

Agenda

Cabinet

Date: **Tuesday 25 June 2019**

Time: **2.00 pm**

Place: **The Council Chamber - The Shire Hall, St. Peter's Square, Hereford, HR1 2HX**

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

For any further information please contact:

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Agenda for the meeting of Cabinet

Membership

Chairperson Councillor David Hitchiner, Leader of the Council
Vice-Chairperson Councillor Felicity Norman, Deputy Leader of the Council

Councillor Pauline Crockett
Councillor Gemma Davies
Councillor John Harrington
Councillor Liz Harvey
Councillor Trish Marsh
Councillor Ange Tyler

Agenda

	Pages
<p>1. APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
<p>2. DECLARATIONS OF INTEREST</p> <p>To receive declarations of interests in respect of Schedule 1, Schedule 2 or Other Interests from members of the committee in respect of items on the agenda.</p>	
<p>3. MINUTES</p> <p>To receive the minutes of the meeting held on 14 March 2019.</p>	11 - 14
<p>4. QUESTIONS FROM MEMBERS OF THE PUBLIC</p> <p>To receive questions from members of the public. <i>Deadline for receipt of questions is 5:00pm on Wednesday 19 June 2019. Accepted questions will be published as a supplement prior to the meeting. Please see https://www.herefordshire.gov.uk/getinvolved for information on how to submit a question.</i></p>	
<p>5. QUESTIONS FROM COUNCILLORS</p> <p>To receive questions from councillors. <i>Deadline for receipt of questions is 5:00pm on Wednesday 19 June 2019. Accepted questions will be published as a supplement prior to the meeting.</i></p>	
<p>6. CHILDREN AND YOUNG PEOPLE'S PLAN 2019 - 2024</p> <p>To recommend the Children and Young People's Plan 2019-2024 for approval.</p>	15 - 52
<p>7. END OF 2018/19 CORPORATE BUDGET AND PERFORMANCE REPORT</p> <p>To review performance for 2018/19 and the budget outturn for the year.</p>	53 - 104

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- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
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The Chairperson or an attendee at the meeting must take the signing in sheet so it can be checked when everyone is at the assembly point.

Guide to Cabinet

The Executive or Cabinet of the Herefordshire Council consists of a Leader and Deputy Leader and six other Cabinet Members each with their own individual programme area responsibilities. The current Cabinet membership is:

Cllr David Hitchiner (Leader) (Herefordshire Independents)	Corporate Strategy and Budget
Cllr Felicity Norman (Deputy Leader) (The Green Party)	Children and Families
Cllr Gemma Davies (Herefordshire Independents)	Contracts and Assets
Cllr Trish Marsh (The Green Party)	Economy and Communications
Cllr Liz Harvey (It's Our County)	Finance and Corporate Services
Cllr Pauline Crockett (Herefordshire Independents)	Health and Wellbeing
Cllr John Harrington (It's Our County)	Infrastructure
Cllr Ange Tyler (Herefordshire Independents)	Transport and Regulatory Services

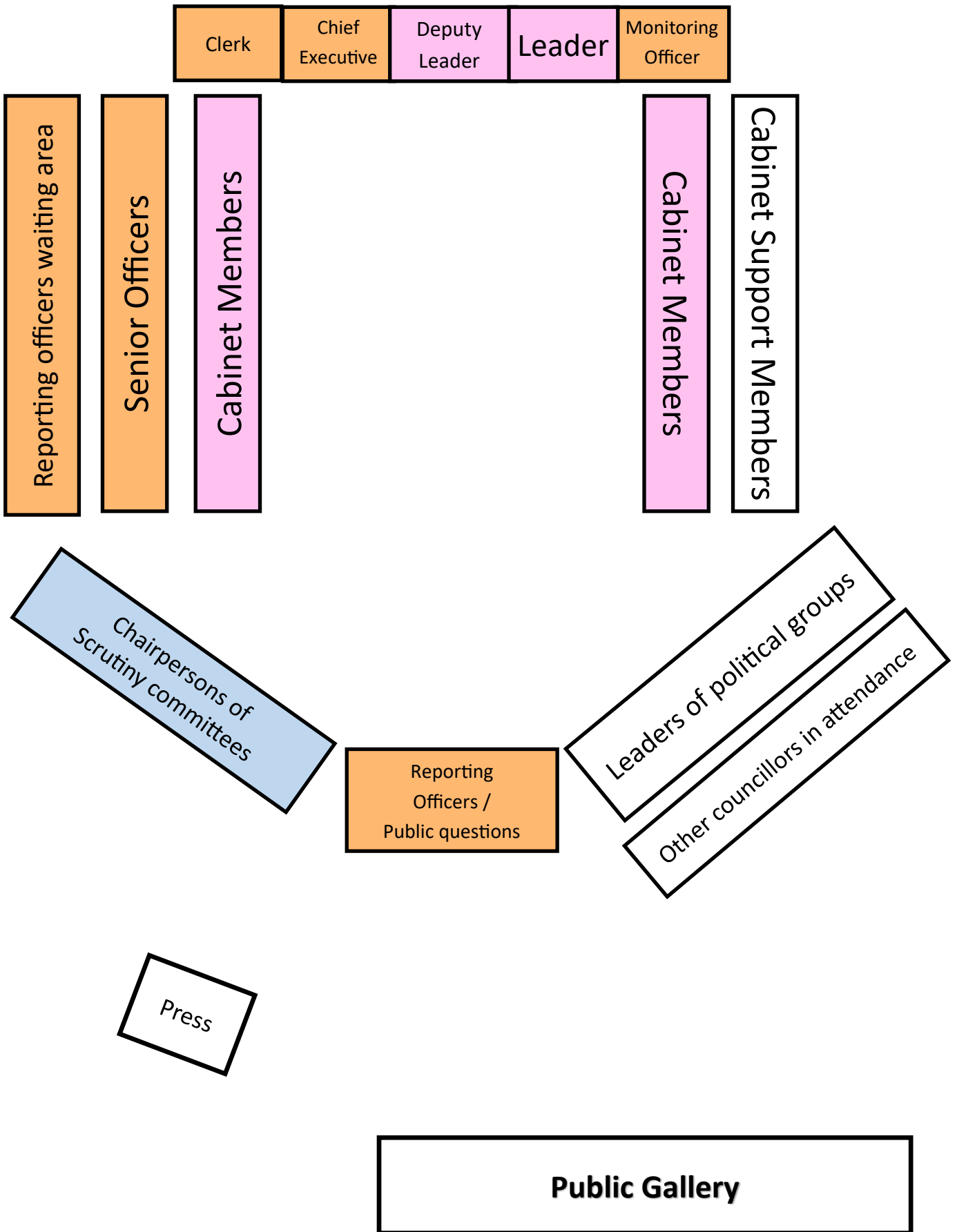
The Cabinet's roles are:

- To consider the overall management and direction of the Council. Directed by the Leader of the Council, it will work with senior managers to ensure the policies of Herefordshire are clear and carried through effectively;
- To propose to Council a strategic policy framework and individual strategic policies;
- To identify priorities and recommend them to Council;
- To propose to Council the Council's budget and levels of Council Tax;
- To give guidance in relation to: policy co-ordination; implementation of policy; management of the Council; senior employees in relation to day to day implementation issues;
- To receive reports from Cabinet Members on significant matters requiring consideration and proposals for new or amended policies and initiatives;
- To consider and determine policy issues within the policy framework covering more than one programme area and issues relating to the implementation of the outcomes of monitoring reviews.

Who attends cabinet meetings?

On the next page you will find a layout plan of the room showing who is sitting where. Coloured nameplates are used which correspond to the colours on the plan as follows:

Pink	Members of the cabinet, including the leader of the council and deputy leader – these are the decision makers, only members of the cabinet can vote on recommendations put to the meeting.
Orange	Officers of the council – attend to present reports and give technical advice to cabinet members
Blue	Chairmen of scrutiny committees – attend to present the views of their committee if it has considered the item under discussion
White	Political group leaders – attend to present the views of their political group on the item under discussion
	Other councillors may also attend as observers but are not entitled to take part in the discussion.



Herefordshire Council

Minutes of the meeting of Cabinet held at The Council Chamber - The Shire Hall, St. Peter's Square, Hereford, HR1 2HX on Thursday 14 March 2019 at 10.00 am

Present: Councillor JG Lester, Leader of the Council (Chairman)
 Councillor NE Shaw, Deputy Leader of the Council (Vice-Chairman)
 Councillors H Bramer, BA Durkin, PD Price and EJ Swinglehurst

Cabinet support members in attendance Councillors AW Johnson

Group leaders in attendance Councillors RI Matthews, A Seldon and JM Bartlett

Scrutiny chairpersons in attendance Councillors PA Andrews, WLS Bowen and CA Gandy

Officers in attendance: Alistair Neill, Richard Ball, Chris Baird, Claire Ward, Andrew Lovegrove and Stephen Vickers

60. APOLOGIES FOR ABSENCE

Apologies were received from Councillors DG Harlow and P Rone.

61. DECLARATIONS OF INTEREST

None.

62. MINUTES

Resolved: That the minutes of the meeting held on 28 February 2019 be approved as a correct record and signed by the Chairman.

63. QUESTIONS FROM MEMBERS OF THE PUBLIC

There were no questions from members of the public.

64. QUESTIONS FROM COUNCILLORS

There were no questions from councillors.

65. DOMESTIC ABUSE STRATEGY 2019-2022

The cabinet member children and families introduced the report, highlighting that:

- A great deal of hard work had gone into the production of the new strategy, including work with many partner organisations;
- The impact of domestic abuse on victims and families was profound and far reaching, with significant wider impact on society;
- Domestic abuse was a complex issue that impacted people from all communities and at all stages of life, often experienced for many years without being visible;
- Due to under-reporting the full picture was not known, it was difficult to extrapolate from the data available and an increase in reported incidents would be a measure of success for the new strategy;
- Domestic abuse was predominantly but not exclusively perpetrated by men against women, it was one of the toxic trio of common denominators in family breakdown and children coming into care, alongside mental ill health and substance misuse;

- The strategy focused on four priorities under the shared vision – prevention, provision of service, partnership working and pursuing perpetrators;
- The strategy had been developed in partnership with many agencies and relied on ongoing commitment from all partners to achieve its objectives;
- The strategy had a clear statement of focused aim, action and output with emphasis on shared understanding, timely and effective support for anyone who has experienced domestic abuse and a holistic approach to the family including, where appropriate and evidenced, working with the perpetrator to bring about change;
- The Community Safety Partnership (CSP) would be responsible for strategic delivery and leadership while the multi-agency Domestic Abuse Delivery Group (DADG) would produce annual action plans to implement the strategy;
- The shared vision was that communities and individuals would reject domestic abuse as increasingly it was recognised, healthy relationships were fostered and sustained and effective help was sought and provided early.

The leader highlighted the powerful shared vision of the strategy that “domestic abuse is unacceptable to people and communities in Herefordshire” and challenged all those taking forward the strategy to make that vision more prevalent in all partner organisations and relevant literature.

In discussion of the report, cabinet members noted that:

- appendix 2 to the report set out the learning from the previous strategy, some excellent work had been completed such as the provision of a refuge with self-contained units, partially completed actions had been rolled forward;
- a support service for men experiencing domestic abuse was provided by West Mercia Women’s Aid through their Helpline. There was no local refuge for men but assistance with housing was available though the Housing Solutions Team and specialist refuge accommodation was available in the wider region;
- men could be reluctant to seek support from a service provided by a women’s aid group but other organisations were encouraged to refer on cases with an explanation of the service offered, the more cases that came forward the better the needs of male victims could be understood;
- there were various groups and populations with specific vulnerabilities and which were more hidden, an aim of the new strategy was to upskill organisations to recognise the signs of domestic abuse and improve reporting;
- projects already in place, such as work being done where dementia was a feature in an abusive relationship, would be evaluated and lessons applied to future projects;
- support services were in place for children affected by domestic abuse;
- specific interventions would be picked up by the delivery group in the annual action plans;
- existing resources from within partner organisations would be used for implementation. Alternatively external funding could be sought for specific activities. The council’s commissioned domestic abuse support service would continue to undertake some preventative work within existing resources;
- cultural change was an important part of the strategy, generating better understanding among professionals and the wider population and seeking prevention strategies;
- communication would require different approaches and media depending on the particular target groups;
- estimates of numbers of victims were based on self-reported prevalence applied to the population figure for Herefordshire, this was the best data available but under-reporting meant that the true figures could be higher;

- there was an ambitious shared vision that domestic abuse was unacceptable, this was clearly supported within the CSP and it was important that this was disseminated through the partner organisations.

The chair of the children and young people scrutiny committee commented that children, especially boys, brought up in households where domestic abuse was a feature could go on to perpetrate abuse themselves in future relationships or to develop mental health difficulties from the guilt at being unable to stop the abuse. There was concern that some girls viewed it important to have a partner, even if that partner was abusive. There had been difficulties in the past where refuges would not allow boys over the age of 14, which prevented women with older sons from going to the refuge. The provision of self-contained units at the refuge meant that this was no longer an issue.

The chair of the adult and wellbeing scrutiny committee commented that the strategy had been subject to extensive consultation and was a vital piece of work. It was a challenge to encourage those affected by domestic abuse to come forward so publicity was important to tell people where to go to access advice and support. When people did come forward, it was important they received prompt help and support.

The chair of the general overview and scrutiny committee commented that it needed to be easy for those affected by domestic abuse to access support and that organisations needed to work together to tackle abuse.

Group leaders were invited to express the views of their group. There was general support for the strategy and recognition of the work that had gone into its preparation. It was noted that:

- the workshops held in 2018 had been well put together and worthwhile;
- an update would be provided to scrutiny committee members in March 2020;
- the benchmarking of measures of success needed to be kept in focus as the plan moved forward;
- tackling domestic abuse should be one of the council's top priorities;
- there was concern that poor housing conditions put pressure on families which could lead to breakdown in relationships;
- all partner agencies needed to play their part in delivering on the strategy;
- it was suggested that a family based approach such as the Hertfordshire model could be effective and should be considered;
- it was queried who would take the lead on the strategy and ensure all organisations worked together.

The leader of the council stated that Herefordshire Council would be at the forefront of delivering the strategy. Partner organisations had signed up to the strategy and there was a clear focus on what needed to be done. It was up to everyone to ensure it remained a key priority.

It was agreed that:

- (a) the Multi-agency Domestic Abuse Strategy for Herefordshire 2019-2022 at appendix 1 be approved;**
- (b) the response at paragraph 36 of the report to a recommendation made by the Adults and Wellbeing Scrutiny Committee is agreed.**

The meeting ended at 10.47 am

Chairman



Meeting:	Cabinet
Meeting date:	Tuesday 25 June 2019
Title of report:	Children and Young People's Plan 2019 - 2024
Report by:	Cabinet member children and families

Classification

Open

Decision type

Budget and policy framework

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

Notice has been served in accordance with Part 3, Section 9 (Publicity in Connection with Key Decisions) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Wards affected

(All Wards);

Purpose and summary

To recommend the Children and Young People's Plan 2019-2024 for approval.

The draft Children and Young People's Plan 2019 - 2024 (CYPP), attached at Appendix A, includes priorities that will enable continued service improvement to support positive outcomes for all children and young people throughout Herefordshire. The plan establishes key priorities and outlines how they will be achieved through work undertaken by all participating partner agencies.

Further detailed delivery plans for each priority are being formulated with partners and relevant multi-agency groups that will identify specific actions, governance arrangements and expected timescales for realising the goals set out in the CYP Plan.

Recommendation(s)

Further information on the subject of this report is available from Amanda Price
email: amanda.price@herefordshire.gov.uk

That:

- (a) the draft Children and Young People’s Plan 2019-2024 at appendix A be recommended to Council for approval.**

Alternative options

1. The Children and Young People’s Partnership could continue to work within the 2015-2018 plan or adopt different priorities. This approach is not recommended as it would mean the partnership is working to deliver priorities that are out of date, do not acknowledge achievements made since 2015, may not reflect current views of children and young people in Herefordshire, may not respond to trends highlighted within the latest Joint Strategic Needs Assessment, and does not enable the effective alignment to other relevant strategies across the partnership.
2. Dispense with a strategic plan for the children and young people of Herefordshire. Children, young people and families expect organisations, agencies and services to work together to provide the effective support that they may need. There has been strong commitment from partners to a strategic plan in previous years, which has helped to drive service improvements within and between organisations. Dispensing with such a plan is likely to have a negative impact on multi-agency accountability and coordination in the future

Key considerations

3. The Children and Young People’s Plan is a key enabler for the Herefordshire Health and Wellbeing Strategy to give children the best start in life.
4. The Herefordshire Children and Young People’s Partnership oversees the development and delivery of the Children and Young People’s (CYP) Plan. The partnership includes:
 - Together NHS Foundation Trust
 - Early years and education sectors
 - Economic Partnership Development Group
 - Healthwatch Herefordshire
 - Herefordshire Clinical Commissioning Group
 - Herefordshire Council
 - Herefordshire Safeguarding Children Board
 - Herefordshire Voluntary Organisations Support Service
 - West Mercia Police
 - West Mercia Youth Justice Board
 - Wye Valley NHS Trust
5. The Children and Young People’s Plan covering the period 2015 – 2018 had the aim of ensuring that ‘The children and young people of Herefordshire have a great start in life and grow up healthy, happy and safe within supportive family environments’ and identified six priorities for action.
6. A review of Herefordshire’s performance relating to those six priorities has been undertaken. Each priority area has been reviewed to determine areas of progress and to highlight areas where further focus is necessary over the coming years to further improve outcomes for children and young people in Herefordshire.
7. Achievements and challenges (2015-2018):

- a. Priority 1 - Early Help: The Family First programme has successfully supported over 1,244 families (exceeding the target of 600) in need of early help, of which 366 have achieved sustainable change (up to December 2018). Lead workers have been identified for each family who have co-ordinated relevant services to meet the family's needs. The programme continues to broaden its work with partners to support early identification, ensuring families are identified at an early stage.

The Early help offer was highlighted as an area to be further strengthened throughout the stakeholder engagement work undertaken, particularly with professionals. A new Early Help Strategy is being prepared to consider actions that will help to tackle ongoing challenges for families in Herefordshire including domestic abuse and neglect.

- b. Priority 2 - Early Years: The percentage of mothers who breastfeed their babies in the first 48hrs after delivery has improved (from 67.7% in 2014/15 to 74.8% in 2016/17) and is 0.3% above the national average. Seventy four point one per cent of children at the end of the reception year achieved a good level of development and Herefordshire was again in the top quartile of local authorities in England in 2017/18. The number of 3 & 4 year old children benefiting from early education in a good/ outstanding provider has risen from 87% in 2015 to 95% in 2018.

It is recognised that the prevalence children who are overweight or obese is still an issue that needs to be addressed locally, and although improvements have been recently reported in terms of oral health, Herefordshire continues to perform below the national average.

- c. Priority 3 - Mental health and emotional wellbeing: A joint review into special educational needs and disabilities by the CQC and Ofsted in September 2016 acknowledged the low waiting times and flexible provision by Child and Adolescent Mental Health Services. Herefordshire has achieved improvements in both waiting times for assessment and treatment for these services. The Herefordshire Children and Young People Mental Health and Emotional Wellbeing Transformation Plan 2015-2020 has been refreshed, including a clear roadmap for further improvement.

Stakeholder engagement highlighted that mental health remains a key area that must be reflected within the new CYP plan. Increasing awareness and early support around emotional wellbeing and mental health were particular areas of focus.

- d. Priority 4 - Children and young people in need of safeguarding: Herefordshire has improved the local response to child sexual exploitation with strong partnerships in place, and an increased ability to identify those which may be at risk. Foster carer recruitment has been better than the regional trend, however additional focussed work is underway to further improve the sufficiency of the Council's in-house fostering service to ensure more looked after children can be placed closer to home.

The number of looked after children in Herefordshire remains high and the new plan will provide an opportunity to consider how a stronger early help and edge of care offer can help to prevent children becoming looked after.

