

Agenda

Cabinet

Date: **Thursday 3 June 2021**

Time: **2.30 pm**

Place: **Three Counties Hotel, Belmont Road, Belmont,
Hereford, HR2 7BP**

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 Ellie Chowns
Councillor Pauline Crockett
Councillor Gemma Davies
Councillor John Harrington
Councillor Liz Harvey
Councillor Ange Tyler

Agenda

		Pages
1.	<p>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
2.	<p>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>	
3.	<p>MINUTES</p> <p>To approve and sign the minutes of the meeting held on 22 April 2021.</p>	9 - 20
<p>HOW TO SUBMIT QUESTIONS</p> <p><i>The deadline for submission of questions for this meeting is:</i></p> <p><i>9:30am on Friday 28 May 2020.</i></p> <p><i>Questions must be submitted to councillorservices@herefordshire.gov.uk. Questions sent to any other address may not be accepted.</i></p> <p><i>Accepted questions and the response to them will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at https://www.herefordshire.gov.uk/getinvolved</i></p>		
4.	<p>QUESTIONS FROM MEMBERS OF THE PUBLIC</p> <p>To receive questions from members of the public.</p>	
5.	<p>QUESTIONS FROM COUNCILLORS</p> <p>To receive questions from councillors.</p>	
6.	<p>DEPARTMENT FOR EDUCATION IMPROVEMENT NOTICE</p> <p>To note receipt of the non statutory Improvement Notice, establishment of Improvement Board and the involvement and role of cabinet in the Children Services Improvement Plan.</p>	21 - 38
7.	<p>Q4 BUDGET & PERFORMANCE REPORT</p> <p>To review performance for Quarter 4 2020/21 and the final budget outturn for the year and to provide assurance that progress has being made towards achievement of the agreed revenue budget and service delivery targets, and that the reasons for major variances or potential under-performance are understood and are being addressed to the cabinet's satisfaction.</p>	39 - 114

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We will review and update this guidance in line with Government advice and restrictions. Thank you very much for your help in keeping Herefordshire Council meetings a safe space.

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- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
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The three counties hotel is accessible by bus; bus stops in each direction are positioned on the Belmont Road at the front of the hotel.

**The Seven Principles of Public Life
(Nolan Principles)**

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Herefordshire Council

Minutes of the meeting of Cabinet held at online meeting on Thursday 22 April 2021 at 2.30 pm

Present: Councillor David Hitchiner, Leader of the Council (Chairperson)
 Councillor Felicity Norman, Deputy Leader of the Council (Vice-Chairperson)
 Councillors Ellie Chowns, Pauline Crockett, Gemma Davies, John Harrington, Liz Harvey and Ange Tyler

Cabinet support members in attendance Councillors Jenny Bartlett, John Hardwick, Peter Jinman and Alan Seldon

Group leaders in attendance Councillors Terry James, Jonathan Lester, Bob Matthews and Trish Marsh

Scrutiny chairpersons in attendance Councillors Elissa Swinglehurst, Carole Gandy and Jonathan Lester

Officers in attendance: Acting Deputy Chief Executive (S151) and Interim Head of Legal Services

76. OPENING REMARKS

The leader of the council opened the meeting with a statement regarding the recent high court judgement and forthcoming extraordinary council meeting. The leader had apologised on behalf of the council to the family affected by the failings identified. An extraordinary meeting of council had been called to agree actions to improve the service and papers for that meeting were available on the council website. The council would be working hard to ensure that the children of Herefordshire were protected and safeguarded.

77. APOLOGIES FOR ABSENCE

There were no apologies from members of the cabinet.

78. DECLARATIONS OF INTEREST

None.

79. MINUTES

Resolved: That the minutes of the meeting held on 25 February 2021 be approved as a correct record and signed by the Chairperson.

Cllr Davies abstained from the vote as she was absent from the previous meeting. The remaining cabinet members approved the minutes unanimously.

