, were delivered to site and craned into place. The delay will mean that the construction will not be completed for the September academic year.
52. The highly successful Hereford Enterprise Zone known as Skylon Park continues to go from strength to strength. To date 51 acres have been sold or committed to development with 56,500 sq. m of workspace developed or committed and investment in land and buildings in excess of £50m. Almost 800 people are now working on the Zone.
53. Car parks performed as expected throughout most of the year, though income receipts were challenging. The last period was also impacted significantly due to COVID-19 outbreak where there was a reduction in utilisation of the car parks.
54. The parking appeals team started the year with a large backlog of correspondence, with around 2,000 awaiting reply resulting in a response time of 6 months. Various processes and activities have been reviewed over the year, with some significant changes to the way the team engage with the public and respond have taken place. At the end of the year response times were less than a week, with under 150 in the queue for response. These efficiencies have also led to a much improved recovery rate of penalty charge notices issued.
55. There were 213 affordable housing units delivered during the year, which exceeded the planned target of 210. Delivery of affordable homes is expected to continue to rise year on year but significant growth required to meet local housing need now and in the future.
56. In May 2019 after a change in government's requirements for Approved Inspectors (AI's) insurance many AI's were unable to renew insurance policies and therefore were unable to carry out their Building control function. Any work under construction that was dealing with an AI without insurance required the Building Regulations application to be reverted to the local authority. This resulted in the Building Control team receiving a large number of queries and reversion applications. The Building control team supported local residents to ensure that their projects could continue as swiftly as possible.

Secure better services, quality of life and value for money

57. Information Governance (IG) Schools is a traded service that provides data protection services and general information governance advice and assistance to schools and educational settings that take up the service level agreement – currently standing at 50 schools.

58. The council supported savings in the use of premises and cost for storage as part of a wider rationalisation programme. As part of that during the year 1,580 boxes of information have been fully scanned before being destroyed at the modern records unit. Over the next twelve months the aim is to reduce the total number of boxes stored to under 12,000; currently at 14,000. This will be achieved by further amalgamating of boxes and additional storage capacity being created to recall boxes from external storage to reduce costs.
59. The council has exceeded its target of 95% of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests managed on time, exceeding the Information Commissioners Office threshold of 90%; more than 1,400 requests have been received. The council also exceeded its target of 95% of Subject Access Requests (SAR) meeting timescales; based on 143 requests. During 2019/20, the council dealt with 600 complaints, of which the council upheld or partially upheld 21%. In addition, 30 complaints were processed under the children's complaints procedure for children's social care. The Local Government and Social Care Ombudsman (LGSCO) will investigate complaints if a resident is not happy with the response given by the council and during April 2018 - March 2019 (latest figures from LGSCO) of all complaints received relating to the council, 8 were upheld which is 1% of all complaints for the period.
60. Over 91% of premises in Herefordshire can now access superfast broadband services (from a starting point in 2012 of 0.6%) and almost a quarter of the county's premises can access fibre to the premise, which is double the national average. The two major continuing contracts managed by Fastershire with Gigaclear and Airband will see significant delivery during 2020/21, building towards the contracted measure of 97% superfast coverage and exclusively through Fibre to the premises provision.
61. The council's long leasehold interests at Rotherwas which yielded very low rent returns were sold in a series of auctions during the year. The sales generated a capital receipt of over £1.6 million which was the significant part of the total sum of just over £2 million generated from the sale of surplus estate assets throughout 2019/20.
62. Herefordshire CCTV secured £184K funding through a capital grant bid to renew the recording equipment for CCTV as well as updating and upgrading cameras and transmission links in the market towns of Ledbury, Leominster and Ross-on-Wye. The updating and upgrading of the cameras and links to IP (Internet Protocol) will achieve a saving in the region of £20K per year in BT fibre optic costs. To assist with the costs the Police & Crime Commissioner also awarded funding of £50K towards the project. 2,486 of 3,087 recorded outcomes resulted in a positive outcome.
63. The Herefordshire CCTV Monitoring Contract was due to be procured in the latter half of 2019/20. Due to the uncertainty of the status of the elections of the Police and Crime Commissioner, their processes for awarding grants were put on hold. With it becoming apparent that all elections in 2020 were going to be cancelled the PCC awarded an extension to the current grant for a further 12 months. It was agreed with Procurement that to go through a procurement process for a one-year contract would not provide best value so a Waiver was drawn up and signed to extend the current contract, which is supplied by Enigma Security for a further 12 months. It is planned that a full tender process can be carried out in 2020 but much depends on any changes to the PCC grants process.

Corporate Risk

64. The Corporate Risk Register holds the most significant risks for the council and is attached at appendix H. Since the last quarter, there have been four risks removed from the corporate risk register:

- Development Regeneration Partnership – Keepmoat and Engie: these risks have been removed, and replaced with a new risk that covers all disputes between the council and major contractors.
- South Wye Transport Package: this risk materialised and existing growth funding was removed.
- Hillside: an agreement has been reached, and the facility is now being utilised during the COVID-19 pandemic.

65. Five new risks have been identified and entered onto the corporate risk register:

- 5 year Housing Land Supply / Housing delivery test: this risk has been escalated to the corporate risk register, as the current estimation is that there is only a three-year supply.
- Dispute with major contractors: this risk has been introduced as a generic risk to cover all disputes between the council and its contractors.
- COVID-19: the significance of this pandemic means that it impacts on every service that the council delivers and its ability to achieve the strategic priorities of the county.
- Ofsted outcomes: an unfavourable outcome following an Ofsted inspection will affect the council through the need to realign activity in order to ensure effective delivery of services.
- County Wide Net Zero Carbon Target: non-achievement of the target could result in an increase in local climatic changes which would have economic, social and environmental impacts.

66. As the number and range of operational risks emerged in relation to the Council's management of COVID-19, a separate COVID-19 risk register has been developed. This register is monitored and updated through the Management Board each week and feeds in to the COVID-19 on the Corporate Risk Register.

Delivery Plan 2020/21

67. The Delivery Plan 2020/21 development has been delayed due to the impact of COVID-19 whilst the full impact is assessed. Development of this plan is underway and will be reported to cabinet at the end of summer 2020, alongside a close down report for the 2016-20 Corporate Plan.
68. In the absence of a delivery plan, Q1 & Q2 2020/21 budget and performance reports will continue to report on the council's financial, budget and savings position and will carry forward the measures and activities from the 2019/20 delivery plan which remain incomplete in this report. Progress on any key activities signed off by cabinet outside of the 2019/20 delivery plan will also be included. These activities will be aligned to the new County Plan strategic ambitions of; Environment, Community and Economy.

Community impact

69. In accordance with the adopted code of corporate governance, Herefordshire 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.

70. Regularly reviewing performance with a view to identifying actions which will deliver further improvement in outcomes or efficiencies helps ensure the council achieves its corporate plan priorities.

Equality duty

71. 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.
72. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. As part of the decision making processes, individual directorates and service areas assess the potential impact of any proposed project, leading to fairer, transparent and informed decisions being made.

Resource implications

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

Legal implications

74. None.

Risk management

75. The risks associated with the councils business, and any delivery plan objectives or projects are entered onto the relevant service or directorate risk register and escalated as appropriate. The corporate risk register is found in appendix H.

Consultees

76. None in relation to this report.

Appendices

Appendix A	Revenue forecast
Appendix B	Capital outturn
Appendix C	Treasury management forecast

Appendix D	Debt write-offs
Appendix E	Savings performance reports
Appendix F	Delivery Plan Progress
Appendix G	Corporate Plan Performance Metrics
Appendix H	Corporate Risk Register

Background papers

None