- e. Priority 5 - Addressing challenges for teenagers: Admission episodes (crude rate per 100,000) for alcohol specific conditions is 39.9 for Herefordshire (15/16 –

17/18) and has continued to decline, in line with national trends. There have been improvements in the support available through the 16 plus team which supports young people as they transition into adulthood. The rate of first time entrants to the criminal justice system has reduced (from 565.2 in 2015 to 447.2 in 2017) although this is still higher than the England average (295.1) and is a priority area for the Community Safety Partnership.

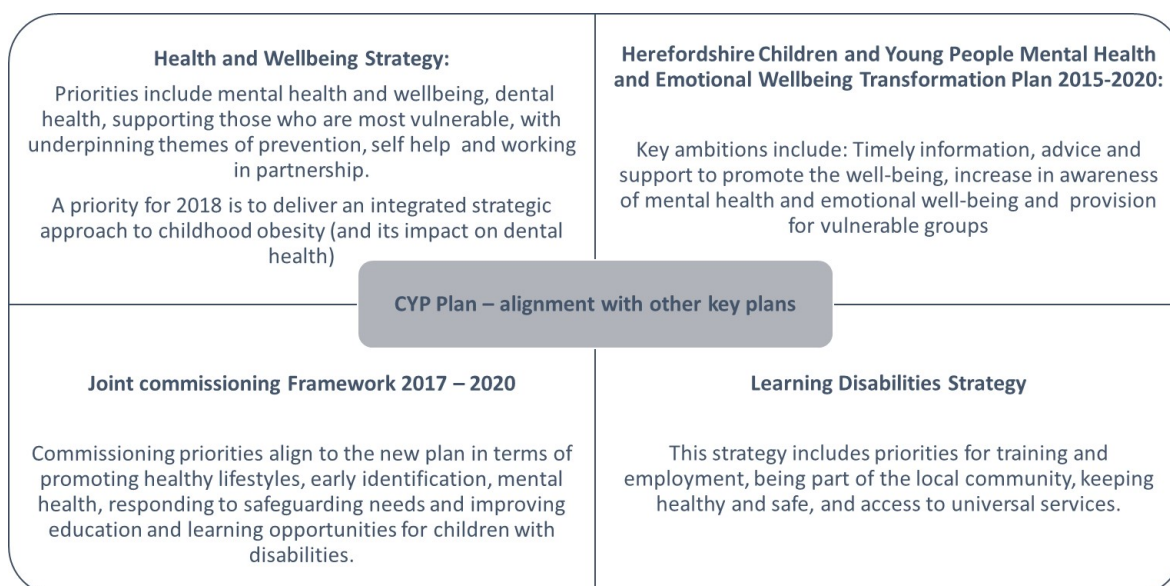
Increasing opportunities for children and young people to contribute to their local community and to be better prepared for adulthood were key themes through the engagement work with children and young people and are captured in the new plan.

- f. Priority 6 - Children and young people with disabilities: The proportion of EHC (Education Health and Care) plans issued within 20 weeks is in the top quartile, 87.6% compared to 64.9% nationally (2017). Herefordshire has successfully ensured that 100% of children and young people with special educational needs statements now have a plan in place, meeting the national target for April 2018.

Recognition of the additional challenges faced by children with special educational needs and disabilities has been central to the increased focus on improving educational attainment and preparing for adulthood.

- 8. Having reviewed the previous plan, taken account of the latest data available from the Joint Strategic Needs Assessment and the latest Children's Integrated Needs Assessment (due for completion in summer 2019), considered recent Ofsted inspection feedback, and having listened to children young people and families, the Partnership has identified a range of issues to focus on during the next five years. The "Where are we now" and "Establishing our focus for the next five years" section of the draft plan (appendix A) detail the key issues. Briefly, these include:
 - i. opportunities and information to keep healthy and active
 - ii. relatively high levels of childhood obesity and dental decay
 - iii. early support for emotional resilience and good mental health
 - iv. access to work experience, employment opportunities and social mobility
 - v. educational achievement of children in receipt of free school meals, looked after children and those with special educational needs and disabilities
 - vi. accidents near schools, the potential dangers of traffic and the condition of some roads makes walking and cycling less attractive
 - vii. higher than expected numbers of looked after children, compared to areas similar to Herefordshire
 - viii. children and young people want to be heard and help improve their local environment and community so that they are more inclusive and accessible
- 9. To continue to address these issues, the Children and Young People's Partnership has prepared a new five-year plan (appendix A), where partner members make a pledge to children and young people for them to:
 - i. be safe from harm - keeping children and young people safe

- ii. be healthy - improving children and young people’s health and wellbeing
 - iii. be amazing - helping ALL children and young people succeed
 - iv. feel part of the community - ensuring that children and young people are influential in our communities
10. Appendix B provides details of the partnership’s initial action plans to deliver these pledges. The action plans are intended to be working documents, which will be regularly reviewed by the partnership and will be updated to address any challenges to progress or changes in local need and demand. Where appropriate, there will be further and more operational or project plans within and between partner members to deliver the detailed changes that will be required to achieve the pledges. Where relevant, individual service development proposals will be subject additional governance requirements within one or more partner agency. Key partnership strategies including (but not limited to) Herefordshire Children and Young People Mental Health and Emotional Wellbeing Transformation Plan 2015-2020, the Local Maternity System Board Plan, the Joint Commissioning Framework 2017 – 2020, and the Learning Disability Strategy have been considered alongside the development of the new CYP plan to ensure it aligns and supports their delivery:



11. The CYP Plan 2019-2024 sets out Herefordshire’s vision and priorities for children and families in Herefordshire and recognises that everyone has a role to play in making Herefordshire an even better place to grow and prepare for adulthood, including communities, families and children and young people themselves.
12. The partnership is aiming to move Herefordshire into the top quartile for a wide range of national indicators, and continue to further improve local performance even when a top quartile position has already been achieved. It is developing a performance dashboard to show the impact that is achieved against each of the pledges. Progress will be reported on a quarterly basis to the CYP Partnership board and overseen by the Health and Wellbeing Board. Where the Council has statutory accountability for services and outcomes that will be influenced by the plan, performance will be reported in accordance with the council’s adopted Performance, Risk and Opportunity Management Framework.
13. Both the CYP plan and action plans will be made available once adopted by Herefordshire Council on the CYP Partnership’s website. A group of young people are working with the partnership to develop a suite of communication tools that can be used

Further information on the subject of this report is available from Amanda Price
email: amanda.price@herefordshire.gov.uk

to launch and promote the new plan. The young people have already brought considerable energy and enthusiasm to this project and ideas under development include short videos, web content, a plan on a page, and a launch event.

Community impact

14. The county has an older age profile and numbers of children have declined in Herefordshire by around 7% over the last decade. However, the number of under-fives and births has been rising for the best part of the last decade. The next five years are expected to yield a gradual increase in the numbers of 0-18yr olds in the county, to around 38,938 by 2023 (ONS population projections 2019).
15. The new CYP plan has taken into account relevant evidence including performance data, local analysis and engagement findings relating to children and young people in Herefordshire, to ensure that partnership actions address key local priorities. The plan intends to provide a framework within which partners can not only bring about change within their own field, but will also enable partners to work together to target interventions successfully, and ensure maximum impact.
16. The plan also recognises the central role that individuals, families and communities have in improving the lives of children and young people, and this will be further reflected within more detailed delivery plans.
17. While the plan will support all children and young people in Herefordshire, it is expected that it will particularly impact on some key groups. It is expected that the number of children that are looked after by the council will decrease as a result of improved multiagency early help and edge of care approaches. It is also expected that health inequalities and the gaps in educational achievement and employment and training outcomes will reduce between looked after children, those with special educational needs and disabilities, and their peers.

Equality duty

18. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:
19. 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.
20. The CYP Plan is an opportunity to establish partnership actions which can promote equality, foster positive relations and address discrimination in Herefordshire.
21. The plan includes an Equality statement which states the partnership's commitment to equality and confirms that equality issues will be considered fully at each stage of any development of plans/ further actions or implementation of new services. Where required this will include the undertaking of individual Equality Impact Assessments.

Resource implications

22. Although production of the new CYP plan will not have any direct resource implications, it does highlight investment in children and young people's services across the partnership, and provides an opportunity to identify:
 - a. Priority areas which may be responded to more efficiently;
 - b. Emerging issues which may require review of available resources;
 - c. Opportunities to use partnership resources more effectively.
23. Any potential resource implications relating to specific actions will be fully explored within delivery plans and be reported via appropriate governance on a case by case basis.

Legal implications

24. The CYP forms part of the policy framework for the council in accordance with children and young people's plan (England) regulations 2005.

Risk management

25. As an overarching strategic plan there are a number of risks associated with its development as highlighted below:

Risk / opportunity	Mitigation
The plan does not effectively reflect key priorities that relate to children and young people in Herefordshire	The plan has been developed alongside a number of key stakeholders, including over 300 children and young people. The consultation provided further opportunity to ensure the priorities contained within the plan are reflective of the views of children and young people in Herefordshire.
Ambitions reflected in the plan are unrealistic due to the limited partnership resource to support delivery	It is necessary for the plan to articulate key ambitions of the partnership, this will enable contributors to identify how resources available can be better aligned or more efficiently utilised. Quarterly monitoring will be undertaken in order to track delivery.
Lack of partnership engagement inhibits delivery	Joint ownership of the CYP plan will be explicit at the outset. Partners are presently undertaking relevant approval processes for the Plan within their respective organisations. Partner commitment will be visible within the plan through inclusion of respective logo's/ signatures. Partner member governance arrangements will be robust, with clear accountability. The plan has been aligned to other key partnership plans and strategies including the Health and Wellbeing Strategy for Herefordshire.

Consultees

26. To ensure that the CYP Plan is informed by a broad range stakeholder perspectives a significant number of engagement activities have been undertaken involving over 400 representatives across Herefordshire. This has included direct engagement with children and young people (over 300 the results of which are outlined in appendix c. In addition, professionals involved in the delivery of key actions within the 2015-2018 plan, and a broad range of key partners including providers of services for young people and children were consulted.
27. Engagement included visits to schools across Herefordshire, groups including carers, children in care, children of service families, disabled children and their families, and children and young people with mental health needs. In summary:
- The importance of mental health was prominent in almost all groups involved in the engagement work: 'There needs to be more understanding and better access to early help. Knowing where to get help is really important'.
 - Many groups focussed on increasing aspirations and supporting those who needed extra help to reach their goals: 'There is a lack of support for young people who are transitioning into adults'.
 - Some children and young people told us that that they sometimes didn't feel safe in some parts of the county. They also wanted more education on safety, including online safety and on healthy relationships.
 - It was clear from talking with children and young people that their communities and the local environment were issues that really mattered to them. They wanted to feel part of the community, find ways to contribute and to have their voices heard. Protecting the local environment, and having places locally where they could mix and be more active was a common theme.
28. In addition to the above engagement activity, consultation was undertaken between 27th July and 30th September on the draft plan providing a further opportunity to ensure the plan effectively reflected key priority areas, and to received further views on key actions required across the partnership. This generated a further 64 responses from parents, providers and partners including Parish Council representatives; summarised in appendix D.
29. In addition the draft plan was been discussed at a number of partnership boards including the Herefordshire Joint Commissioning Board and the Herefordshire Health and Wellbeing (HWB) Board. Actions identified by the HWB board included:
- taking the strategic priorities identified in the plan and work to deliver them through the governance structures of their respective organisations;
 - board members to reference and encourage discussion of the strategic priorities identified in the plan in forums not specifically dealing with children and families to identify opportunities for indirect contributions to achieving outcomes; and
 - board members to publicise the plan and the outcomes achieved through it.
30. The draft plan was also considered by the children and young people's scrutiny committee, which was supportive of the approach and the draft plan.
31. The majority of respondents agreed with the priority areas and high level actions set out in the plan and shared their ideas of further actions necessary:

- Keeping children and young people safe – 85% agreed. Comments included: Recognition of the importance of parental support and multi- agency working.
 - Improving children and young people’s health and wellbeing – 80% agreed. Comments included: Increasing mental health resilience, strengthening local involvement in national campaigns, and responding to barriers faced by marginalised groups.
 - Helping ALL children and young people succeed – 78% agreed. Comments included: increased support for children who experience barriers to achievement (including children in care, children with special educational needs and ethnic minorities) and better links between schools and businesses
 - Ensuring that children and young people are influential in our communities – 81% agreed. Comments included: the need to recognise and involve marginalised communities, raising community awareness, and demonstrably responding to children and young people’s views
32. In total over 500 people have now contributed to the development of the plan either through workshops, partnerships meetings or surveys. The broad range of contributions bring confidence that the new plan reflects the priority areas of focus to improve children and young people’s lives in Herefordshire.

Appendices

Appendix A: The Children and Young People’s Plan 2019 - 2024

Appendix B: Action Plan

Appendix C: Voices of children and young people

Appendix D: Consultation feedback

Background papers

None



Giving children and young people a great start in life

The Children and Young People's Plan for Herefordshire 2019 - 2024

Foreword

The Children and Young People's Plan sets out our vision and priorities for children, young people and families in Herefordshire. We believe that everyone has a role to play; we can all contribute to making Herefordshire a great place to grow up.

Children and young people are at the heart of this plan. We have listened to their views and their experience of growing up in Herefordshire. They have told us about the things that matter to them and what things make a positive difference in their lives. We have listened to the views of families, staff and service providers as well as reviewed our local performance to help us to better understand the key areas for us to focus on in this plan.

It is encouraging that many children and young people have told us how much they like living in Herefordshire. They like the friendly communities, the good schools and report that interaction with professionals, including health professionals and social workers, is a positive experience; they also enjoy and appreciate the countryside, wildlife and quality of the environment.

There are also some exciting changes happening in the county over the coming years, including our new University focusing on engineering, and a new Cyber Security Centre, helping to make Herefordshire a more attractive place for young people to live, study and plan their careers.

We have achieved a great deal in the county over the last few years. The educational attainment of our children and young people is something to be proud of; this speaks to the unstinting efforts of our schools and teachers.

We have all worked together to improve support for mental health and will continue our efforts to keep this important area in sharp focus.

The range of support provided for children and young people across the county makes a huge difference to their quality of life and supporting families at the earliest opportunity remains key to our approach. We need to ensure that there is a sound joint understanding of thresholds of need across our range of multi-agencies so that we can be effective in keeping children safe. However, we are living in challenging times when rising needs are making ever increasing demands on public services. We need to ensure that we are doing all we can to target support so that it makes a difference, particularly to our most vulnerable, so that we enable families to thrive and young people to make a successful transition to adulthood.

Herefordshire Council and its partners have the wellbeing of children and young people as a core priority. We are working hard together to deliver a high standard of care, education, opportunity and support to all our children and young people and to increase their understanding of living in our diverse communities. We work with multiple partners to bring an integrated approach which will underpin the safeguarding, wellbeing and nurturing of children and young people. This plan identifies the areas which are to be the focus for the plan period – we have achieved a great deal to be proud of over the last few years, but there is always more to do, improvements to make, more to achieve.....so, let's get on with it.

Cllr Norman
Chair of the Children and Young People's Partnership Board
(Cabinet member for Children and Families)

Our vision for Children and Young People in Herefordshire

We will work to ensure that:

‘The children and young people of Herefordshire have a great start in life and grow up healthy, happy and safe within supportive family environments’.

A profile of Herefordshire

Herefordshire has the fourth lowest population density in England, with a land area of 2,180km² but a population of only 189,300 (2016).

Most of the county (95%) is rural and 53% of the population live in rural areas.

The county has an older age population profile than England & Wales, with 24% of the population aged 65 or older compared to 18% nationally; 16.8% of the current population are aged 0-15yrs compared to 19% nationally.

Overall numbers of children have declined by around 7% over the last decade. However, the number of under-fives and births have been rising for the best part of the last decade. The next five years are expected to show a gradual increase in the numbers of children, to around 33,200 by 2023.

A larger proportion of school-aged children (2017/18 academic year) have a statement for SEN or EHCP locally (3.1%) compared to nationally (2.9%). However, local figures are in line with those for the West Midlands region (3.1%).

Unemployment in the county is low, but average earnings in the county are significantly below both the regional and national averages. Average house prices are high compared with elsewhere in the region.

Annually there are more people coming into the county than leave across all ages except 18-20 year-olds, the ages at which young people are most likely to be moving away to study.

Where are we now?

Since the previous Children and Young People’s Plan was introduced in 2015, there have been many achievements to be proud of in Herefordshire. Just some of these are highlighted below:

- The teen pregnancy rate has reduced year on year in Herefordshire and is now 13.2% per 1,000, which equates to just 39 pregnancies (2017). This is the lowest rate in the region and one of the lowest compared to other similar areas (the rate has more than halved since 2010).
- Changes in models of care to support children in mental health crisis have been implemented, including extended provision for urgent assessments for young people experiencing a crisis. This is now available seven days per week in partnership with the local Children’s Ward.
- A review into special educational needs and disabilities by the CQC and Ofsted in September 2016 acknowledged the low waiting times and flexible provision by Child and Adolescent Mental Health Services.
- 2018 saw Herefordshire young people out-performing pupils nationally in the Year1 Phonics Screening Check. Eighty four per cent of Herefordshire pupils achieved the threshold mark or better compared to 82 per cent across England. This represents a rise of 16 percentage points since 2013.

- In Herefordshire almost 1 in 4 reception age children (4-5yrs) and more than 1 in 3 year 6 children (aged 10-11yrs) are overweight or obese (2016/17). This was viewed as a key priority area by professionals.
- Recently released data shows that the percentage of five year olds free of decayed, missing or filled teeth has increased by 10.8% (2014/15 = 58.7%, 2016/17 = 69.5%,) however it is still below the England figure (76.7%). Engagement with professionals highlighted this as a priority area of focus.
- In Herefordshire, 1,073 children and young people were held on the caseload with Child and Adolescent Mental Health Services in 2017 - 18. Using national data we can estimate that 8,600 children and young people may require support with their mental health or emotional resilience, whether this is low level support or more intensive mental health support. Although waiting times for assessment and treatment for Child and Adolescent Mental Health Services have improved considerably, there are a number of children that would benefit from support at an earlier stage with their mental health.

Education and moving into adulthood

GET EXPERIENCE

**STAND OUT
FROM THE CROWD**



Children and young people said:

'There is a need to make sure every child has an equal education'

'We need more work experience opportunities, including jobs for under 16's'

'Make the most of the new university, support to follow your dreams'.

Many groups interviewed focused on how some need extra help to reach their goals.

Data tells us:

- Standards have been rising in primary and secondary schools and academies but, children and young people who are eligible for free school meals continue to attain less well than their classmates.
- A national report published in November 2017² highlighted that Herefordshire is a 'cold spot' in relation to social mobility³ in fact ranking 271 out of 324 for local authorities across the country. Herefordshire children are less likely to be in education and training than the England average, and children have told us they want more opportunities to experience work and better chances to realise their ambitions and to prepare them for adult life.
- The achievement of children and young people with an Education Health and Care plan could also improve as this group has a lower level of achievement in Herefordshire than the same group nationally. Engagement undertaken with professionals has highlighted the need to improve

² www.gov.uk/government/publications/state-of-the-nation-2017

³ Social mobility may be defined as the ability of individuals or groups to move upward or downward in status based on wealth, occupation, education, or some other social variable.

support for children who may face challenges that could limit their achievement, including children living in income deprived families and children with special educational needs and disabilities.

Safe environments



healthy relationships.

Professionals in Herefordshire who work with children and young people focussed on safety in the home environment and are aware of the high numbers of children who become looked after across our county. These professionals have consistently highlighted the need for a stronger approach to early identification and early help, including better intervention on specific issues such as domestic abuse and neglect.