80. QUESTIONS FROM MEMBERS OF THE PUBLIC (Pages 5 - 10)

Questions received and responses given are attached as appendix 1 to the minutes.

81. QUESTIONS FROM COUNCILLORS (Pages 11 - 12)

Questions received and responses given are attached as appendix 2 to the minutes.

82. HEREFORDSHIRE CAPITAL INVESTMENT STRATEGY 2021-2030 FOR SPECIALIST SETTINGS EDUCATING CHILDREN AND YOUNG PEOPLE WITH SPECIAL EDUCATIONAL NEEDS AND DISABILITIES SEND

The cabinet member children and families introduced the report on the proposed strategy to improve the stock of SEND schools in the county.

The schools capital investment advisor and head of additional needs explained the background to the report and the next steps proposed, supported by the assistant director education development and skills.

The position of the council's high needs budget was commended as Herefordshire was one of very few councils not to be in a deficit. The work of the strategic finance manager and support of the schools forum in achieving this was praised by cabinet members and others in attendance. The approach of special schools in the county in meeting the needs of pupils that other council's might have placed in independent provision was also highlighted as contributing factor.

Cabinet members discussed the report and proposed strategy. It was noted that:

- It was important that projections were as robust as possible and the right balance struck in the type and number of special school places provided;
- The academic performance of special schools in the county was good;
- Consultation on possible changes to provision should involve children and young people as well as parents/carers and school staff;
- Documents needed to be in plain English wherever possible;
- Transport for pupils with SEND sometimes involved long journeys, it was hoped that the strategy would reduce the numbers of these by increasing the number of pupils retained locally although the complexity of some pupils' needs would still necessitate placements outside the county;
- A review of all school transport was about to commence and transport for SEND pupils would be considered once the strategy was in place;
- Development of additional provision for a particular group of pupils with autism, who were often placed outside the county, would reduce travel times and the cost of placements;
- An equality impact assessment should be completed for the overall strategy, not just for each individual project within it.

The chair of the children and young people scrutiny committee gave feedback from the committee's consideration of the strategy. The committee had generally welcomed the plan but had expressed concerns about the potential closure of the sixth form provision at Westfield School. It was recognised that the current buildings were in poor condition, did not meet the latest national guidelines and that expansion on the current site was not possible. However loss of the sixth form would increase travel times for pupils in the north of the county and it was important that proper consultation was carried out before a decision was taken.

Cabinet members were assured that feasibility work would look at both a 2-16 and a 2-19 option for the Westfield site and that the views of the headteacher and the community would be listened to.

Group leaders presented the views and queries of their respective groups. The strategy was generally supported and it was noted that:

- The strategy should be incorporated into the overall schools capital investment strategy;
- It was important to include pupils with SEND in mainstream schools as much as possible;
- The opening of the new Beacon college for 16+ students with SEND would be an important step forward;

- It was pleasing that the high needs budget was not in deficit but there was very little contingency remaining and the council could not be complacent.

The cabinet member children and families closed the debate noting that equality of opportunities in education was a key focus of the strategy and that a balance would have to be struck in the provision made to achieve that equality of opportunity for all children.

It was unanimously agreed that:

- a) Cabinet adopts the approach and recommendations within the 'Herefordshire Capital Investment Strategy 2021-2030 for specialist settings educating children and young people with special educational needs and disabilities (SEND)' (hereafter referred to as 'the strategy')**

83. TO SET OUT THE COUNCILS PREFERRED WASTE COLLECTION MODEL AND TO AGREE THE IMPLEMENTATION PLAN FOR THE NEW WASTE MANAGEMENT SERVICE

This item was withdrawn from the meeting.