Data tells us:

- In the last 5 years there have been 210 accidents near schools in Herefordshire, of which 34 were categorised as serious⁴.
- Although more recent data is not available, we know that in 2011, the percentage of children walking to school locally (39%) is low compared to national figures (51.2%). This is also the case for the percentage of children cycling to school (1% locally compared to 1.8% nationally).
- In 2018 there were 315 looked after children in Herefordshire. This is 87 per 10,000 of the population which is much higher than the national average of 64 per 10,000.

Environment and community



Children and young people said:

'Want to be involved in community developments and activities'

'More sport and outdoor activities/ community play areas, accessible to all'

'Children should have a stronger voice'

'Need to encourage recycling'

It was clear from talking to children and young people that their communities and the local environment are issues that really matter to them. They want to feel part of the community, find ways to contribute and to have their voices heard.

⁴ Herefordshire Sustainable Modes of Travel to School Strategy (February 2018).

Protecting the local environment, having places locally where they could mix and be more active was a common theme for most children.

Many children and young people want to have a better understanding of people from different backgrounds, from different areas, or who are facing particular challenges, including disabilities. Children highlighted that they are keen to find ways to create more opportunities to be inclusive, and for local communities to be accessible for all.

Where do we need to be?

As a result of the engagement with children, young people and professionals, and analysis of relevant local information, four priorities have been identified that will drive the work of the partnership.

Over the next 5 years our pledges are:

1. Keeping children and young people safe – **BE SAFE FROM HARM**
2. Improving children and young people's health and wellbeing – **BE HEALTHY**
3. Helping ALL children and young people succeed – **BE AMAZING**
4. Ensuring that children and young people are influential in our communities – **FEEL PART OF THE COMMUNITY**

For each pledge, we have considered where we want to get to, ideas of how change could be achieved, and how we will know if we've succeeded. This plan on a page is our roadmap for the next five years (see appendix 1).

Delivery of the plan

Those who have worked alongside us in the development of the plan are passionate about making a difference and improving lives and building on the strengths of children and young people across Herefordshire – it's not just about what we do but also how we do it. We have therefore agreed four principles that we will use to help guide the plan's delivery. These are:

Right time: Early identification of families and early intervention to prevent crisis

Right people: Recognising and involving all key partners in achieving change, including families, communities and children and young people.

Right solutions: use evidence to understand what works

Right place: wherever possible, supporting children, young people and families at home, in their communities.

We will ensure the child and young person is at the centre of all we do.

The Children and Young People's Plan is overseen by the Herefordshire Children and Young People's Partnership (CYPP) with partner agencies working together to address issues affecting children, young people and their families. The plan contributes to delivering the Health and Wellbeing Strategy for Herefordshire and is aligned with a number of key partnership plans.



Many organisations play an important role in supporting Herefordshire children and young people. Mapping a child's journey through life illustrates a number of opportunities to maximise a child's life chances. This includes provision of quality maternity services that can support positive health and wellbeing for mothers, health visiting services, breastfeeding support and early year's provision. Schools, local communities, the local voluntary sector and specialist services all play an important role in helping children grow in safe and supportive environments. Further and higher education, employment opportunities and appropriate housing are all key for successful transition into adulthood.

Whilst the pledges in the plan represent what we aim to achieve for all Herefordshire children, throughout its delivery clear recognition of those children and young people who face additional barriers is necessary. Work to develop the plan has highlighted the specific needs of particular groups of children, including but not limited to; children with special educational needs and disabilities, young carers, children living in poverty, children in care, and children of particular minority groups such as Gypsy, Roma and Traveller families.

The diverse needs of children living in different parts of the county has also been recognised, for example the additional barriers faced for children and families living in more rural parts of the county, in terms of accessing services and support.

All partners engaged in the delivery of this plan are committed to providing equitable rights for children and families in Herefordshire, whatever their disability, age, gender, race, nationality, religion, marital status, maternity, sexual orientation or background. The plan is an opportunity to make sure equal rights are fully considered when:

- providing services
- purchasing and procuring services
- employing staff
- working in partnership with other organisations
- engaging with our communities

We believe that promoting equality is essential for the creation of a cohesive society and for a strong economy.

The Children and Young People's Partnership Board will oversee the development of more detailed delivery plans and identify or develop multi-agency groups that are best placed to deliver against our pledges. The partnership will ensure that the specific needs of children and families facing additional barriers are recognised and responded to.

Progress will be monitored on a quarterly basis by the board, including the ongoing review and development of targets to track progress. Children, young people and families will be involved in an annual review of what we have delivered to ensure the areas of focus and priority actions are the right ones for the whole plan period.

Responsible for a minimum estimated spend of £42.6 million in children and young people's provision, partners have a real opportunity to make a difference and will together identify:

- Priority areas which can be responded to more efficiently;
- Emerging issues which may require review of available resources;
- Opportunities to use partnership resources more effectively.

Any potential resource implications relating to specific actions will be fully explored within delivery plans.

Statement of Partnership Commitment

The contribution of children and young people in establishing our priorities for the coming years has been invaluable and we look forward to working alongside children, young people, families and communities to deliver the plan.

We are committed to the delivery of the plan and recognise the role we all must play in ensuring the children and young people of Herefordshire have a great start in life and grow up healthy, happy and safe within supportive family environments’.

Signatures/ logos of partner agencies to be placed here:

DRAFT

GIVING CHILDREN AND YOUNG PEOPLE A GREAT START IN LIFE

The Children and Young People's Plan for Herefordshire 2019 - 2024

OUR PLEDGES CHILDREN AND YOUNG PEOPLE	WHAT ARE WE GOING TO DO?	HOW WILL WE DO IT?	HOW WILL WE KNOW IF WE'VE MADE A DIFFERENCE?
<p>1. Be SAFE FROM HARM Champion - Assistant Director Safeguarding and Family Support</p> <p>Be safe with others You will live with supportive families and carers and have a better understanding of healthy and positive relationships.</p> <p>We will work together to make clear decisions so you receive the right support at the right time.</p> <p>Feel safer You will know how to keep safe where you live so that you are confident when you go out.</p>	Help children and young people to keep themselves safe.	Increase access to education on healthy relationships and online safety. Strengthen our response to any new areas of concern by raising awareness across communities (e.g. County Lines).	<ul style="list-style-type: none"> • More children are having an early help assessment from partners. • The number of children who either become looked after or are on a child protection plans will reduce so that it is in line with our population and with statutory neighbours • Children's services will be rated good by Ofsted • Young people will feed back that they feel safer and families will report that support received has made a positive difference. • Further measures will be established as part of the work to develop a family centred approach
	Develop our family centred approach by building up Early Help, including targeted services, to provide support to families at the right time.	Develop a new Partnership Early Help Strategy which clearly sets out: <ul style="list-style-type: none"> • Our shared understanding of, and commitment to the local Early Help offer at all levels of our organisations • Individual contributions to supporting families in need of Early Help • How the partnership will work together to strengthen support provided to families, including training. • How we will co-ordinate activities to tackle issues including domestic abuse, parental mental health, substance misuse and neglect. 	
	Improve safeguarding in children's services	Redesign our pathway to support and make sure this is clear and well understood. Provide the right support for the right people at the right time, by giving clearer guidance and training on thresholds of need across the partnership.	
	Develop our family centred approach to reduce the number of children becoming looked after	Develop new services that can work effectively with vulnerable families to prevent children entering care. Bid for a national initiative to link with best practice and develop a suite of services within a unified family centred approach. If this bid is unsuccessful secure funding to develop an approach with a DfE approved partner in practice	
	Improve social work capacity and practice	Further develop skills in the workforce by using a new model of good practice.	
	Improve road safety	Support delivery of the Local Transport Plan, including reducing short distance car journeys by working with local employers and further developing local active travel schemes, developing community transport and rural transport hubs. Deliver our Sustainable Modes of Travel to School Strategy including road safety education programmes, training in schools and consideration of speed limits near schools. Develop a Local Cycling and Walking Infrastructure Plan.	

GIVING CHILDREN AND YOUNG PEOPLE A GREAT START IN LIFE

The Children and Young People’s Plan for Herefordshire 2019 - 2024

OUR PLEDGES CHILDREN AND YOUNG PEOPLE	WHAT ARE WE GOING TO DO?	HOW WILL WE DO IT?	HOW WILL WE KNOW IF WE’VE MADE A DIFFERENCE?
<p>2. Be HEALTHY</p> <p>Champion – Director of Public Health</p> <p>Lead a healthier lifestyle You will have good information and support to help you keep active and eat healthily, reducing risk of obesity and chronic illness in later life.</p> <p>Have healthier teeth You and your family will receive clear advice about the importance of good dental health.</p> <p>Be confident to talk about mental health You will have better support to meet your emotional and mental health needs.</p>	<p>Target support for children and families from pre-birth and maternity services through infancy to school readiness</p>	<p>Developing targeted information and advice about healthy eating and exercise for families, and ensuring it is accessible and promoted in local communities.</p> <p>Increasing opportunities to be active in local communities, by finding ways to work alongside communities and local partners (including Sports partnerships and parish councils)</p> <p>Working with schools and communities to support healthy lifestyles and delivering schemes to enhance walking and cycling opportunities in Herefordshire.</p> <p>Increase access to breastfeeding advice and support.</p>	<ul style="list-style-type: none"> • The percentage of reception age children who are overweight or obese will be below national average • The percentage of children with decayed, missing or filled teeth will be no more than national average. • The percentage of year 6 age children who are overweight or obese will be below the national average. • Increase (or at least maintain) the number of babies breastfeeding at 6-8 weeks, or longer. • Further improve waiting times for treatment • At least 35% of children and young people with a diagnosable mental health condition receive treatment from an NHS funded community mental health service. • Increase in the number of children and young people attending ‘Crucial crew’ and accessing ‘Strong Young Minds’ education and awareness sessions.
	<p>Support targeted dental health initiatives, and assess the feasibility of fluoridation of the local water supplies.</p>	<p>Drive forward improvement in parts of the county where dental health issues are greatest.</p> <p>Identify families where good oral health is the greatest challenge and develop specific approaches to overcome barriers.</p> <p>Provide early advice and guidance to parents regarding oral health and encourage greater access to and availability of fluoride varnish.</p>	
	<p>Ensure that there is a co-ordinated and comprehensive offer to support children’s social, emotional and mental health</p>	<p>Work alongside children and young people to promote mental health awareness with peers, families and within schools/ other educational settings (such as mental health first aid).</p> <p>We will work together across a broad range of professionals to support early identification and early support (aligned with our Early Help offer)</p> <p>Effectively supporting children and young people with complex mental health conditions locally and within the community wherever possible.</p> <p>Explore together our approaches (such as 5 ways to wellbeing) to supporting emotional resilience, with particular focus on vulnerable groups/ stages in a child’s life which may be more challenging.</p>	

GIVING CHILDREN AND YOUNG PEOPLE A GREAT START IN LIFE

The Children and Young People’s Plan for Herefordshire 2019 - 2024

OUR PLEDGES CHILDREN AND YOUNG PEOPLE	WHAT ARE WE GOING TO DO?	HOW WILL WE DO IT?	HOW WILL WE KNOW IF WE’VE MADE A DIFFERENCE?
<p>3. Be AMAZING</p> <p>Champion - Assistant Director Education Development and Skills</p> <p>Have a great start in life We will support you to have a great start in life and to overcome barriers to your achievement.</p> <p>Be better prepared for adulthood You will receive quality guidance on careers to help you make informed choices.</p> <p>Have better chances of success You will have more opportunities to develop the skills you will need for the world of work.</p>	<p>Add value to the education, development and skills strategy through collaborative partnership working</p>	<p>Learn from the best practice nationally and get the most out of national initiatives for Herefordshire schools and colleges.</p> <p>Develop close working between health and early years’ settings so that children get the best possible start to their education.</p> <p>Develop a strategy to improve provision for children and young people with special educational needs and disabilities.</p> <p>Support children and young people with social, emotional and mental health needs to remain in mainstream education.</p> <p>Improve existing partnership working between schools and the range of multi-agencies so that there is a joined up approach to supporting children and young people, particularly around their mental health and on issues such as county lines.</p> <p>Improve outcomes for our most vulnerable children and young people through the development of innovative curriculum approaches which meet their needs and interests.</p> <p>Increase the range of career opportunities available for young people in Herefordshire, from apprenticeships to higher education through the development of a county careers strategy.</p> <p>Develop children and young people’s initiative, creativity and resilience through supporting links between schools and employers on projects such as work experience, work-based learning and enterprise.</p> <p>Provide better support and guidance for 16-19 year olds who are at risk of being out of education, employment or training.</p> <p>Create exciting innovative learning spaces through the schools’ capital investment strategy.</p>	<ul style="list-style-type: none"> • Results in Herefordshire will be in the top 25% of all local authorities at the end of the primary and secondary phases of education, and in Year R, for all groups of pupils • The proportion of young people who are either going to university or who are in education and training will be above national average

GIVING CHILDREN AND YOUNG PEOPLE A GREAT START IN LIFE

The Children and Young People’s Plan for Herefordshire 2019 - 2024

OUR PLEDGES CHILDREN AND YOUNG PEOPLE	WHAT ARE WE GOING TO DO?	HOW WILL WE DO IT?	HOW WILL WE KNOW IF WE’VE MADE A DIFFERENCE?
<p>4. FEEL PART OF THE COMMUNITY</p> <p>Champion – Assistant Director Communities</p> <p>Live in a happier community With your help, we will tackle discrimination and ensure everyone feels valued in our community.</p> <p>Be more influential We will work with you so that you are involved both in decision making in our community and in delivering this Children and Young People’s Plan.</p>	<p>Engage children with young people on topical issues in our community and encourage inclusion</p>	<p>Support local communities to improve their local area for children and young people, including leisure activities and safe places to spend time with peers.</p> <p>Promote and encourage the development of local volunteering opportunities for children and young people.</p> <p>Identify and develop opportunities for children and young people to be more involved in their local communities (such as local planning incl. transport and supporting the local environment).</p> <p>This will include developing opportunities with partner agencies, including Parish Councils and the new University (New Model Institute for Technology & Engineering).</p> <p>Enable children and young people to be involved in decisions about the way they are supported.</p> <p>Share good practice from across the county to encourage local partners to listen and respond to children and young people’s views.</p> <p>Ensure actions above recognise and respond to areas where there are potential gaps/ identified issues (e.g. opportunities for adolescents to be involved in local communities/ being listened to).</p>	<p>Surveys of children and young people’s views across all ages will demonstrate that they feel engaged and positive about their ability to make a difference to their communities.</p>

Herefordshire Children and Young People's Plan

Voices of Children and Young People Summary findings July 2018



Just some of the children and young people who have contributed:

Walford Primary School

Hoople Educational Group

Bromyard Youth Group

City Youth Council

Take over day

Gorsely Goffs Primary School

Hereford Young Carers

No Wrong Door Drop In

Children In Care Council

Ledbury Primary School

Marches Family Network Saturday session

Hereford Hive

Broadlands Primary School

Lady Hawkins High School

HOPE Support Centre

Young Person's Network

ideas

FOOD

- ★ STARBUCKS
- ★ BURGER KING
- ★ MAC DONALDS

REASONING

- ★ Job opportunities
- ★ Tax
- ★ Life (Wages/food/etc)

COMMUNITY

- ♥ COMMUNITY SERVICES
- ♥ COMMUNITY CENTRE
- ♥ PUBLIC TRANSPORT
- ♥ COUNCILING & SUPPORT for YP

REASONING

- ♥ Gives a safe environment for all ages
- ♥ Gives an opportunity to help for YP
- ♥ TRAFFIC IN HERFORD

EXERCISE/HEALTH

- CHILDREN'S GYM'S
- ICE RINK / TRAMPOLINE PARK
- BASKETBALL COURTS
- SKATE PARK (RENOVATION)
- ORAL HEALTH
- DISABILITIES
- NHS

REASONING

- oral health is not working in plan
- Awareness
- obesity awareness

WORK

- ★ UIG WORK
- ★ WORK EXPERIENCE
- ★ NEWS PAPER

REASONING

- ★ Gives people a chance to good stuff with their time

SECURITY

- ♥ PEOPLE DO NOT FEEL SAFE AT NIGHT
- ♥ SECURITY PATROL
- ♥ KIDNAPPING

REASONING

- ♥ Makes people safe at night

EDUCATION

- OVERCROWDED SCHOOLS
- ASSISTANCE WITH WORK
- SUPPORT FOR SCHOOL CHILDREN
- SCHOOL UNIFORMS
- COUNCILING IN SCHOOL

REASONING

- WITH LESS OVERCROWDED SCHOOLS, THERE WOULD BE MORE OPPORTUNITIES FOR YOUNG PEOPLE TO LEARN.

PUBLIC TRANSPORT

- ★ CYCLE PATHS
- ★ BUS LANES
- ★ TRAFFIC

REASONING

- ★ HERFORD IS TERRIBLE WITH ROADS & TRAFFIC

HOUSING

- ♥ CHEAPER HOUSING
- ♥ HOUSING FOR PEOPLE COMING OUT OF CARE
- ♥ HOUSING FOR TEENAGERS
- ♥ ELDERLY HOUSING

REASONING

- ♥ Gives a chance for independence
- ♥ Gives a chance to get away from home issues

Children and Young People's plan

Entertainment

• More parks

↳ Swings in the middle of town

Child friendly - dentist, hospitals, GPs

• Activity centres

↳ ice rink, Laser tag, trampolines, courts (volleyball, netball, badminton etc.)

• Hangout places

↳ free, safe, wifi, has food and young people can decorate the rooms themselves.

closer mental health services

Baby swimming

• Sports for younger children

↳ stop younger kids from feeling-left out, scared, manipulated when playing with older children.

Disabilities

• Spend more time with disabled children

↳ take them places cinema etc.

Study hall

• Parks with access to children with disabilities

↳ Bishop meadows has a disabled swing

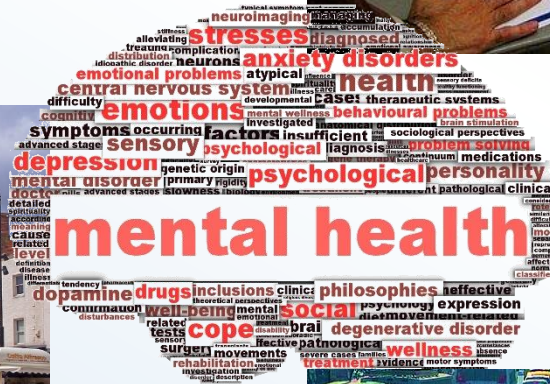
community work

• Sports for disabled children.

Injury services

more nursery

Initial priorities from Children and Young People



Findings so far... health and wellbeing

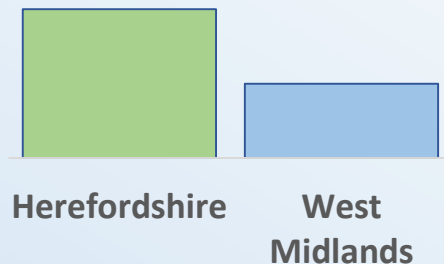
Almost a quarter of reception age children (4-5yrs) and over a third of year 6 children (aged 10-11yrs) are overweight or obese (2016/17)



Healthy options often more expensive

Need information and advice about healthy food choices

43



In 2014/15 the proportion of Herefordshire's 5 year olds free from dental decay (59 per cent) was lower than the figures for both England and the West Midlands while the mean number of decayed, missing or filled teeth in 5 year olds in Herefordshire was 1.43, a figure twice as high as in the West Midlands and 30 per cent higher than that for England as a whole.

Healthwatch:
Educational messages around; low sugar, healthy eating and oral health

Not easy to get to dentist/ hospital appointments– have to take a whole day out of school

Findings so far... health and wellbeing (cont..)

We want a voice for children and young people in Herefordshire.

More places to be calm in Hereford and Ledbury

Make mental health clinics and groups better promoted

We need to know more about what mental health issues there are out there

We need somewhere to go which is non-judgmental, where we won't get a label of "you have a mental health problem"

Better support for children and young people with anxiety issues: We suffer with bus anxiety and anxiety within busy places like schools

Promoting Children and Young People being proud and confident about their identity

Counselling provision across Herefordshire varies

Closer mental health services for rural areas

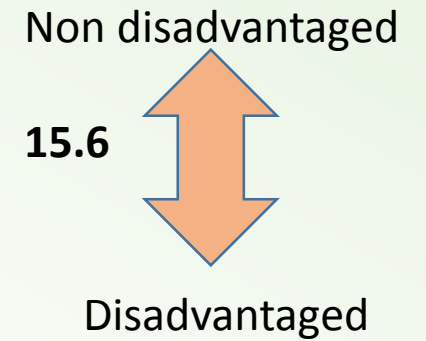
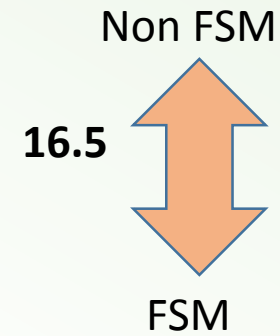
In Herefordshire, an estimated 8,620 children and young people require support with their mental health or emotional resilience.

Findings so far.. Education and preparing for adulthood

Make sure every child has an equal education

Herefordshire need to receive better education about young people with special educational needs/ disability and promote "more understanding" "equal rights in Herefordshire," "less bullying."

Standards rising in both primary and secondary schools and academies but, gaps widening for FSM and disadvantaged pupils.
Poor social mobility in Herefordshire.
Progress and attainment scores for children with SEN support/ statement or EHC plan need to improve.



45

We need more work experience opportunities, incl jobs for under 16's

There is a lack of support for young people who are transitioning into adults

Number of 16 and 17yr olds in:	Herefordshire	England
Education and training	89.6	91.3
Apprenticeships	4.2	5.4
Training	0.8	1.3
work based learning	0.6	0.8
Part time education	0.1	0.3

Make the most of the new university, support to follow your dreams



Findings so far.. safety

In January 2018 there were 309 looked after children in Herefordshire. This is 84 per 10,000 of the population which is high in comparison to statistical neighbours.

Stakeholder feedback has highlighted the need for a stronger approach to early identification and early help.

Slight, serious, or fatal collisions, although smaller number, are a higher rate per 100,000 than the UK, but similar to statistical neighbours (data from 2011-15)

Education re:
safety and healthy
relationships

we want to feel safe at night
and for our parents to feel
safe letting us out

I don't feel
safe in
Hereford

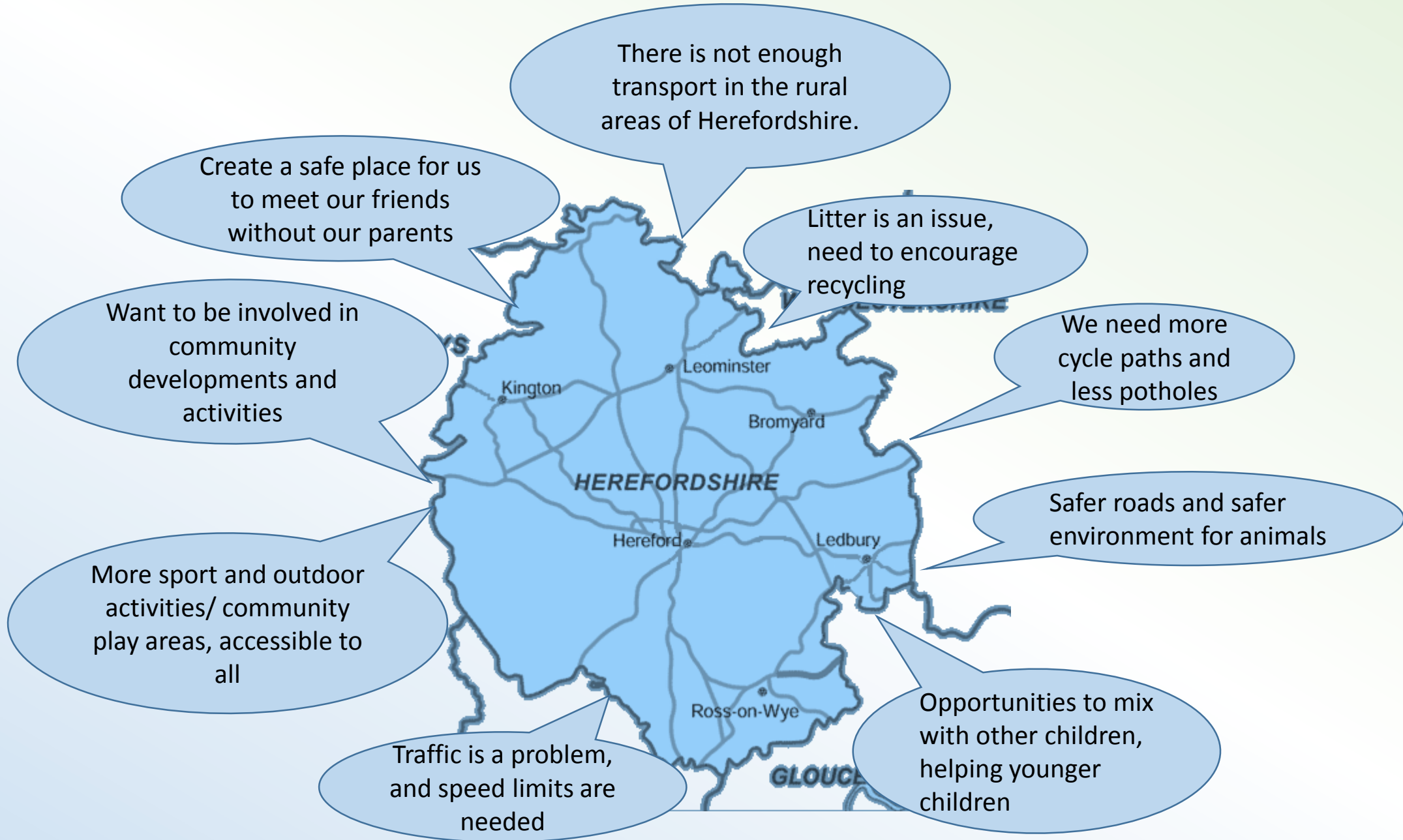
Children
should have a
stronger voice

E-Safety in
schools

Make Herefordshire roads
safer for children and young
people, slowing traffic

Findings so far... environment and community

47



Much to be proud of...

The lovely wildlife and the sound of the birds singing

Good countryside

Lots of wildlife and makes me happy

It is a nice environment

Good schools

48 Social workers are kind and helpful

Doctors are good

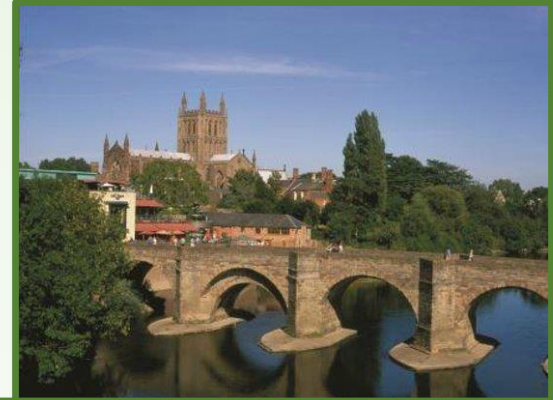
I like to come to school

It is very friendly in Hereford.

Ledbury is a friendly place

“I have made more friends here than anywhere else I have lived.”

“Amazing schools” and “amazing town.”



Draft Children and Young People’s Plan

Consultation Summary

November 2018

Building on the significant engagement undertaken to develop the new Children and Young People’s plan, a draft was shared between July and September 2018 in order to gain further feedback, and to help shape the actions required to deliver change.

A total of 55 responses were received through an online questionnaire in addition to emailed comments (10) and feedback from a number of partnership meetings, including the Joint Commissioning Board and the Health and Wellbeing Board.

Questionnaire respondents identified their roles as follows (respondents could select more than one role):

Your role (please tick all that apply):

Parent	25
Carer	4
Professional	19
Interested member of the public	15
Provider	3
Other	7

Questionnaire responses have been summarised below, alongside a summary of comments received during the consultation period aligned to each priority area:

1. Be Safe from harm

Please tell us if you agree/ disagree with the actions set out for

Keeping children and young people safe:

Agree	Disagree	Unsure/ no comment
46	3	5
85%	6%	9%

Responses included greater recognition of the role of parents, the importance of working with community groups, and impact of bullying.

Suggested actions included increasing awareness about how to keep children safe both for children and families, better multi-agency working and tackling poverty. Parental mental health, substance misuse and neglect were also areas highlighted as needing a particular focus. In addition responses highlighted the importance of road safety including speed limits near schools, and children having safe places to go in the community.

2. Be Healthy

Please tell us if you agree/ disagree with the actions set out for

Improving children and young people's health and wellbeing:

Agree	Disagree	Unsure/ no comment
44	9	2
80%	16%	4%

Responses included the key importance of prevention in relation to mental health, parental education (including maternity support), breastfeeding support, involvement of broader community groups including sports groups, and greater recognition of issues relating to children who are underweight. Suggested actions included earlier mental health support, health monitoring in schools, improving sports facilities/ increasing activities, reducing screen time and aligning with national programmes to support good health (e.g. Time to Change – ending mental health discrimination). Respondents highlighted the importance of cycle/ walk to school initiatives, better education, increasing emotional resilience and concerns about capacity/ resource to support mental wellbeing. Targeting particular communities most likely to suffer poor health was also highlighted.

3. Be Amazing

Please tell us if you agree/ disagree with the actions set out for

Helping ALL children and young people succeed

Agree	Disagree	Unsure/ no comment
42	6	6
78%	11%	11%

Responses included a need for increased support for vulnerable groups who experience barriers to achievement (including children in care, children with special educational needs and ethnic minorities) and links to poverty and educational attainment.

Suggested actions included more support for schools to help low performing pupils, increasing links between schools and local businesses, business mentors for pupils needing extra support, out of school activities to encourage confidence, the importance of recognising pupil achievements, school/ homework clubs and involvement of parents, and the role of the mobile library service to increase access to learning materials and a method of sharing key messages.

4. Feel part of the community:

Please tell us if you agree/ disagree with the actions set out for

Ensuring that children and young people are influential in our communities:

Agree	Disagree	Unsure/ no comment
44	4	6
81%	7%	11%

Responses included the need to recognise and support involvement of marginalised communities, the role of families in encouraging community involvement, and raising community awareness of issues such as autism.

Suggested actions included the role of parish councils to support local communities, accessible green spaces, listening to young people including those not in school, more groups and clubs including gardening, art, physical activities, encouraging involvement of young people in local government, community projects and a recognition of both rural and urban issues.

How do you think you/ your organisation could help to deliver this plan?

A number of respondents highlighted how they could contribute to the plan, including supporting provision of local facilities, sharing of key messages in communities, and encouraging engagement with children and young people. Others highlighted they can help to collect views from families/ children and young people.

Do you have any other comments on the plan?

General comments received included positive comments on the ease of reading/ clarity of the plan, and agreement with the vision, priorities and key principles.

Other responses highlighted concerns about the resources available to deliver the plan, the need for clearer actions and measures of success, and the need for the one page plan to be more child friendly. A number of respondents highlighted the need to work across a broad range of partnerships and for some organisations to deliver more integrated services.

Next steps

The feedback received through the consultation has helped to inform the draft action plan, and will be continually reviewed alongside the initial engagement findings throughout the life of the plan.



Meeting:	Cabinet
Meeting date:	Tuesday 25 June 2019
Title of report:	End of 2018/19 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 2018/19 and the budget outturn for the year.

To provide assurance that progress is 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.

Recommendation(s)

That:

- (a) Performance and financial outturn for 2018/19, including debt write off, as set out in appendices A, B, D and F are reviewed and the cabinet identifies any additional actions to be considered to achieve future improvement;**
- (b) the treasury management outturn report at appendix C be recommended to Council for approval; and**
- (c) delegated authority be given to the Assistant Director People and Performance to produce and publish the final year end performance report**

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 2018/19 revenue outturn is a £595k underspend as at the end of March 2019.
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 2018/19 (as at the end of March)

Directorate net budget	Gross budget	Original Net budget	Movement in Net budget	Net budget	Full year outturn	Full year variance over / (under)spend
	£000	£000	£000	£000	£000	£000
Adults & Communities	87,266	51,929	(1,475)	50,454	50,234	(220)
Children & Families	168,778	23,402	1,217	24,619	26,106	1,487
Economy & Place	48,415	29,155	3,001	32,156	32,597	441
Corporate	15,413	14,139	656	14,795	14,795	0
Directorate total	319,872	118,625	3,399	122,024	123,732	1,708
Central, treasury management, capital financing & reserves	63,786	25,499	(3,399)	22,100	19,797	(2,303)
TOTAL	383,658	144,124	0	144,124	143,529	(595)

4. The council has delivered a balanced outturn in previous financial years by delivering savings as central government funding has been reduced. The council continues to direct its resources to deliver the key services while reducing overall costs to demonstrate efficiency and ensure good use of scarce resources.
5. The outturn position for Adults and Communities is a net underspend of £220k. This is a decrease in the forecast since December of £220k, but is after a transfer to reserves due to the early delivery of savings within the directorate. These savings are to support some of the directorate budget pressures for 2019/20. The final position is a result of the allocation of the Winter Pressures funding as well as reduced overspends within the client

budgets during the latter part of this financial year; particularly supporting the increase in expenditure seen in both Respite and Short Stay. The client budget improvement is a result of the strengths based model (explained in more detail at paragraph 15) that includes; an improved information, advice and signposting offer, the new adult social care (ASC) pathways and associated targeted work programmes.

6. The outturn for Children and Families is an overspend of £1.487m due to the spend on looked after children's placements being higher than budgeted for at the start of the year. The number of children requiring the support of a residential placement (average cost c£200k per annum) had doubled from 9 to 18 by September 2018, with the budget set using figures at July 2017. The numbers are very small but are high cost individually. It is therefore difficult to predict the number and the trend information is not consistent. Different individual residential placements can be for a relatively short or long period, and contain a range of costs. The final number in residential care at the end of the financial year was 13. All other service budgets have delivered underspends to support the directorate budget. The predicted outturn has reduced by £536k since December. The positive movement resulted from a lower than forecast spend on the allocated amounts for short breaks for disabled children, reduced costs due to staffing vacancies in early years and a lower than anticipated net cost of inter-agency adoptions.
7. The outturn for Economy and Place is an overspend of £441k. This is an increase of £251k since December. SEN transport and home to school/college transport caused more pressure than forecast partly as an increase in the number of clients eligible for transport. The additional costs were partially offset by higher than forecast income generation in other areas of the directorate.

Capital outturn

8. The capital Budget underspent by £19.84m against the revised 2018/19 budget of £66.82m. This is due to the timing of delivery moving into future years. The underspend has not resulted in the loss of any capital funding and will be carried forward into 2019/20 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 2019/20 budget, full details for each project can be seen in appendix B.

Treasury management

9. The net treasury budget outturn was a surplus (underspend) of £1.9m, this is detailed in Appendix C. The main reason being the lower minimum revenue provision cost of £1.1m. Minimum revenue provision is the cost set aside to finance capital expenditure financed by prudential borrowing. Due to capital spend in prior years being lower than forecast this resulted in a minimum revenue provision underspend. In addition, there was a delayed need to borrow due to capital receipt cash funds; this reduced the forecast annual interest cost payable. At the same time, the forecast interest earned was higher reflecting the increase in the bank base rate in the year. Herefordshire Council has adopted the recommendations made in CIPFA's *Treasury Management in the Public Services: Code of Practice*, which was revised in 2017. One of the clauses (identified in Section 5 of the code) is that Full Council will receive reports on treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year; a mid-year review; and an annual report after its close.

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. In January 2018 Council approved the 2018/19 budget and the supporting delivery plan was agreed by cabinet in April 2018.
12. Progress towards implementing the delivery plan is measured through 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, which are available on the council's website, contain the latest performance outturns available. Where monitoring information is only available annually, these measures will be reported at the point it becomes available.
13. Appendix F provides an overview of performance for 2018/19. The proportion of performance measures showing improved performance or remaining the same compared to the same period last year is 62% (52% at end of December); there are 38% of performance measures that are currently performing worse than the same period last year (48% at end of December).
14. A summary of performance and the challenges faced in the achievement of each of the council's corporate plan priorities is included in paragraphs 15-71.

Enable residents to live safe, healthy and independent lives

Staying well at home

15. During 2018/19, the offer from adult social care has been strengthened throughout the whole of the "citizen's journey". For example, people contacting the department for the first time are involved in a strengths based conversation that identifies quickly what they require and how the council might assist. A high proportion of contacts will receive high quality information, advice and signposting that connects them to community opportunities that can meet their needs. A smaller proportion of contacts will go on to receive a full Adult Social Care assessment that takes into account the person's strengths and assets. This results in an enhanced offer for the person that also ensures the best use of council resources. These developments have helped to hold back demographic pressures of an aging population and actually led to an overall 3% reduction in the total numbers of social care customers since 2014. The front door to social care has been strengthened, as has the assessment process for social care teams. Both these areas are now working on a strengths based approach; focussing on what individuals can do, rather than what they can't. In addition, the creation of a community broker team, that identify alternatives to formal care within the community, has received national recognition.
16. Activity on the Wellbeing, Information and Signposting Herefordshire (WISH) website has increased by 19% during the year. This has been supported by increased numbers of services registered on the WISH site and improvement in the way that information is made available to citizens. The WISH website provides online support for wellbeing, prevention and early help by:

- Providing access to up to date information;
- signposting to relevant advice and support;
- providing access to a directory of services; and
- connecting people to their communities.

Targeted support

17. During the last quarter, Herefordshire Council's HomeFirst service had its first Care Quality Commission (CQC) inspection. The service has been rated "good" in all areas with an overall CQC rating of "good". This is positive news in respect of a service which is key to supporting clients to regain their independence. The service offers support in people's own homes and support discharge home for people following an admission to hospital.
18. During the year, there has been a reduction in the output of overall reviews completed by operational social work teams, meaning that the proportion of annual reviews undertaken has dropped to 61%. This is a result of a range of factors requiring operational services to prioritise the assessments and reviews undertaken; these included staffing pressures due to sickness and recruitment difficulties, additional pressures on supporting the increased demand from the urgent care system (hospital discharge and admission prevention and in particular demand from the hospital). These pressures have partly been alleviated by successful recruitment to operational posts and expanded delivery of the council's HomeFirst reablement and support service.

Care provision

19. There has been substantial work to support Herefordshire's local social care market, both the care homes and care at home (domiciliary) providers. This includes a fee uplift for care at home providers of approximately 7% for urban packages and 20% for rural packages. This has been negotiated with consideration to the increase to the National Living Wage and to recognise the unique challenges of delivering care and support within a rural and sparsely populated county. In terms of the sector more widely, Herefordshire's Care Hero campaign has raised the profile of the sector and importantly provided a space for providers to advertise their job vacancies for free, thereby reducing the overall costs associated with recruitment.
20. There have been improving trends within our ability to respond to cases in hospital awaiting a discharge. Delayed Transfers of Care numbers, or DTOC, show a reduction in the numbers of days delayed in each month for the last 6 months. Despite the improvements, this remains a challenge for the whole health and social care system. To support the ongoing improvement, the Local Government Association were invited to undertake a peer review of our discharge processes to reflect on our system wide strengths and areas for development; this report is due to be published shortly.
21. In response to challenges within the urgent care system, including hospital discharge, a joint health and social care discharge lead has been appointed. Along with adult social care urgent care leads, this post will develop the operational integrated discharge team with the aim of further improving the co-ordination of discharges and support a more timely discharge from hospital. To further support improved hospital discharge, two "Trusted Assessors" have been appointed, to lead assessments for people requiring residential or nursing care as part of their ongoing support after leaving hospital. This will also support the care home market and reduce the time and resource to complete assessments within hospital.