The cabinet member commissioning, procurement and assets approved the executive response to the Waste Management Strategic Task and Finish Group Review under a separate decision and this may be viewed at

<http://councillors.herefordshire.gov.uk/mglIssueHistoryHome.aspx?IId=50037106&Opt=0>

The meeting ended at 4.04 pm

Chairperson

PUBLIC QUESTIONS TO CABINET – 22 April 2021

Question 1**Mr K Butler, Whitbourne****To: cabinet member, infrastructure and transport**

With the Summer tourist season approaching, when are the unsightly flower barrels that litter Bromyard going to be removed, along with the despoiling road markings in Broad Street and High Street?

Response

Thank you for your thoughtful question. These measures were implemented in response to the government's request (amongst others) that local authorities provide extra space on pavements in order for safe social distancing to be maintained, reducing the risk of infection as people use the high streets during the pandemic and protecting the population, especially the elderly and vulnerable. When direction from the government and advice from Public Health England changes, the measures will no doubt change. As the Prime Minister has indicated, when announcing the roadmap out of lockdown, that all restrictions will be lifted on June 21 officers have begun the review process of all emergency active travel measures installed in town and the City centres last year.

Question 2**Mr D Harwood, Ross-on-Wye****To: cabinet member, environment, economy and skills**

Thank you for sending a copy of the Green Book and details therein as they relate to guidance for planning and development. The Green Book acts as a guidance tool for decision making and it therefore falls on the Council to define more precise metrics for approval and investment of public money. This being the case and understanding projects need to fall within strategic priorities, is the Council able to share the key metrics a much needed business park development will need to achieve to go ahead in Ross-on-Wye?

Response

As mentioned in the previous responses to this question, the council has commissioned the development of an Economic Development Investment Plan for Ross on Wye (as well as the other four market towns) to identify how we can support the growth of Ross including the need for additional employment land. This work is due to conclude in May 2021. With a finite amount of funding available, the council will need to consider which projects can deliver the greatest strategic impact in delivering the Investment Plan. Therefore, there are not a single set of metrics that that would automatically lead to the development of the model farm site. Should the Investment Plan identify the need for additional employment land in Ross on Wye, we will need to consider the most effective way of meeting this need going forward.

Supplementary question

It is noted a much needed Business Park in Ross has to fall within the priorities of the Council. Excluding the obvious large scale residential development in the town can the council please share what it lists as the top 3 strategic priorities for Ross?

Response

As mentioned in the answer to the original question Herefordshire Council is currently engaged in an in-depth piece of project development work essentially with each of the market towns, including with Ross, which is specifically designed to identify what are the economic development priorities for that town. It's not something that we as Herefordshire council would decide without consultation with local people and indeed there have been a number of opportunities for local people to feed into that process. As the original response said this work is anticipated to come to an end soon, we're aiming for the end of May, and at that point we will be able to identify opportunities to take forward specific projects.

Question 3

Ms A Probert, Hereford

To: leader of the council

In light of the council decision to scrap the Southern Link Road & the Bypass, the secretive way in which the vote was taken, which when followed up by the Hereford Times and their question to elected members as to which way they voted yielded a different result, does the Leader of the Council think the voting system was faulty or that elected members didn't know which way they were voting?

Response

As with all local authorities currently working 'virtually', during Covid 19, we are doing the utmost to remain as open and transparent as possible. We are working within the regulatory framework that has been set out by the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020. The council is compliant with these regulations.

There is no evidence to suggest that the electronic voting system is not accurate and democratic services are able to verify the voting choices of members.

An important principle applied to our virtual meetings is that they align as closely as possible to the physical committee format and apply the rules of our constitution. Under our constitutional arrangements: Only, where there is a requirement to record the named vote, will the results of the roll call be recorded at the meeting and in the minutes.

As you, and a number of our own local councillors, have quite correctly observed, an unintended consequence of using electronic voting is less visibility of members voting choices than would be the case in the physical committee environment. To that end, and under the aforementioned regulations, a local authority may make other standing orders in relation to the rules of the authority governing the meeting – this can include how the council manages our voting system in virtual meetings.