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

Improving children's health and wellbeing

22. Tooth decay is predominantly preventable and is often linked to high levels of consumption of sugar-containing food and drink, which also contribute to obesity. During the last quarter, an oral health needs assessment has been initiated, public health nursing staff (0-5s) have distributed tooth brushing packs at the 1 year health check, with dental health follow-up at the 2 year review. Further work is underway to address this with a larger sample survey of 5-year-old children undertaken in the last quarter, with analysis to be undertaken by Public Health England. The results of this will be available later in the year.

Helping all children and young people succeed

23. A significant improvement in educational outcomes has taken place in Herefordshire over the past 5 years. Data on 2018 published results for primary and secondary schools in Herefordshire validated in the autumn term indicate that the county is performing in either the top or second quartile of all local authorities in the vast majority of performance indicators. Validated data has been received this quarter relating to the performance of pupils with special educational needs (SEN) indicate that pupils receiving additional support are performing comparatively well. Pupils with education, health and care plans are an area of focus because over time this group has achieved less well than national comparison.
24. Overall school budgets remain tight as increases in revenue have not kept pace with rising costs. During the last quarter, Schools Forum recommended a schools budget (£100.2 million in total) which was then approved by cabinet as part of the budget setting for 2019/20. The county benefitted from an additional £200k funding made available from the national growth fund; this will be split equally between schools and the high needs block. As a result, in Herefordshire all primary and secondary schools will receive their full funding according to the national funding formula plus an extra £15 per pupil.
25. Nationally, there has been a great deal of publicity around pressures in the high needs block. A significant number of local authorities are currently in deficit and have been required to top-slice funding from the schools block. This is not the case in Herefordshire. In the autumn term, the Secretary of State, confirmed extra high needs funding that for Herefordshire amounts to £375k both this and next financial year. As a consequence, pressures in the high needs block have been alleviated in the short term. Although the high needs block in Herefordshire is currently not in deficit, schools forum has elected to keep this position under review on an annual basis.
26. The review of special educational needs provision across the county is a key priority in Herefordshire's strategy for Education, Development and Skills and work continues. Herefordshire Council is committed to supporting schools to develop inclusive practice that will enable more pupils to remain in mainstream schooling. National trends and developments have seen the numbers of children who are permanently excluded from school rise, although in Herefordshire this is still below the national average. Herefordshire Council commenced, in collaboration with schools, a review of the county's pupil referral unit and how it operates and this is reaching its conclusion. The funding model was approved in the last quarter. This development complements current capital projects with schools and academies that aim to improve provision for pupils with special educational needs; these include the 16-19 free school build at Barrs Court Special School and increasing provision at The Brookfield School for students with social, emotional and mental health needs. An independent consultant has facilitated discussion

with the Herefordshire Association of Secondary Head teachers and draft proposals are in place for implementation from Autumn 2019.

Keeping children and young people safe, in supportive family environments

27. The Common Assessment Framework (CAF) was replaced by Early Help Assessment (EHA) in January 2018, resulting in increased assessments from 500 at that time to 1,090 at the end of March 2019. In encouraging partner agencies to carry out early help assessments, training has been delivered to over 500 professionals to date. This combined with early help presence in the Multi Agency Safeguarding Hub (MASH) has resulted in an increase in the number of early help assessments being undertaken. This means that more families with unmet needs are being identified earlier; these are assessed and support is provided in a more coordinated way to achieve sustainable changes within the family. This may avoid the requirement for an intervention from statutory services. Approximately 800 of these cases have a key worker from a partner agency such as a school, or from a service such as a health visitor.
28. The number of families who have achieved sustainable changes under the national Troubled Families programme, Payment By Result (PBR) by the end of March 2019 were 429; this has brought a further £50,400 into the council making the total £343,200 at the end of the last quarter. On average the amount of PBR claimed has now risen to 23 per month which is an improving picture.
29. The number of children subject to child protection (CP) plans has reduced in Q4 to 111 as at 31st March 2019, compared to the latter part of 2017/18, which ended at 201. This has been achieved through providing additional capacity to review current cases and officers found that some cases no longer needed support and oversight through a child protection plan. The council's number is now below the statistical neighbours' average based on most recent data; more specifically the national Children in Need (CIN) census data at the end of December 2018 shows that the rate per 10,000 children was 34, the national average being 45 and the West Midlands average is 50.
30. The service has reviewed the application of thresholds and service support to ensure that children and young people are being effectively supported at the right level of need. A number of cases that have stepped down from CP plans have been audited and the findings have been taken to the Safeguarding and Family Support management meeting and there will be a further review in June 2019 to ensure that there is continued oversight of this practice within this area.
31. A specific work programme was established to address our weaknesses regarding our approach to CIN. A dedicated senior manager led the work for a three-month period and has produced a clear CIN policy and procedure, which has recently been implemented. During this process and the establishment of CIN panels, we reviewed 181 CIN cases. We are monitoring child in need visits as part of our weekly performance management approach, which has shown some improvement but still needs to get much better. Strategy meeting guidance has also been reviewed and implemented. S47 guidance is in the process of being produced to improve the practice in this area.
32. There is a continued challenge in respect of the number of referrals that are being made into the MASH. This area of work is being considered with our partner agencies, in particular the police, to ensure that the referrals that are made into the social care system meet the appropriate thresholds and partners are clear on their own responsibilities. The looked after children numbers have increased overall during this financial year from 314 to 334 as at the end of March 2019; despite the overall number remaining the same as the previous quarter there were 3 children who ceased to be looked after in March 2019. The

increase has been due to the impact of long-term neglect and some large sibling groups being taken into care over recent months. Ofsted identified that there had been some delay in progressing neglect cases over a number of years in Herefordshire. Cabinet has approved a revised approach to special guardianship orders (SGO) including providing financial support. This should support more children being appropriately cared for with a SGO.

33. As a result of our improved approach to performance, children are receiving more timely visits. CP visits are at 95% in time in March 2019 compared to 85% in December 2018; LAC visits are 84% compared to 74% (in December); CIN visits are recorded as 79% compared to 63% (in December). Our timeliness of visits is still not as good as it should be, however, it is showing an improvement.
34. The recording continues to improve for both cases and social worker supervision; in September 43% of case supervisions were being completed, this has risen to 68% as at the end of March 2019. There has also been an increase in the percentage of social worker supervision that are being completed, which was 80% as at the end of March compared to 73% in August; the percentage of social worker supervision being completed was not calculated prior to August 2018.
35. In the year to date 65% of assessments have been completed within timescale; this is a significant area of concern and work is underway to ensure that the number of cases that require assessment are undertaken in a robust and efficient manner. The target that has been set is for 80% of assessments to be completed within the 45 day timescale. In March 2019, 92.4% of assessments were completed within the month and therefore met the target timescale, which is a significant improvement. Of the assessments completed in March 2019, 80% of cases are reported as seeing the child within 10 days. To continue this improvement we are making changes within the Mosaic system to set a 3-day limit.
36. The council, as is the case nationally, is struggling to recruit social workers for some key areas of service – this has an impact on quality of service including completing high quality assessments to timescales. The council is continuing to recruit for both agency and permanent social workers and also looking to recruit more family support workers to work with families therefore requiring less involvement of social workers. If we have continued reliance on agency social workers this may impact on the budget for 2019/20.

Support the growth of our economy

Improve the infrastructure

37. The development of the preferred package for the South Wye Transport Package continued to progress. Work to develop the full business case continued in consultation with the Department for Transport (DfT) to enable completion of the full business case submission subject to consideration of the scheme by the new council administration. A Public Inquiry for the Southern Link Road Compulsory Purchase and Side Road orders took place in October/November 2018 and these orders were subsequently confirmed in March 2019.
38. The proposed Hereford Transport Hub adjacent to the railway station and Hereford city public realm design development has progressed and a programme of engagement with key stakeholders is currently programmed to commence in late summer 2019. Public consultation is scheduled for late autumn 2019. Commercial Street repaving works were completed at the end of March 2019.

39. Cabinet selected the red route as the preferred route for the Hereford bypass for development and consultation in July 2018; design of that route progressed following that decision. A six-week public consultation on the walking, cycling, bus and public space improvements that would also form the Hereford Transport Package with the bypass took place in February and March 2019; a public consultation report is currently being prepared. A number of funding applications have been developed to secure funding which would enable delivery of the scheme.
40. In 2013, 55% of the county's A roads were in good condition (Green) with 9% deemed in need of maintenance (Red). The percentage of A roads that are good has increased to 59% and just under 7% of this network is in need of maintenance. Our asset management strategy set out to 'grow the green' and is doing so. For the B roads in 2013 58% was Green, 8% Red and this has improved to 61% Green and just under 7% Red. For C roads in 2013 53% of the network was Green, 11% Red; this has also improved to 60% Green and 6% Red. In all more than 83 more miles of our A, B and C roads are in good condition now, when compared to 2013. This result is testament to the success, to date of our asset management strategy. Through the delivery of our asset management strategy we will reduce the cost of potholes to the council and the community by over £1.6bn; will reduce the whole life cost of maintenance by over £72m; and the strategy will prevent over 386,000 potholes over the 34 year lifecycle of our roads. These benefits will be realised in full if we sustain our investment in the maintenance of our highways.
41. Our roads are supported by our bridges and this year we completed the replacement of the Storesbrook Bridge that carries the B4214 over the River Leadon just north of Ledbury. This bridge had provided a vital crossing of the River Leadon between Ledbury and Bosbury for more than 100 years and had reached the end of its operational lifecycle; the new bridge has secured the link between communities for generations to come.
42. A feasibility study into the redevelopment of the Blackfriars street end of the Hereford football ground has been carried out. This will enable the administration to consider the potential to develop a student accommodation or other possible uses as well as developing a new stand.
43. A master planning review of the potential development of an urban village along station approach is planned. This will also consider the inter-related development of the nearby Country Bus Station and College Road Campus sites to the north of the city. Initial pre-feasibility design work has been undertaken on the Country Bus station site to consider possible uses. Discussions have also been undertaken with the NHS regarding a possible joint development, to enable regeneration of a key gateway site into the city.
44. Along with match funding from national government, the council decided to make the significant investment in superfast broadband (30Mbps or above) in areas where the commercial network suppliers saw no economic return on their own investment. To date 87% of the county have gained access to a superfast service, compared to only 0.6% in 2012, and under stage 3 and 4 of Fastershire rollout this figure is set to increase further over the next two years.
45. The Government recently announced its aspiration for a 'Full fibre Britain' and the deployment of fibre to the premise (FTTP) technology allowing access to ultrafast broadband by 2033. In line with the Government's aims, currently 14% of the Herefordshire can already access a full fibre connection, twice the national average.
46. 35 businesses in Herefordshire have been delivered or in the pipeline for a bespoke superfast broadband solution to meet their growth needs – funded as part EU delivery programme.

Develop the economy

47. The redevelopment of the Shell Store site on the Hereford Enterprise Zone commenced in April, and should be completed in spring 2020. The £7.5m redevelopment will establish a business incubator facility and a place for higher education students to engage with industry. The Shell Store will provide employment space for up to 25 dynamic and innovative businesses, driving economic growth through the generation of around 128 new jobs by 2023 – rising to more than 450 by 2031.
48. The construction of the £9m Midlands Centre for Cyber Security on the Hereford Enterprise Zone will commence in June 2019. 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.
49. The planning application for student accommodation in Station Approach was approved in February by the Planning and Regulatory Committee. Comprising 178 bedrooms, the facility will provide high quality purpose-built student accommodation, helping attract young people to want to study in Herefordshire and supporting higher education providers. Final project approval is anticipated by June 2019.
50. Analysis of Site Options responses are continuing for the Hereford Area Plan (HAP). Draft design Supplementary Planning Document consultation is complete; development of key elements of evidence base work continues. Public consultation on the HAP draft plan/preferred options is expected after July 2019, with approval of pre-submission plan in winter 2019 and final submission and Examination In Public expected in the spring 2020.
51. Consultation on the draft Minerals and Waste Local Plan is complete, and consideration of consultation responses and redraft of plan is underway.
52. Examination is ongoing for the Travellers sites Development Plan Document (DPD); further hearings were completed on 18 March. The main modifications are now being prepared for consultation; the mandatory 6 week consultation will mean adoption cannot be completed until full Council in the autumn.
53. Planning performance has continued to improve during 2018/19, enabling the council to deliver the corporative objectives and prevent it from becoming a 'Standards Authority'. With new staff recently appointed, there is a continued focus to improve service delivery and rise up the league tables through 2019/20. A planning consultant has also been appointed for a fixed term until all posts are in place and they can deliver.
54. Although pre-application responses continue to be a concern, the new staff recruited will also enable to focus on this area of work, therefore it is anticipated there will be a further improvement to response rates in 2019/20. To recognise this planned improvement, pre-application fees have been set to increase by 10% to offset the expenditure in these new staff.

Ensure access to housing

55. The Bromyard former depot which secured planning approval for 45 dwellings, to be delivered by Keepmoat Homes, will comprise of 27 dwellings for sale on the open market and 18 affordable dwellings with associated open space, landscaping and means of vehicular and pedestrian access on land off Hereford Road (A465), Bromyard. Work is due to commence following securing vacant possession on paddock land.

56. As part of identifying new sites for housing development, early investigation of options for the Holme Lacy site (pre application) is underway to include retention of the former school building.
57. There were 203 affordable housing units delivered during 2018/19 which exceeded the planned target of 200. 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.

Secure better services, quality of life and value for money

Efficient use of resources

58. Smallholdings disposal has been completed apart from a small number of minor plots of land. Capital receipt of over £46m has been realised, and overheads maintaining and managing the smallholdings portfolio have been reduced significantly.
59. The Royal National College for the Blind (RNC) and Herefordshire Council have announced the sale of the College's Southern campus to the council, helping to secure the future of the RNC and support higher education in the county.
60. The campus in College Road, Hereford is the established home to a number of highly-regarded higher education courses and programmes. The purchase of the site by the council means the campus will continue to be used as a centre for excellence in higher education offering shared facilities for students from the RNC and those enrolled in other higher education courses in Hereford. The sale of its Southern campus is part of a three year plan to overcome external financial pressures and ensure a successful future for the College.
61. Recruitment to some key roles in the council remains challenging, particularly in social care, children's social work and professional roles supporting major procurement projects. The corporate centre continues to work to make the council an attractive employer and in June a new benefits portal will be launched to staff which will offer shopping discounts and promote wellbeing initiatives. This will be supported by the wellbeing strategy which has been incorporated into the workforce strategy and subject to approval will be launched during the coming year.
62. The overall trend in workforce costs continues upwards as a consequence of the additional £1.5m investment in children's workforce. The use of agency staff in all other areas of the council remains static or is reducing.
63. Car parking income achieved in 2018/19 was £4.138m (which was a £47k increase on the previous year). There was an increase in general use and length of stay in off-street car parks as a result of Station Approach (City Link Road) opening, on street pay and display and the introduction of pay by card at council machines. These three elements made car parks more accessible with payment terms easier and enables the council to generally manage parking according to demand.
64. The end of 2018 saw the launch of a large scale resident parking scheme across Hereford, and feedback has been positive from residents. It is expected that a number of vehicles that were historically using residential side streets will now use public car parks which will further assist with the management of this traffic and the associated demand for parking.

New governance

65. Targets of 95% compliance were met for requests made under the Freedom of Information Act and the Environmental Information Regulations to be responded to within the statutory deadline; compliance figures are now published on the council web site. Subject access requests increased since data protection legislation changed to make the requests free of charge and with a reduced deadline, however they have still been completed within target.
66. The Data Privacy Toolkit that is required to enable the council to access NHS data has been submitted and is being reviewed by NHS England.
67. Updating of the register from the Household Notification Letter was very successful; more than 2,000 households using either the online service, email or phone to update their details. Engagement officers visited over 1,000 residents and registered over 400. A further 300 new electors registered from other sources during this time, and 3,000 people re-registering because they have moved house within Herefordshire during the March/April period.

Improved customer service

68. In Customer Services, a service providing support for applicants of Universal Credit was launched in liaison with the Department of Work and Pensions. A large number of people (617) were given assistance, including refugee families settling in Herefordshire in the summer. During 2018/19, a new Blue Badge case management system was procured and successfully implemented, and applicants were encouraged to apply online with support if required.
69. Social media audience numbers and engagement levels have greatly increased during the past twelve months. More video content is being posted on Facebook and Twitter platforms, and we have been growing our following on Instagram and Linked-in with a view to reaching different audiences. Herefordshire Now was introduced in September 2018, providing information about council services for local residents. Produced to be mainly viewed on-line with around 3,000 paper copies distributed through public building outlets across the county, the on-line audience has steadily grown from 1,052 for issue 1 to 2,006 for issue 2. Issue 3, which was published at the end of February, included a four page pull-out on 'Your Council Tax explained', which was also delivered to every household in the county with the annual council tax bill.
70. The council's website continues to improve and provide additional functionality. In the past year a mobile app was developed which allows residents to report a pot hole in a quick, user-friendly way. The usage of the website has decreased slightly (3%) in 2018/19 compared to 2017/18 and this is attributed to fewer weather events. Although the overall number of users has decreased, the number of returning users to the site was up by 1% (equivalent to around 8.5k people) which shows that people are encouraged to return to the site. An additional 1,026 people signed up to receive alerts from the website on topics such as news items, school and college term dates and market and fairs information.
71. 331 attendances at "internet for beginners" hosted at the libraries to help address digital inclusion for people who need to build skills and confidence in going on-line.

Community impact

72. 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

Further information on the subject of this report is available from
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ensuring stakeholders are able to understand and respond as the council plans and carries out its activities in a transparent manner.

73. 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

74. 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.
75. 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

76. The overall trend in workforce costs continues upwards which is a consequence of the additional £1.5m investment in children's workforce. The data shows a reduction in the use of agency staff in all other areas of the council.

Legal implications

77. None.

Risk management

78. The risks associated with any delivery plan objectives and projects are entered onto the relevant service or directorate risk register and escalated as appropriate. The corporate risk register is available on the council's website and the significant risks are included within appendix F.

Consultees

79. None in relation to this report. The development of the delivery plan was informed by the evidence base already gathered during the year and which includes user, resident and partner feedback where available.

Appendices

Further information on the subject of this report is available from
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- Appendix A Revenue forecast
- Appendix B Capital outturn
- Appendix C Treasury management forecast
- Appendix D Bad debt written off
- Appendix E Savings performance reports
- Appendix F (i) Organisation wide scorecard
- Appendix F (ii) Adults and communities scorecard
- Appendix F (iii) Children and families scorecard
- Appendix F (iv) Economy and place scorecard

Background papers

Databooks ([link](#))

Corporate risk register ([link](#))

Revenue Budget Position 2018/19 as at March 2019

Directorate Net Budget	Gross Budget £000	Income £000	Net Budget £000	Movement £000	Working Budget £000	Outturn £000	Variance £000	Movement since December £000
Over / (Under)spend								
Adults and Communities	87,266	35,337	51,929	(1,475)	50,454	50,234	(220)	(220)
Children and Families	168,778	145,375	23,402	1,217	24,619	26,106	1,487	(536)
Economy and Place	48,415	19,260	29,155	3,001	32,156	32,597	441	251
Corporate Centre	15,413	1,274	14,139	656	14,795	14,795	0	(39)
Directorate total	319,872	201,246	118,625	3,399	122,024	123,732	1,708	(544)
Central, treasury management, capital financing & reserves	63,786	38,288	25,499	(3,399)	22,100	19,797	(2,303)	(340)
TOTAL	383,658	239,534	144,124	0	144,124	143,529	(595)	(884)

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Movements in Net Budget

Restructure 8 months in the old structure and 4 months new structure, details of the structure changes are detailed below.

Adults and Communities - funding for pay award £158k, transfer of post from CWB £24k, Public Health reserves net movement (£137k), reserves drawdown for Hillside project £26k, net transfer of budgets to/from Corporate and Economy & Place £454k. Allocation of 2018-19 Winter Pressures (income and expenditure) £881k. Transfer to Social Care reserve (£2,000k)

Children & Families - funding for pay award £156k, drawdowns from reserves £840k, funding for interim posts £245k, transfer of post to Adults and Communities (£24k)

Economy & Place – Hereford bypass budget of £882k, funding for pay award £123k, movements to Adults and Communities (£752), capital receipts of £48k and drawdowns from reserves of £2,700k

Corporate – Funding for pay award £53k, movements from Adults and Communities £298k and drawdowns from reserves of £305k.