Following consultation with political group leaders the council will now publish the results of electronic voting as an appendix to the written minutes of our meetings. This will allow members of the public to see how members have voted.

Question 4

Mr M Willmont, Hereford

To: cabinet member, commissioning, procurement and assets

Re: Agenda item 7 Waste Management Service

If the Council agree to proceed with Option 1 can I be assured that there will be continued provision for residents such as me who currently uses plastic bags for refuse? This is because I have neither the space to store two, let alone 4/5, wheeled bins neither do I generate sufficient waste to justify the use of wheeled bins.

Response

Thank you for your question. I am aware of the varied needs amongst our residents for waste collection. I live in a flat and have the same issues re storage of wheelie bins. We will absolutely be considering this when the service is designed to ensure that all residents are catered for. Currently plastic bags are provided for such situations, so it is likely that a similar system could be deployed in the future. Reference the Equality Impact assessment there is a section that considers 'any other' and I will ensure that this is revised to reflect this.

Question 5

Ms J Suter, Leominster

To: cabinet member, infrastructure and transport

How many councillors have either walked, driven or ridden a bicycle through the main streets of Leominster town? I am sure that if a H&S executive came to visit the town it would be immediately and entirely closed down as the condition of neither streets or pavements are "fit for purpose". They are a risk to life and limb encountered by any person who enters this town.

Our rates both private and business are the same over the whole county but the funds are not evenly distributed.

Unless something constructive, in a major way, is carried out very quickly this town will be killed stone dead so you can bid goodbye to any further contribution to your budget.

This is not a joke it is a fact.

When are you going to resurface the highways of Leominster?

Response

Leominster is my closest town and where I shop and socialise and I know it well, including its pavements and streets, which are not in the condition we would all like them to be in. There is a difference to them being in an unsatisfactory condition due to severely reduced government funding and them being a risk to life and limb and I can assure you that we regularly inspect all roads and footways in line with our Highways Maintenance plan. Any defects identified are then risk assessed and repaired within the required timescales. This assessment is made on the basis of safety and takes into account all road users. If you feel an area poses a particular risk please let the Council know by ringing 01432 (261800) or via the website at <https://myaccount.herefordshire.gov.uk/report-a-pothole> or the report it App.

The public realm annual plan for 2021/2022 includes a programme of maintenance schemes. There are three sections of footway in Leominster that have been identified for inclusion in this year's programme - Caswell Road, Matilda Close and Glover Road. There are no road resurfacing currently planned but in recent years we have resurfaced Southern Ave, Brierley Way and Bridge Street and footways at George Street and Barons Cross. I appreciate that this may

not seem like a large number of schemes but we have to balance our limited resources and this year we are allocating a greater proportion of that limited funding to drainage works across the county's road network. We have to carry out road repairs on a risk matrix basis and therefore faster A and B roads often have to be repaired or resurfaced before slower C and U roads and City and town streets. I wish we had more funding but that is a question that needs to be put to our MPs who consistently voted to reduce government funding to Herefordshire.

There is some better news on the horizon though. You may also be aware that Leominster has been chosen by Historic England as one of 68 towns in England to benefit from the High Streets Heritage Action Zone programme. Over the next 4 years £3.8m will be invested in Leominster to transform and restore historic buildings and improve the public realm. £1.353m will be invested in improving the public realm in the Leominster conservation area, including Etnam Street, Corn Square and High Street. This will include repairing damaged and badly worn kerbstones and pavements and addressing problems with road surfaces. Consultations with the community and local stakeholders are due to start in October. The projects are expected to complete in 2023.

Question 6

Ms G Macefield, Leominster

To: cabinet member, infrastructure and transport

Why have you allowed the roads and pavements to fall into such a diabolical state of disrepair? The pavements are dangerous, very unsafe to walk along and almost impossible to push a wheelchair around. The roads are appalling, there are multiple pot holes, whole sections of road are rough and full of dips. I suggest the council take time to walk the streets of Leominster, and look at these issues first hand. The worst roads are at the top of Etnam street, along High street and New street. The pavements all through the town are just horrendous and only the desperate shoppers take time to walk around them. Get them fixed, this is a health and safety issue, these pavements and roads in Leominster are not fit for purpose.