Adults and Communities: Revenue Budget Position 2018/19 as at March 2019

	Gross Budget £000	Net Budget £000	Full Year Outturn £000	Full Year Variance £000	Movement since December £000
Learning Disabilities	22,074	18,792	18,882	90	(314)
Memory & Cognition	2,516	1,908	2,128	220	(88)
Mental Health	4,757	4,065	3,506	(559)	60
Physical Disabilities	31,142	22,712	22,873	162	327
Sensory Support	506	401	384	(18)	(17)
Client Subtotal	60,995	47,878	47,773	(105)	(32)
Care Operations and Commissioning	7,679	7,604	7,000	(604)	(253)
Commissioned Services	4,388	3,016	2,739	(277)	(436)
Transformation and Improvement	1,391	1,391	1,229	(162)	(106)
Prevention and Wellbeing	3,427	2,440	2,320	(120)	(210)
Director and Management	(1,206)	(11,738)	(10,690)	1,048	984
Public Health	9,174	(137)	(137)	0	(167)
Non Client Subtotal	24,853	2,576	2,461	(115)	(188)
Adults and Wellbeing	85,848	50,454	50,234	(220)	(220)

The key variances are:

Client budgets – continued reduction in both the cost and number of care packages. There is also an offset between Learning Disabilities and Physical Support relating to DP surplus recovery.

Non-client budgets – continued reduction in staffing costs due to vacancies and an improvement in the Integrated Community Equipment Store (ICES) position due to both improved contract performance and the transfer of equipment costs to the Disabled Facilities Grant (DFG).

Director & Management - allocation of Winter Pressures funding has reduced overspends within the client budgets. Transfer to reserves due to early delivery of savings to support budget pressures in 2019/20.

Children and Families: Revenue Budget Position 2018/19 as at March 2019

	Gross Budget £000	Net Budget £000	Full Year Outturn £000	Full Year Variance £000	Movement since December £000
Directorate	45	45	228	183	(12)
Directorate	45	45	228	183	(12)
Additional Needs	2,565	2,213	2,089	(124)	(130)
Children's Commissioning	785	487	457	(30)	(22)
Commissioning Management	2,940	316	281	(35)	37
Development and Sufficiency	1,693	816	797	(19)	(45)
Early Years	1,205	503	426	(77)	(64)
Education Improvement	219	(59)	(82)	(23)	(17)
DSG	121,829	0	0	0	0
Education and Commissioning	131,236	4,276	3,968	(308)	(241)
Safeguarding and Review	904	649	648	(1)	(21)
Children in Need	2,955	2,855	2,842	(13)	(13)
Looked After Children	17,140	14,840	16,552	1,712	(200)
Safeguarding Development	242	212	166	(46)	(24)
Safeguarding and Early Help Management	1,743	1,743	1,702	(41)	(26)
Safeguarding and Family Support	22,984	20,299	21,910	1,612	(283)
Children and Families	154,265	24,620	26,106	1,487	(536)

The key variances are:

Additional Needs – short breaks funding allocated but not spent to forecast

Early Years – underspent due to staff turnover

Looked After Children – net cost of interagency adoptions were lower than anticipated

Economy and Place: Revenue Budget Position 2018/19 as at March 2019

	Gross Budget £000	Net Budget £000	Full Year Outturn £000	Full Year Variance £000	Movement since December £000
Management	173	170	184	14	29
Regulatory, Environment and Waste	23,062	15,840	15,925	85	90
Highways and Transport	20,035	17,116	17,519	403	343
Technical Services	7,842	(4,400)	(4,515)	(115)	(265)
Culture, Museums, Libraries and Archives	3,579	2,579	2,651	72	72
Economic Growth	1,283	851	833	(18)	(18)
Economy and Place	55,974	32,156	32,597	441	251

The key variances are:

Regulatory, Environment and Waste – waste disposal costs higher than forecast

Highways and Transport – SEN transport costs £61k higher than December forecast, Home to School/College transport £261k

Technical Services – Crematorium and Registrars - £115k due to 13 months of income (March 2018 and March 2019 recorded in year). Parking income £77k higher than previously forecast. Property Services team income £64k higher than forecast

Corporate: Revenue Budget Position 2018/19 as at March 2019

	Gross Budget £000	Net Budget £000	Full Year Outturn £000	Full Year Variance £000	Movement since December £000
Corporate Support	10,723	5,727	5,598	(129)	(117)
Finance, Legal and Governance	7,037	7,756	7,923	167	80
People and Performance	1,343	1,312	1,274	(38)	(2)
Corporate	19,103	14,795	14,795	0	(39)

The key variances are:

The £167k overspend in Finance, Legal & Governance is due to a £259k overspend on Legal Services. This overspend has been partly mitigated by a £50k saving on Insurance and vacant posts. The £38k underspend on People & Performance is due to a saving on training costs. The underspend in Corporate support is in facility management vacancies and planned vacancy.

2018/19 Capital Budget Outturn

Adjustments include brought forward balance from prior years and additional grants/income allocations	2018/19 Budgets £000	Adjustments in Year £000	2018/19		
			Outturn Budget £000	Outturn £000	Variance £000

Adults and Communities

Disabled facilities grant	1,853	219	2,072	2,072	-
Hillside	1,500	(1,250)	250	-	(250)
Single Capital Pot	596	(73)	523	145	(378)
Private sector housing improvements	242	-	242	43	(199)
Total Adults and Communities	4,191	(1,104)	3,087	2,260	(827)

Children and Families

Colwall Primary School	320	-	320	236	(85)
Schools Capital Maintenance Grant	1,717	(500)	1,217	764	(452)
Peterchurch Primary School	5,493	(5,493)	-	-	-
Expansion for Marlbrook school	4,988	(4,538)	450	374	(76)
SEN & DDA school improvements	710	(710)	-	-	-
Brookfield School Improvements	1,298	(1,298)	-	-	-
CYPD's S106	996	(604)	392	81	(311)
Special Provision Capital Fund	167	(167)	-	-	-
Healthy Pupils	99	(99)	-	-	-
Individual Pupil Needs	271	(120)	151	152	1
Short Breaks Capital	118	(118)	-	-	-
Blackmarston SEN	55	-	55	0	(54)
Replacement Leominster Primary	39	-	39	4	(36)
Basic Needs Funding	310	(310)	-	-	-
2 Year Old Capital Funding	101	-	101	70	(31)
Preliminary works to inform key investment (County)	2,015	(1,815)	200	5	(195)
Temporary school accommodation replacement	450	-	450	85	(365)
Total Children and Families	19,147	(15,772)	3,375	1,771	(1,604)

Economy and Place

Hereford City Centre Transport Package	7,060	(5,718)	1,342	846	(496)
Local Transport Plan (LTP)	13,539	(2,006)	11,533	11,533	-
Hereford Enterprise Zone	7,682	(2,924)	4,758	2,451	(2,307)
Leisure Centres	413	-	413	45	(368)
Solar Photovoltaic Panels	1,631	(1,511)	120	103	(17)
Corporate Accommodation	509	-	509	178	(331)
ECC's S106	756	-	756	358	(399)
South Wye Transport Package	15,505	(10,997)	4,508	2,006	(2,502)
Marches business improvement grants	1,667	(370)	1,297	462	(835)
SEPUBU Grant	-	381	381	-	(381)
Property Estate Enhancement Works	1,414	-	1,414	414	(1,000)
LED street lighting	177	-	177	-	(177)
Herefordshire Enterprise Zone Shell Store	6,816	(5,316)	1,500	83	(1,417)

Cyber Security Centre Project	3,500	-	3,500	3,500	-
Development Partnership activities	20,300	(15,000)	5,300	5,742	442
West Midlands Museum Development	-	20	20	20	-
Highway asset management	12,835	(3,045)	9,790	10,805	1,015
Hereford Transport Package	2,960	150	3,110	2,908	(202)
Ross Enterprise Park (Model Farm)	6,770	(5,970)	800	11	(789)
Three Elms Trading Estate	483	(358)	125	99	(26)
Stretton Sugwas Closed Landfill	2	-	2	-	(2)
Customer Services and Library	123	-	123	102	(21)
Energy Efficiency	100	(65)	35	-	(35)
Strangford closed landfill site	11	-	11	-	(11)
Gypsy & Traveller Pitch development	331	-	331	-	(331)
Leominster cemetery extension	172	-	172	127	(45)
Tarsmill Court, Rotherwas	400	-	400	341	(59)
Car Parking Strategy	188	-	188	18	(169)
Car Park Re-Surfacing	116	-	116	-	(116)
Office and Car Park Lighting Replacement	300	(165)	135	79	(56)
Affordable Housing Grant	1,600	(766)	834	35	(799)
Community Housing Fund	150	-	150	9	(141)
Revolving Loans	101	-	101	46	(55)
Hereford Library	351	-	351	138	(213)
Total Economy and Place	107,962	(53,660)	54,302	42,463	(11,839)

Corporate

Fastershire Broadband	12,957	(7,957)	5,000	125	(4,875)
IT Network Upgrade	291	-	291	-	(291)
PC Replacement	290	-	290	191	(99)
Data Centre Consolidation	106	-	106	5	(101)
Children centre changes	370	-	370	167	(203)
Total Corporate	14,014	(7,957)	6,057	487	(5,570)

Total	145,314	(78,493)	66,821	46,981	(19,840)
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	2018/19 Budget	Adjustments
December report	145,314	76,691
Outturn Position	145,314	78,493
Change in Quarter	0	(1,802)
Economy and Place	Increase/Decrease	Reason
Local Transport Plan	(2,006)	Funding required for SWTP
Hereford Transport Package	150	Additional Grant
West Midlands Museum Dev Grant	20	Additional Grant
Leisure Centre	34	External income
Total Economy and Place	(1,802)	
Difference from December Report to Outturn	(1,802)	

Local Authorities deliver a range of services some of which are required to be undertaken under statutory duties and others which are a discretionary use of statutory powers.

Local Authorities powers and duties are defined by legislation. The Localism Act 2011 provides a General Power of Competence under Section 1, which provides local authorities with the power to do anything that an individual may do, subject to limitations.

Capital expenditure is defined under the Local Government Act 2003.

It is therefore not only schemes that are necessary for the council to meet its statutory duties, which can be approved.

1. Introduction

- 1.1. The council's treasury management activity is underpinned by CIPFA's Code of Practice on Treasury Management. Before the start of every year the Code requires local authorities to produce Prudential Indicators and a Treasury Management Strategy Statement detailing the policies and objectives of the council's treasury management activities for the forthcoming year. This outturn report compares actual activity to those policies and objectives.
- 1.2. The council borrows and invests substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of these risks are central to the treasury management strategy.

2. Economic Background

- 2.1. **Growth:** Economic growth in the UK and globally has slowed since October 2018 due, in particular, to considerable uncertainty over the Brexit process.
- 2.2. **UK Monetary Policy:** On 2 August the Monetary Policy Committee (MPC) raised the bank rate from 0.50% to 0.75%, the highest level since March 2009.
- 2.3. **Inflation:** CPI inflation ended the year at 1.9% and was forecast to remain near 2% for the next few years.

3. Borrowing

- 3.1. The council continues to access lower cost short-term loans from other local authorities rather than more expensive longer term debt due to the differential between short and longer-term interest rates. This policy is expected to continue in 2019/20 but should this differential decrease and short term borrowing costs increase, the council will begin securing additional fixed long term debt to fund its borrowing requirements.
- 3.2. In 2018/19 the weighted average interest rate paid on council borrowing was 3.90% (3.48% in 2017/18) with the increase being due to no new borrowing during the year. The weighted average cost of long term borrowing was 3.93% compared to 0.48% for short-term borrowing (being the gross cost including brokers' commission of between 0.03% and 0.06%).
- 3.3. It is council strategy to maintain borrowing and investments below their underlying levels by using "internal borrowing", utilising usable reserves. This maintains borrowing and investment balances to a minimum.
- 3.4. During 2018/19 Public Works Loan Board (PWLB) lending rates fluctuated, peaking between October and December before returning to rates similar to the start of the year.
- 3.5. The premium charged by the PWLB for the early repayment of PWLB debt remained too expensive for existing loans in the council's portfolio to be repaid and rescheduled. No rescheduling activity was undertaken in 2018/19, this option will continue to be constantly considered.
- 3.6. Borrowing activity during the year is summarised below:

Borrowing Activity in 2018/19	01/04/18 Balance £m	New Borrowing £m	Debt Maturing £m	31/03/19 Balance £m
Short-term borrowing	5.00	0.00	(5.00)	0.00
Long-term borrowing	143.05	0.00	(5.49)	137.56

TOTAL BORROWING	148.05	0.00	(10.49)	137.56
Other long-term liabilities*	55.44	0.29	(2.45)	53.28
TOTAL EXTERNAL DEBT	203.49	0.29	(12.94)	190.84
<i>*Other long term liabilities represent existing commitments under PFI arrangements included in the medium term financial strategy</i>				

3.7. Total borrowing decreased by £12.8m due to repayments exceeding the need to borrow funds through the utilisation of internal borrowing to fund capital programme spend in 2018/19.

3.8. The council's underlying need to borrow as measured by the Capital Financing Requirement (CFR). As at 31/03/2019 this totalled £315.5m. The difference of £124.8m between the CFR and total external debt shown in the table above represents internal borrowing from usable reserves, which totalled £120.8m, working capital balances and the outstanding loan balance with Mercia waste of £36.0m.

3.9. The council's capital financing costs in 2018/19 were as follows:

Capital financing costs for 2018/19:	Budget £m	Outturn £m	Over / (under) spend £m
Minimum Revenue Provision (provision for repayment of loan principal)	7.8	6.7	(1.1)
Interest payable on all loans	6.1	5.5	(0.6)
TOTAL	13.9	12.2	(1.7)

3.10. The variances to budget have arisen from:

- The review of the Council's Minimum Revenue Provision Policy (MRP). This is calculated based on capital spend funded by borrowing in the previous financial year. The total 2017/18 capital outturn funded by borrowing underspent and this is reflected in the lower minimum revenue provision cost in 2018/19.
- The underspend on interest payable rose to £0.6m on outturn due to short term loans not being utilised as expected.

4. Investments

4.1. The council invests significant funds, representing income received in advance of expenditure plus balances and reserves. During 2018/19 the council's investment balances averaged at £41m and ranged from £14m in April 2018 to £60m in January 2019.

4.2. Security of capital remained the council's primary objective. Investment income remained low due to the continued low interest rate environment.

4.3. Investments held at the start and end of the year were as follows:

Investments	01/04/18 Balance	Investments Made	Maturities / Withdrawals	31/03/19 Balance
	£m	£m	£m	£m

Instant Access Accounts	9.12	273.54	(264.52)	18.14
Notice Accounts	-	5.00	-	5.00
Fixed Term Deposits	5.00	40.00	(40.00)	5.00
Total	14.12	318.54	(304.52)	28.14
Increase in investments				14.02

4.4. Interest received during the year was as follows:

Month	Average amount invested		Average rate of interest earned		Budget £000	Interest earned £000	(Surplus) /deficit £000
	Actual £m	Budget £m	Actual %	Budget %			
Apr-18	26.7	30	0.51	0.5	12	11	1
May-18	35.8	30	0.56	0.5	12	17	(5)
Jun-18	33.9	30	0.60	0.5	12	18	(6)
Jul-18	40.1	25	0.59	0.5	10	21	(11)
Aug-18	42.0	25	0.65	0.5	10	24	(14)
Sep-18	40.6	20	0.67	0.5	8	23	(15)
Oct-18	41.8	20	0.73	0.5	8	27	(19)
Nov-18	46.8	15	0.82	0.5	6	33	(27)
Dec-18	46.8	15	0.87	0.5	6	35	(29)
Jan-19	54.4	15	0.85	0.5	6	40	(34)
Feb-19	50.8	10	0.85	0.5	4	34	(30)
Mar-19	35.0	10	0.92	0.5	4	28	(24)
Outturn					98	311	(213)

- 4.5. The interest received in the year was higher than budget due to higher balances being maintained.
- 4.6. The average interest rate achieved during 2018/19 was 0.72%, higher than budgeted due to the increase in bank base rate. This compares favourably with the generally accepted benchmark of the average 7-day London Inter-Bank Bid (LIBID) rate of 0.51%.
- 4.7. In addition to interest earned on balances interest has been accrued in relation to the energy from waste plant loan to Mercia waste. This totalled £2.6m, the net loan position is set aside to fund increased waste disposal costs in future years.

5. Compliance with Prudential Indicators

- 5.1. An investment was made on 17th October 2018 to a building society that was not on the Council's approved Counter Party List. The investment was for £5m to the Market Harborough Building Society for 100 days earning an interest rate of 0.90%. An internal audit has been completed to review the controls in place at the time and how these did not prevent this investment from being actioned. The review has ascertained where controls need to be enhanced to prevent a repeat of this type of investment from being actioned in future. All internal audit recommendations have been adopted. The 2019/20 budget setting report approved a revised treasury management strategy which included the top five UK Building Society's as approved counterparties.
- 5.2. Apart from the investment detailed in 5.1 above, the Council complied with its Prudential Indicators, Treasury Management Policy Statement and Treasury Management Practices for 2018/19 as detailed in Annex 1. A prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

Performance Indicators**1. Treasury Management Indicators**

The council measures and manages its exposures to treasury management risks using the following indicators.

1.1 Interest Rate Exposures

This indicator is set to control the council's exposure to interest rate risk. The indicator sets upper limits on fixed and variable rate interest rate exposures, expressed as the proportion of net principal borrowed.

	2018/19 Approved Limit	2018/19 maximum exposure
Upper Limit for Fixed Rate Exposure	100%	100%
Upper Limit for Variable Rate Exposure	50%	0%

The above indicator relates to net debt, if the council has variable rate investments at the same level as its variable rate debt it is deemed to have no variable rate exposure (all council investments are regarded as being at variable rate because no investments are for more than one year).

1.2 Maturity Structure of Fixed Rate Borrowing

This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.

Maturity Structure of Fixed Rate Borrowing	Lower Limit %	Upper Limit %	Actual Fixed Rate Borrowing 31/03/19 £m	% Fixed Rate Borrowing 31/03/19
Under 12 months	0%	35%	7.28	5%
12 months and within 24 months	0%	30%	3.48	3%
24 months and within 5 years	0%	25%	11.65	8%
5 years and within 10 years	0%	25%	24.36	18%
10 years and within 20 years	0%	40%	27.85	20%
20 years and within 30 years	0%	40%	20.86	15%
30 years and within 40 years	0%	40%	32.09	23%
40 years and within 50 years	0%	40%	10.00	7%
Total			137.57	100%

Two LOBO ("Lenders Option then Borrowers Option") bank loans of £6m each are repayable in 2054 however if the lenders seek to increase the interest rate charged, currently 4.50%, the council has the opportunity to repay the loans.

1.3 Upper Limit for Total Principal Sums Invested Over 364 Days

The purpose of this limit is to contain exposure to the possibility of financial loss that may arise as a result of the council having to seek early repayment of the sums invested.

Upper Limit for Total Principal Sums Invested Over 364 Days	2018/19 Approved £m	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Estimate £m
Total	5	0	5	5

During 2018/19 no long-term investments were made for a period exceeding 364 days.

Prudential Indicators

1.3 Estimates of Capital Expenditure

This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on council tax.