Response

See my response to question 5 above.

Question 7

Mr P Davies, Leominster

To: cabinet member, infrastructure and transport

Can you provide details of the timeline programme to repair and resurface the roads in Leominster, along with a roadmap for the betterment of the town generally.

Investment is clearly lacking and the council does not appear to wish to capitalise on the vicinity to Birmingham and the levels of investment that appear available in the West Midlands. What is the council doing to bring in investment in jobs, retail and hospitality? Please provide ACTUAL details.

Response

My response to question 5 sets out the planned maintenance / annual plan works programme for this year. This programme will be available on the council's website when it is formally signed off shortly. I have also set out the High Streets Heritage Action Zone project which represents a significant investment in Leominster town centre between 2021 and 2023. My officers continue

to pursue funding opportunities as they become available to support investment in the town's public realm and economy. If we had more money to spend on our public realm we would spend it, unfortunately we do not and therefore, outside of continually requesting our MPs to stop voting for cuts to Herefordshire's funding, we have to try and manage what we have as best we can.

Question 8

Ms M Albright, Hereford

To: cabinet member, infrastructure and housing

The phosphate crisis continues to harm our county.

Catastrophic detriment is being caused to the once thriving local construction sector and tourism industry. It is negatively impacting upon housing delivery, inward investment, and our reputation. It is causing unjust hardship to ordinary families and good local businesses. We are also collectively failing to protect and restore our most significant ecological framework – soil and water.

Did Herefordshire Council undertake a Risk Assessment to measure likely impacts and consequences of the 'moratorium' or make contingencies for an alternative plan should evidence change – e.g learning from scientific data that the majority of phosphate in the river does not come from existing or new housing?

Response

Thank you for your question. As you and members of Herefordshire's Construction Industry Lobby Group know, we are painfully aware as a Council of the consequences to our local industries as a result of Natural England's decision to impose a de facto, as such, moratorium on development in the Lugg catchment due to increased phosphate pollution of the water courses by telling us as the local planning authority to require proposed developments to meet five tests before planning consent is given – essentially distilled into the understanding that any development must guarantee neutrality of betterment in terms of phosphates.

We are in the extremely unsatisfactory position of being the responsible body that has to say no to development unless those tests are met (which are difficult to meet) whilst our statutory agencies, such as the Environment Agency, struggle to catch up with their duty to protect the rivers that fall under their, not our, control. It is extremely frustrating to witness the pollution of our rivers and tributaries because poor and ineffective oversight of these rivers, as a result of significant reductions in funding and resources by central government, means sufficient testing, best practice direction and enforcement has failed to be carried out for at least a decade – all of which has resulted undoubtedly in the excessive pollution of our precious rivers and landscapes.

With regard to your specific point about a risk assessment, Herefordshire Council has committed significant funding and resource towards producing and supporting mitigating measures to reduce pollution and to finding pathways to allow full development to resume whilst satisfying Natural England's conditions but the 'risk assessment' always comes down to a question of legal risk to us as the competent authority. Advice was sought when Natural England first imposed their conditions for their statutory consent for planning permission in the Lugg Catchment. I also requested and we sought further advice on the risk to the authority if we, knowing we have committed funds and resources to reduce phosphate discharge into the river, discounted Natural England's requests for betterment or neutrality and began to grant permissions. This was partly prompted by the frustrating lack of sufficient pace and depth of interaction from Natural England in agreeing a new Nutrient Management Plan to meet their 'certainty' test). The advice was that

we could not, at that time, ignore the conditions for permission laid out by Natural England and proceed without their consent as a statutory body.