Capital Expenditure	2018/19		2019/20 Estimate £000	2020/21 Estimate £000
	Estimate £000	Actual £000		
Total	68,404	46,999	130,125	54,779

Capital expenditure has been and is expected to be financed or funded as follows:

Capital Financing	2018/19		2019/20 Estimate £000	2020/21 Estimate £000
	Estimate £000	Actual £000		
Capital grants	41,171	23,303	48,848	32,960
Capital receipts	14,091	8,477	11,944	-
Revenue funding	-	4,545	-	-
Prudential borrowing	13,142	10,674	69,333	21,819
Total	68,404	46,999	130,125	54,779

Generally prudential borrowing finance is provided where the return on the investment exceeds the debt financing cost.

2. Capital Financing Requirement (CFR)

Estimates of the council's cumulative maximum external borrowing requirement for 2017/18 to 2019/20 are shown in the table below:

Capital Financing Requirement	2018/19 Estimate Approved £000	2018/19 Actual £000	2019/20 Estimate £000	2020/21 Estimate £000
Total CFR	307,307	315,403	317,396	380,744

Total debt is expected to remain at or below the CFR during the forecast period.

3. Authorised Limit and Operational Boundary for External Debt

The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit or Authorised Limit. This is a statutory limit which should not be breached.

The Operational Boundary is based on the same estimates as the Authorised Limit but reflects the most likely, prudent but not worst-case scenario without the additional headroom included within the Authorised Limit.

	2018/19 Approved Operational Boundary £m	2018/19 Approved Authorised Limit £m	Actual External Debt as at 31/03/19 £m
Borrowing	270.0	290.0	137.6
Other Long-term Liabilities	60.0	70.0	53.4
Total	330.0	360.0	191.0

4. Ratio of Financing Costs to Net Revenue Stream

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2018/19 Approved %	2018/19 Actual %
Net Revenue Stream	144,124	143,529
Financing Costs	13,880	14,682
Percentage	9.6%	10.2%

5. Adoption of the CIPFA Treasury Management Code

This indicator demonstrates that the council has adopted the principles of best practice.

The council has incorporated the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* into its treasury policies, procedures and practices. In December 2017 CIPFA revised the Treasury Management Code of Practice with full implementation expected in 2019/20.

Debt write offs 2018/19

- 1 The finance procedure rules stipulate that the chief financial officer must approve the writing off of debt exceeding £20k. For 2018/19 there were 3 cases exceeding £20k (one case in 2017/18) as follows:
- a write off of £31,292.93 relating to non-domestic rates where the company went into liquidation.
 - a write off of £33,041.04 relating to non-domestic rates where the ratepayer absconded from the property. A number of tracing searches were carried out over a number of years but no information was found.
 - a write off of £21,598.10 relating to non-domestic rates where the ratepayer was successful in their application for bankruptcy.
- 2 Individual debts written off in 2018/19 totalled £1.026m (£905k for 2017/18). Debts are only written off once full debt recovery processes are completed, occasionally debt previously written off becomes payable if the debtors circumstances change. The council works closely with statutory bodies when deciding to write off debt. Legislative processes can take many months, or even years, if the debtor is on low income, to conclude before a write off is sanctioned.
- 3 Debts written-off represent a very low proportion of income collected per annum as shown in the table below:

	2016/17 £000	2017/18 £000	2018/19 £000
Total amount written off	492	905	1,026
Council tax charged	92,097	96,876	123,323
Business rates charged	47,610	48,970	48,641
General debtors charged	50,842	59,228	60,147

2018/19 Savings

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Savings position

- This report is to review the performance against the current year savings plans, the tables include future years as we are mindful of these future proposals.

Savings Proposal	2018/19			2019/20			Total
	£000			£000			
Adults and Communities	4,308	250	837	600	100	800	6,895
Children and Families	2,053	0	179	200	0	850	3,282
Economy and Place	2,995	0	0	673	1,063	182	4,913
Corporate	867	0	0	99	0	0	966
Central	1,460	0	0	200	0	0	1,660
Total	11,683	250	1,016	1,772	1,163	1,832	17,716

Adults and Communities MTFs Savings

Savings Proposal	2018/19 £000			2019/20 £000			Total Savings £000			Total £000
Decommissioning of Block Contacts and Redesign	400						400	-	-	400
Price banding	200						200	-	-	200
iBCF: Workforce Savings	200			600			800	-	-	800
Implementation of the ASC Pathway (inc spot purchase of day opps & transport)	1,223	-	299			800	1,223	-	1,099	2,322
Review of day opps block purchase (Elizabeth Fitzroy)	140						140	-	-	140
Options appraisal for DoLS	-		150				-	-	150	150
CHC Review		250					-	250	-	250
Saving from holding of block payment beds to average of 13	150	-					150	-	-	150
Redesign of Shaw contract (Waverly House)		-	20				-	-	20	20
PH: Sexual Health Contract	120						120	-	-	120
PH: Substance Misuse	250	-					250	-	-	250
PH: Public Health nursing	180						180	-	-	180

Adults and Communities savings narrative

- Adults and Communities continue to focus on the highest risk areas:-
 - Pathway savings
 - CHC Review cases
- Monthly board meetings take place with Finance, Operations and Performance present in order to monitor the client areas identified and track savings achieved. These meetings report up into monthly DLT meetings and support the finance forecasting data being taken to that meeting

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Children and Families MTFs Savings

Savings Proposal	2018/19			2019/20			Total			Total
	£000			£000			£000			£000
Inflation	400			200			600	0	0	1,200
Reduction in LAC costs	500					650	500	0	0	1,650
Short Breaks	100						100	0	0	200
Contracts - NYAS and HIPSS	137		53				137	0	53	380
Capitalisation of staff costs	80						80	0	0	160
Children's Centres contracts	70						70	0	0	140
Training spend	50						50	0	0	100
Vacancy factor	300						300	0	0	600
Early Help and Early Years	82						82	0	0	164
Adult learning	46						46	0	0	92
Commissioning Team & Management	97						97	0	0	194
Education & Asset Management Structures	90						90	0	0	180
Business support	40						40	0	0	80
Improvement plan	40						40	0	0	80
Youth Offending Service contract	10						10	0	0	20
Children in Need Structure			51				0	0	51	102
Safeguarding and Training staff	11		75				11	0	75	172
Structure for safeguarding						200	0	0	0	200
Total	2,053	0	179	200	0	850	2,253	0	179	5,714

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Children and Families savings narrative

- Work on the LAC reduction project is ongoing and savings of £365k have been achieved to date. Progress has been slower than planned but we have been able to make the remaining savings from in house fostering and 16+. Savings have been achieved through:
 - Improved support for foster carers to understand and apply the foster carer mileage policy and support in planning journeys
 - Implementation of 16+ finance policy has improved consistency in decision making and ensured that alternative sources of funding are fully utilised

Economy and Place MTFS Savings

Savings Proposal	2018/19 £000		2019/20 £000			Total Savings £000			Total £000
Libraries / Customer Service Centres	380					380			380
Museums and Heritage Services	150			68	182	150	68	182	400
Off-Street Car Parking	235					235			235
Public and Community Transport	240		90	135		330	135		465
Public Realm / Annual Plan	215		125			515			515
Accommodation Strategy	567			360		567	360		927
⌘ Efficiency Savings	380		107			487			487
Review of Current Staffing Budgets	119					219			219
Remove Bypass Base Budget	170					170			170
Organisational Redesign Savings	539		71			610			610
Procurement Savings				500			500		500
Back Office Services and Corporate Accommodation efficiencies			250			250			250
Waste & Sustainability - Increased Income			30			30			30
Total	2,995	-	673	1,063	182	4,223	1,063	182	5,468

Economy and Place savings narrative

- All of the savings for 2018/19 are rated green.
- Directorate Management Team reviews progress with saving plans on a monthly basis and has undertaken a detailed review of the risk rating associated with all of the 2019/20 saving plans.
- The majority of savings for 2019/20 are rated as green or amber, and further work is under way to take forward the only red rated saving, including contingency planning.

Corporate MTFS Savings

Savings Proposal	2018/19		2019/20		Total Savings		Total £000
	£000		£000		£000		
Efficiency Savings	0	0	73	0	73	0	73
Review of Current Staffing Budgets	81	0		0	81	0	81
Organisational Redesign Savings	186	0	26	0	212	0	212
Hoople Savings	600	0		0	600	0	600
Total	867	0	99	0	966	0	966

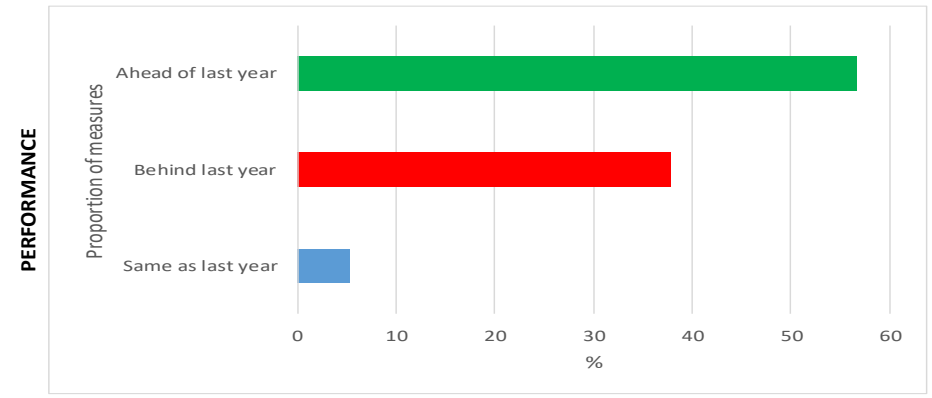
Central MTFs savings

Savings Proposal	2018/19 £000	2019/20 £000	Total Savings £000
Asset Review	1,400		1,400
Organisation Redesign Savings	60	200	260
Corporate Total	1,460	200	1,660

Revenue Budget

FINANCE	Revenue Budget							
	Gross Budget	Income	Net Budget	Movement	Working Budget	Outturn	Variance	Movement since December
	£000	£000	£000	£000	£000	£000	£000	£000
Directorate Net Budget								
	Over / (Under)spend							
Adults and Communities	87,266	35,337	51,929	(1,475)	50,454	50,234	(220)	(220)
Children and Families	168,778	145,375	23,402	1,217	24,619	26,106	1,487	(536)
Economy and Place	48,415	19,260	29,155	3,001	32,156	32,597	441	251
Corporate	15,413	1,274	14,139	656	14,795	14,795	0	(39)
Directorate total	319,872	201,246	118,625	3,399	122,024	123,732	1,708	(544)
Other budgets and reserves	63,786	38,288	25,499	(3,399)	22,100	19,797	(2,303)	(340)
TOTAL	383,658	239,534	144,124	0	144,124	143,529	(595)	(884)

Direction of travel (measures compared to last year)

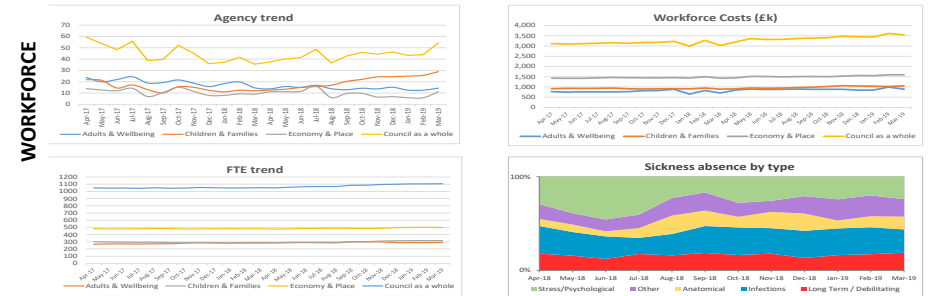


Significant corporate risks

Risk Reference	Risk Description	Opened	Risk score before controls	Existing Controls in Place	Risk score after controls	Change since last reported	Risk Owner
CR.048	DTOC IF: we don't improve the capacity and effectiveness of our HomeFirst service, the timeliness of our assessments, the capacity of our care home and dom care market and the accuracy of coding THEN: our DTOC numbers will continue to increase.	Aug-18	25	We have a dedicated senior practitioner, we have overview from the manager for ART and Urgent Care. This is a agenda for both Operations and Commissioning. We have daily reports into discharges. We have escalation and we have reviews in relation to what else we can do either from a market perspective or an operational perspective. Rigorously look at delays to learn from these. We are working with the market to improve their responsiveness we are seeking to get to a place where HF is doing what we want it to do. We are challenging where we have evidence that assessments have not been undertaken in a timely manner.	25	◀	Assistant Director, Care and Support

RISK

	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
FTE	1,049.25	1,059.31	1,066.94	1,066.98	1,067.00	1,084.84	1,085.71	1,096.72	1,100.46	1,105.28	1,105.40	1,105.64
Headcount	1,203	1,223	1,232	1,229	1,225	1,243	1,245	1,256	1,260	1,265	1,266	1,264
Permanent Workforce Costs (£k)	3,187	3,261	3,220	3,225	3,369	3,380	3,407	3,474	3,450	3,457	3,611	3,566
Agency FTE	37.47	40.27	41.31	48.64	36.60	42.80	45.93	44.32	46.28	43.35	43.85	54.33
Agency Costs (£k)	95	218	316	244	281	249	299	307	291	297	287	297
Absence - days lost per FTE per annum (rolling 12 months)	8.15	8.07	7.60	7.78	7.76	7.50	7.95	8.12	8.26	8.11	8.24	8.24
Monthly turnover (annualised based on FTE)	12.1%	11.8%	11.5%	11.5%	12.6%	11.7%	12.0%	11.6%	11.5%	12.1%	12.5%	12.5%

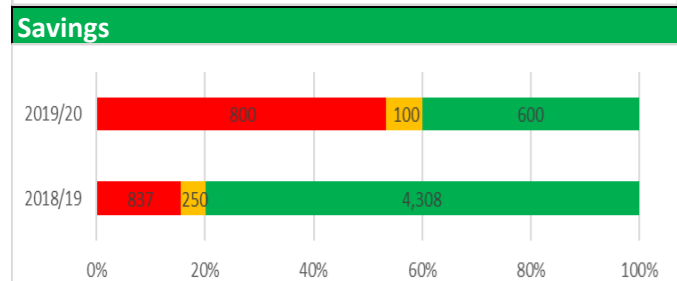
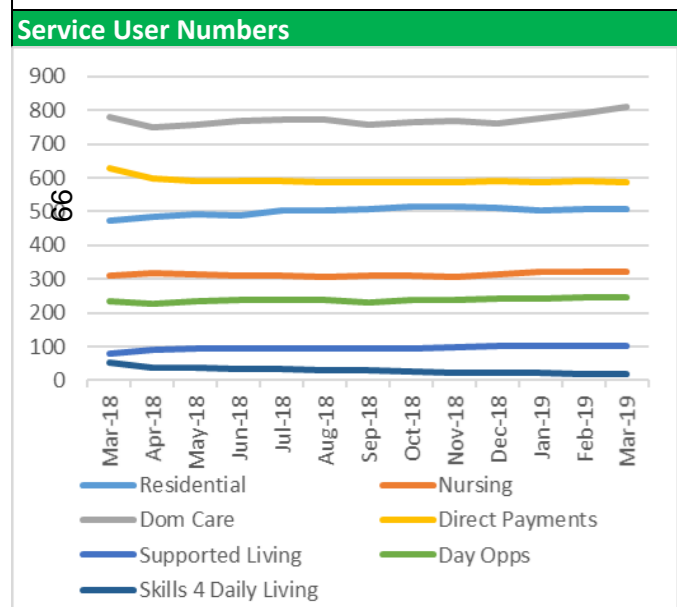


Adult Wellbeing Scorecard - December 2017

Staffing												
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
FTE	287	292	293	294	293	300	299	299	289	289	288	291
Headcount	317	323	326	325	324	331	329	328	320	321	320	322
Permanent Costs (£k)	847	898	874	883	897	886	885	885	846	847	995	893
Agency	13.7	15.8	15.0	16.9	13.8	13.0	14.2	13.6	15.1	12.6	12.5	14.3
Agency Cost (£k)	47	64	106	97	55	99	79	89	90	78	77	78
Sickness (% in month)	4.7%	4.8%	4.7%	5.2%	6.1%	4.6%	5.3%	4.7%	4.2%	5.1%	5.0%	3.0%
Sickness (days/year/fte)	12.3	12.5	12.2	12.0	12.1	12.6	13.1	13.0	12.8	12.8	12.6	12.6
Turnover (annualised)	10.7%	10.8%	10.7%	11.1%	12.7%	11.5%	12.5%	14.0%	12.2%	13.7%	15.3%	15.2%

Performance Management update
 During the last quarter there have been improvements in the following metrics; delayed transfers of care, safeguarding outcomes met, reablement clients at home after 91 days, affordable house builds and NHS health checks.

Measures shown in table to the right in italics, are cumulative measures.



* Measures identified in italics in the indicator section are cumulative measures

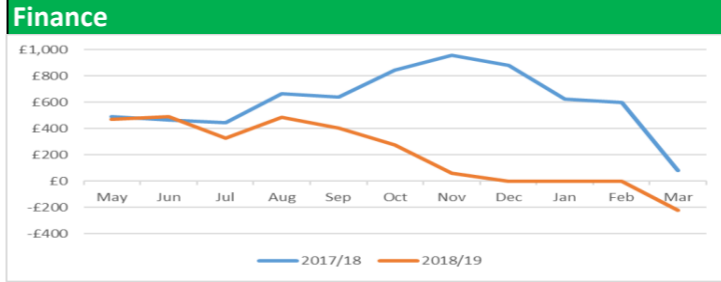
Indicators				
Measure	Target	Latest	Period	Trend
<i>Permanent admissions - U65</i>	15	11.9	Mar	
<i>Permanent admissions - 65+</i>	550	471.6	Mar	
Social Care Delayed Transfer Days	124	282	Feb	
Reablement - 91 days after discharge	80%	71%	Mar	
Safeguarding - outcomes met	80%	74%	Mar	
<i>Direct Payment recipients</i>	40%	37%	Mar	
<i>Reviews undertaken</i>	80%	47%	Mar	
<i>Affordable housing units delivered</i>	200	112	Mar	
Households in temporary accommodation	45	38	Mar	
NHS Health checks	60%	37%	Mar	

Risk Management							
Risk	Original			Mitigation	Residual		
	L	I	Risk		L	I	Risk
Demographic Pressures, resulting in increased costs to the council, and will impact timely access to services	4	4	16	Pathway redesign complete; stronger front door, community brokers focussing on alternatives to formal care. External resource in place focussing on re-assessment work	4	3	12
Market Workforce Economy - current limited capacity within the social care workforce placing further pressure on capacity	5	5	25	Care Heroes campaign in place, working with providers to support their business development. Fees recently refreshed to further support providers	4	4	16
DOLS Capacity - national and local capacity issues increase the risk of the council's ability to meet statutory timescales	4	5	20	Adherence with ADASS guidance. Staff Training, additional legal support, constant re-evaluation of prioritisation. BIA training programme	3	4	12
Future of ASC Funding - uncertainty and current unsustainability regarding the future of ASC funding	3	5	15	Short term mitigations in place via MTFS, however longer term risk remains. Monitoring national consultation and engaging where possible	3	4	12
A limited shared vision on the operation implications for One Herefordshire; results in challenges in areas such as the BCF and "cost-shunting"	5	5	25	Approved BCF between CCG and the local authority. Ongoing negotiations and monitoring through the BCF partnership board and Joint Commissioning Board.	3	3	9
Market Capacity, due to numerous pressures, social care provision within Herefordshire becomes limited. This will result in delayed provision and increasing costs. This is particularly true of Nursing Care	5	5	25	Redesign of block contract beds to increase nursing capacity. Further strategic analysis work underway to review feasibility of council controlled care capacity complex/dementia care.	4	4	16
DTOC numbers will continue to increase, and bring about national scrutiny, if we are unable to improve our urgent care response including: improving the HomeFirst capacity and the responsiveness of our market	5	5	25	Significant focus on performance in this area; incl daily scrutiny. A range of pilots in the market, as well as working with providers re: annual fee uplift. Reinvigorated escalation process with WVT senior manager and AWB HoS. DTOC peer review in February	5	5	25

Risk Management updates
 Risks continue to be reviewed regularly.

Programme		
Project or Programme Name	Stage	RAG Status
Discharge to Assess (D2A) - Pathway 3	Planning and Design	On Target
Integrated Community capacity Function		None
Trusted Assessor	Planning and Design	On Target
Redesign of Waverley House	Planning and Design	Behind Schedule
Hillside Development	Planning and Design	Behind Schedule
Adult Social Care recovery of debts: Process Development		
Development of a joint Quality Assurance Framework (Herefordshire CCG and Council)	Delivery	On Target
Care Workforce Development	Delivery	On Target
Healthy Living Network Herefordshire	Delivery	On Target
Development of Direct Payment policies and processes	Delivery	On Target

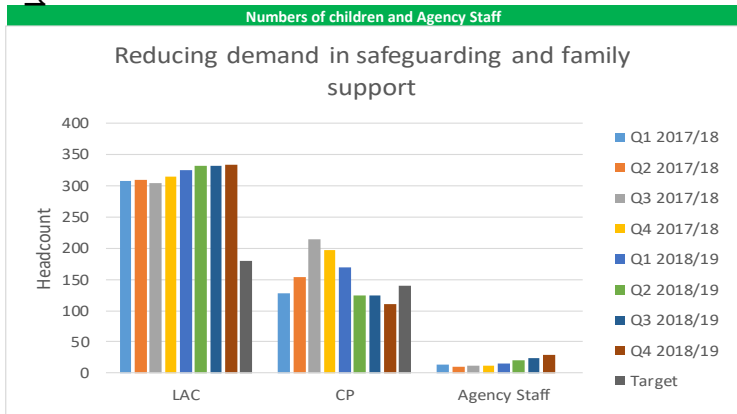
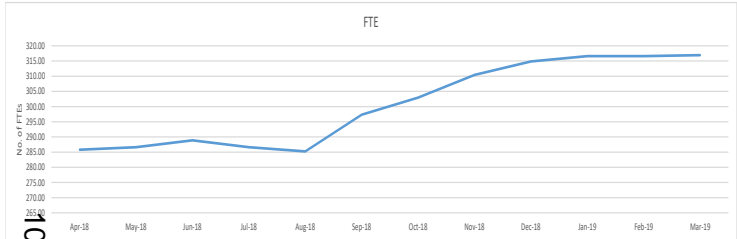
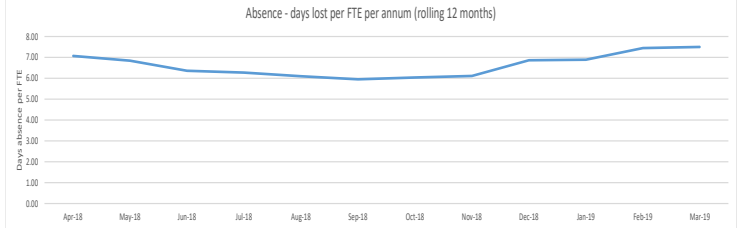
Programme updates



At the end of the financial year, the A&C year end outturn is an underspend of £220k. This continues the improving trend through the year and is a reflection of targeted work programmes and the effectiveness of the new adult social care pathways.

Outturn Detail					
	Gross Budget	Net Budget	Full Year Outturn	Full Year Variance	Movement since December
	£0	£0	£0	£0	£0
Learning Disabilities	22,074	18,792	18,882	90	-314
Memory & Cognition	2,516	1,908	2,128	220	-88
Mental Health	4,757	4,065	3,506	-559	60
Physical Disabilities	31,142	22,712	22,873	162	327
Sensory Support	506	401	384	-18	-17
Client Subtotal	60,995	47,878	47,773	-105	-32
Care Operations and Commissioning	7,679	7,604	7,000	-604	-253
Commissioned Services	4,388	3,016	2,739	-277	-436
Transformation and Improvement	1,391	1,391	1,229	-162	-106
Prevention and Wellbeing	3,427	2,440	2,320	-120	-210
Director and Management	-1,206	-11,738	-10,690	1,048	984
Public Health	9,174	-137	-137	0	-167
Non Client Subtotal	24,853	2,576	2,461	-115	-188
Adults and Wellbeing	85,848	50,454	50,234	-220	-220

Staffing													
	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
FTE	282.98	285.79	286.64	288.87	286.63	285.22	297.33	302.94	310.42	314.84	316.59	316.60	316.92
Headcount	320	323	326	328	326	322	334	342	350	356	359	360	365
Permanent Workforce Costs (£k)	893	908	949	936	948	966	980	1,022	1,061	1,045	1,038	1,021	1,057
Agency FTE	12.00	12.65	13.33	14.88	15.70	16.84	20.27	22.03	24.24	24.41	24.93	25.60	28.87
Agency Costs (£k)	100	32	111	120	121	129	128	151	198	185	192	160	192
Absence - days lost per FTE per annum (rolling 12 months)	7.27	7.07	6.84	6.36	6.27	6.10	5.95	6.04	6.11	6.86	6.89	7.45	7.50
Monthly turnover (annualised based on FTE)	17.65%	17.54%	17.50%	16.88%	16.03%	17.37%	14.70%	15.06%	14.67%	14.59%	14.43%	13.95%	14.25%



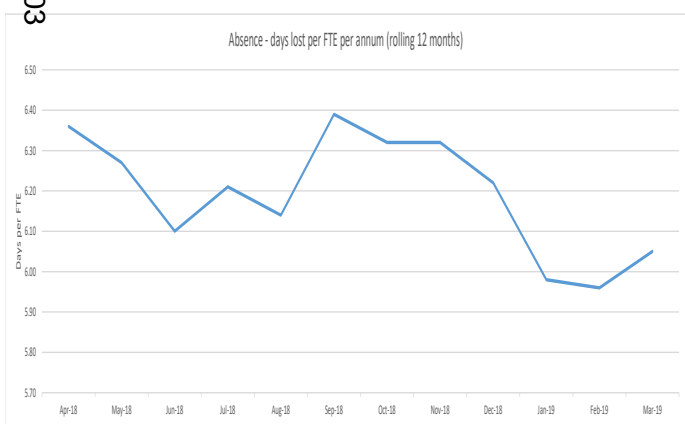
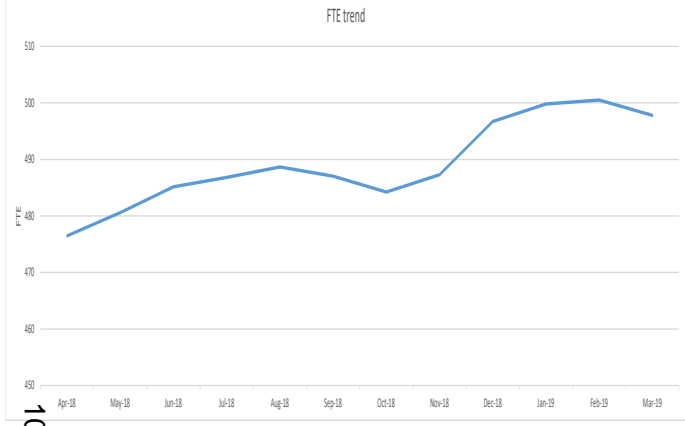
Indicators									
Performance Measure	Target 2018/19	2017/18	Outturn			End-of-year	Frequency	Polarity	Direction of Travel
			Q1	Q2	Q3				
Reduce the attainment gap at age 16 between free school meal pupils and their peers	Local <15.0	Local GAP 15.0 National GAP 16.5	Not due	Not due	Not due	Local GAP 18.2 National GAP 13.9	Annual	Smaller is better	▼
Increase the proportion of pupils attending a school and/or setting that is good or outstanding	Primary >93.2% Secondary >76.1%	93.20% 76.10%	93.2%	93.5%	93.5%	93.5%	Monthly	Bigger is better	▲
Herefordshire young people meeting or exceed - the national average indicator for attainment (attainment 8) - the national progress measure (progress 8)	Attainment 8 > England Progress 8 >England	Attainment 8 Herefordshire 45.7 England 44.6 Progress 8 Herefordshire -0.01 England (state-funded sector) -0.03	Not due	Attainment 8 Herefordshire 45.7 England (all schools) 44.3 Progress 8 Herefordshire -0.04 England (state-funded sector) -0.03	Attainment 8 Herefordshire 45.7 England (all schools) 44.5 Progress 8 Herefordshire -0.03 England (state-funded sector) -0.02	Attainment 8 Herefordshire 45.9 England (all schools) 44.3 Progress 8 Herefordshire -0.04 England (state-funded sector) -0.02	Annual	Bigger is better	▼
Improve education outcomes at age 5 (Ensuring they reach a good level of development)	>70%	75.0%	74.1% (provisional)	74.1%	74.1%	74.1%	Annual	Bigger is better	▼
Improve health outcomes for: 0-5 year olds (Percentage of 2 to 2.5 year olds completing a developmental health review)	80%	79.65%	Not due	81.00%	77.90%		Annual	Bigger is better	▲
Improve health outcomes for: 5-19 year olds (Percentage of Year 6 children who are overweight or obese)	34.20%	34.50%	Not due	Not Due	Not due	Herefordshire: Y6 pupils overweight or obese: 34.5% England: Y6 pupils overweight or obese: 34.3%	Annual	Smaller is better	◀▶
Reduce the proportion of early years children with dental diseases	23.30%	30.50%	Not due	Not Due	Not due		Annual	Smaller is better	
Reduce the number of children being referred to children's social care for a service ¹	<4,441	4,441	1,309	2,498	1,550 contacts 306 referrals	342 contacts 598 referrals	Quarterly	Smaller is better	n/a
Reduce the number of children looked after by the local authority	<190	314	326	332	332	334	Monthly	Smaller is better	▼
Reduce the use of emergency bed and breakfast accommodation for young people at risk of homelessness	0						Quarterly	Smaller is better	
Increase the number of 17 and 18 year olds sustaining a place in education, training or employment including apprenticeships	>89.4%	89.40%	88.1%	88.1%	90.7% (November)	90.2% (December)	Monthly	Bigger is better	▲
Reduce the number of children subject to child protection plans	140	197	169	124	124	111	Monthly	Plan is best	▲

¹ In October, a new contact and referral process was implemented; this asked partners to send us information and we made the judgement as to whether it met the threshold for referral. As such the numbers for contacts and referrals are now incomparable to previous periods. Both the number of contacts and referrals have been given for the last quarter.

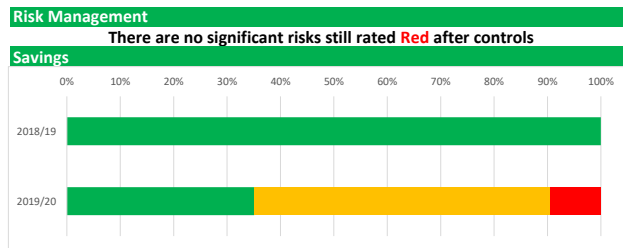


Outturn Detail					
	Gross Budget £000	Net Budget £000	Full Year Outturn £000	Full Year Variance £000	Movement since December £000
Directorate	45	45	228	183	(12)
Directorate	45	45	228	183	(12)
Additional Needs	2,565	2,213	2,089	(124)	(130)
Children's Commissioning	785	487	457	(30)	(22)
Commissioning Management	2,940	316	281	(35)	37
Development and Sufficiency	1,693	816	797	(19)	(45)
Early Years	1,205	503	426	(77)	(64)
Education Improvement	219	(59)	(82)	(23)	(17)
DSG	121,829	0	0	0	0
Education and Commissioning	131,236	4,276	3,968	(308)	(241)
Safeguarding and Review	904	649	648	(1)	(21)
Children in Need	2,955	2,855	2,842	(13)	(13)
Looked After Children	17,140	14,840	16,552	1,712	(200)
Safeguarding Development	242	212	166	(46)	(24)
Safeguarding and Early Help Management	1,743	1,743	1,702	(41)	(26)
Safeguarding and Family Support	22,984	20,299	21,910	1,612	(283)
Children and Families	154,265	24,620	26,106	1,487	(536)

Staffing												
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
FTE	476.47	480.58	485.16	486.81	488.67	487.05	484.22	487.28	496.70	498.80	500.51	497.80
Headcount	563	578	574	578	579	578	574	578	584	583	587	582
Permanent Workforce Costs (£k)	1,442	1,514	1,510	1,494	1,506	1,513	1,500	1,528	1,558	1,552	1,595	1,596
Agency FTE	11.12	11.16	11.45	16.09	5.95	9.57	9.66	6.44	6.74	5.86	5.74	11.12
Agency Costs (£k)	16	43	90	26	97	22	69	20	16	27	50	27
Absence - days lost per FTE per annum (rolling 12 months)	6.36	6.27	6.10	6.21	6.14	6.39	6.32	6.32	6.22	5.98	5.96	6.05
Monthly turnover (annualised based on FTE)	9.6%	9.0%	8.9%	9.10%	9.68%	9.97%	9.25%	9.06%	9.39%	8.34%	9.03%	9.79%



Indicators										
Performance Measure	Target 2018/19	Outturn				Frequency	Polarity	Direction of Travel		
		2018/19								
		End of May	Q1	Q2	Q3					
Reduce the amount of household waste per person (kg) per year	<11.5kg	-	71.98kg	109.61kg	211.10kg	306.51kg	Monthly	Smaller is better	New	
Minimise the number of people killed or seriously injured in road traffic collisions in Herefordshire (3 year rolling average)	<96	96	91 (26 recorded incidents in the first 5 months)	92 (37 recorded in the first 6 months of 2019)	93 (59 recorded Jan-Sep 2018)	92 (79 recorded Jan-Nov 18)	Monthly (based on calendar year)	Smaller is better	▲	
Percentage of Category 1 defects (immediate or imminent hazard) and 2a defects made safe/abated within target times	Cat 1: 100% Cat 2a: 80%	100%	100%	100%	100%	100%	99.95%	Monthly	Bigger is better	▼
Improve average journey time in Hereford in morning week-day period	19 mins (subject to review)	19.31 mins						Annual	Smaller is better	
Proportion of premises with super-fast broadband	86%	85.40%		85.50%	86% (to August)	86.10%		Quarterly	Bigger is better	▲
Percentage of Major planning applications dealt with within 13 weeks (24 month rolling)	60%	86.30%	88.20%	87.03%	88.00%	88.20%		Monthly	Bigger is better	▲
Percentage of Non-major planning applications (minors/cothens) dealt with within 8 weeks (24 month rolling)	70%	77.80%	78.10%	78.10%	78.30%	77.50%		Monthly	Bigger is better	▲
Percentage of working age population in employment	81.50%	79.60%		79%	79% (June 18)	79% (June 18)		Quarterly (in arrears)	Bigger is better	▲



Significant Projects		
Hereford City Centre Transport Package		The proposed Hereford Transport Hub adjacent to the railway station and Hereford city public realm design development has progressed and a programme of engagement with key stakeholders will commence in summer 2019. Public consultation is scheduled for late autumn 2019.
City Centre Improvements		Commercial Street repaving works were completed at the end of March 2019.
Enterprise Zone Development (including: Shell Store, Cyber Centre, and South Magazine (office))		The redevelopment of the Shell Store site on the Hereford Enterprise Zone commenced in April, and should be completed in spring 2020. The £7.5m redevelopment will establish a business incubator facility, and a place for higher education students to engage with industry. The Shell Store will provide employment space for up to 25 dynamic and innovative businesses, driving economic growth through the generation of around 128 new jobs by 2023 - rising to more than 450 by 2031.
South Wye Transport Package, including Southern Link Road		The construction of the £9m Midlands Centre for Cyber Security on the Hereford Enterprise Zone will commence in June 2019. 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 benefiting the local economy through investment, job creation and skills development.
Hereford Transport Package, including Hereford Bypass		The development of the preferred package for the South Wye Transport Package continued to progress and a business case submitted for review by Department for Transport (DfT) to enable future full business case submission subject to a review of the scheme by the new council administration. A Public Inquiry for the Southern Link Road Compulsory Purchase and Side Road orders took place in October/November 2018 and these orders were subsequently confirmed in March 2019.
Maintain the highway asset		Cabinet selected the red route as the preferred route for the Hereford bypass for development and consultation in July 2018; design of that route has progressed following that decision. A six-week public consultation on the walking, cycling, bus and public space improvements that would also form the Hereford Transport Package with the bypass took place in February and March 2019; a public consultation report is currently being prepared. A number of funding applications have been developed to support delivery of the scheme.
Development and Regeneration Partnership / Programme (including: Station Approach Accommodation; Urban Village; Edgar Street Stadium Development; Country Bus Station; Housing pipeline; Bromyard Depot; and Holme Lacy School)		The Chancellor of the Exchequer announced in the Budget 2018, that the Government is allocating £420 million in the 2018/19 financial year for local highways maintenance - £5.108 million has been allocated to Herefordshire. The £5.108m has been added to the Highways Asset Management line in the council's capital programme, allowing the council to increase that programme of work. To allow effective use of the grant allocation £2.608m will be utilised to support work already programmed in 2018/19. The remaining £2.5 million will be utilised to deliver additional in-year resurfacing work. As a consequence of this the £2.608 million that would have been invested by the council, as an addition to the funds received through the Local Transport Plan (LTP) maintenance grant allocations and pothole fund, can be utilised in 2019/20. Through adopting this approach we will meet Government's spend criteria and enable the funds available through our capital programme to be invested in accord with our Asset Management Strategy and in a way that achieves better value for money.
Ross Enterprise Park		A feasibility study into the redevelopment of the Blackfriars street end of the Hereford football ground has been completed/carried out. This will enable the administration to, considering the potential to develop a student accommodation or other possible uses as well as developing a new stand.
Asset disposals plan		A master planning review of the potential development of an urban village along station approach is planned. This will also consider the inter-related development of the nearby Country Bus Station and College Road Campus sites to the north of the city. Initial pre-feasibility design work has been undertaken on the Country Bus station site to consider possible uses. Discussions have also been undertaken with the NHS regarding a possible joint development, to enable regeneration of a key gateway site into the city.
Corporate Property Strategy		The Bromyard former depot which secured planning approval for 45 dwellings, to be delivered by Keepmoat Homes, will comprise of 27 dwellings for sale on the open market and 18 affordable dwellings with associated open space, landscaping and means of vehicular and pedestrian access on land off Hereford Road (A465), Bromyard. Work is due to commence following securing vacant possession on paddock land.
University, including accommodation		As part of identifying new sites for housing development, early investigation of options for the Holme Lacy site (pre application) is underway to include retention of the former school building.
Economic Vision		The designs and site investigations to enable the development of an Enterprise Park at Ross on Wye are currently being finalised, it is anticipated that construction will begin in autumn 2019. Smallholdings disposal has been completed apart from a small number of minor plots of land. Capital receipt of over £40million has been realised, and overheads maintaining and managing the smallholdings portfolio have been reduced significantly.
		Accommodation budget approved to enable the relocation of staff from Bath Street, and to invest in Multi Agency Offices (MAOs) to increase the capacity by 100% by 2020.
		The planning application for student accommodation in Station Approach was approved in February by the Planning and Regulatory Committee. Comprising 178 bedrooms, the facility will provide high quality purpose-built student accommodation, helping attract young people to study in Herefordshire and supporting higher education providers. Final project approval is anticipated by June 2019.
		Work undertaken to commission and formulate a defined communications strategy for the Economic Vision and other economic development projects. The first draft of the Economic Vision delivery was prepared for the Herefordshire Investment Partnership for comment and approval.

Budget outturn					
	Gross Budget £000	Net Budget £000	Full Year Outturn £000	Full Year Variance £000	Movement since December £000
Management	173	170	184	14	29
Regulatory, Environment and Waste	23,062	15,840	15,925	85	90
Highways and Transport	20,035	17,116	17,519	403	343
Technical Services	7,842	(4,400)	(4,515)	(115)	(265)
Culture, Museums, Libraries and Archives	3,579	2,579	2,651	72	72
Economic Growth	1,283	851	833	(18)	(18)
Economy and Place	55,974	32,156	32,597	441	251