I do feel it is time to re-test that risk and have asked officers to prepare an updated position statement to submit for further advice, factoring in all the mitigating actions we have committed to. I would welcome HCILG's input into that updated position statement.

Supplementary question

The lobby group would be very grateful if you were able to reconsider the burden and balance of 'risk' especially in light of the government stating recently that preventing and delaying housing planning approvals is not a sustainable position for Herefordshire.

Government has also confirmed that Herefordshire Council is able to deviate from the Natural England advice providing they have good reasons for doing so. I wonder is now is the time to put this into motion?

Herefordshire Council does have strong scientific evidence to show that new housing is not a likely significant effect on the protected environment, especially where a private drainage system might be utilised. You also have a very good range of mitigation options on the horizon which will be in place well before new homes built now would be occupied.

The lobby group do appreciate that Herefordshire Council have allocated funding and invested significant effort. However sadly we still don't have access to any of these solutions or indeed the promised phosphate calculator. We are not aware of any technical or legal way for our applications to secure approval, once they have even had chance to use the calculator or choose a mitigation option. Do councillors know when the calculator may be ready for us to use? Please rest assured that I will keep asking the agencies and the MPs to support the council going forward but maybe, and this is how I feel, maybe it is time to lift the de facto moratorium and to help get the local construction sector working and contributing to the county once again.

Response

We appreciate all the efforts of the construction lobby group. You have been put in a very difficult position and you have lost a considerable amount of income and finance to this county. Everything you've said makes sense to me but we as a local authority have to take the risk and it is always a source of frustration when government officials give advice which is not binding advice when we know in reality that it is Herefordshire Council that will carry the risk if we give permissions against the non-statutory consent from agencies such as Natural England. However we have to at some point consider that risk of potential judicial review to the council at a later stage from all sorts of people against the damage being done to the local industries, to our tourism and it is with that in mind that I made that offer for you to come to speak to us. As a matter of urgency I've already asked for further legal advice to be take on this and I think that your input into that will help us to ask the right questions to determine risk. Let's not forget that the Environment Agency is the responsible body for the rivers that are affected and it is very difficult for us as a council to be doing everything that we can but be essentially powerless against the statutory bodies and the government agencies that should be doing this. But we can make this assessment of risk because it's come to the point now where the damage that's being done is so great that we have to decide whether or not we take that risk as a council and so I'm happy to have that conversation and we'll set that up as soon as possible.

COUNCILLOR QUESTIONS TO CABINET – 22 April 2021

Question 1

Councillor Nigel Shaw, Bromyard Bringsty Ward

To: cabinet member, commissioning, procurement and assets

Now that a year has passed since rents from the Maylord retail centre were due to be received by the Authority, can the yield on the first year's ownership of this site be made available, together with details of the numbers of tenants currently in arrears in either rent or business rates and how much is owed to this Council?

Response

The net. current yield is 10.43%. At the end of the 2020/21 financial year the total rent and service charge debt in respect of the Maylord Shopping Centre was £549k, this sum is due from a total of 22 debtors. The sum of debt due in respect of business rates cannot be disclosed as this information is protected by General Data Protection Regulation.

We are continuing to work with businesses who are facing unprecedented financial challenges. We are speaking with those businesses to determine how we can best support them to pay back their arrears.

We continue to have much interest for the area along with longer term agreements being confirmed for a variety of business owners committed to the development of a key asset to the city.

Supplementary question

A year ago tomorrow Council published the decision to purchase the Maylord shopping centre. Can the Cabinet member confirm how many years it will be before a business plan for the future development of the property will finally be published?

Response

Certainly we are doing the strategy for Maylords and I anticipate it being ready this year.



Title of report: Children's services improvement plan

Meeting: Cabinet

Meeting date: Thursday 3 June 2021

Report by: Chief Executive

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

To note receipt of the non statutory Improvement Notice, establishment of Improvement Board and the involvement and role of cabinet in the Children Services Improvement Plan.

Recommendation(s)

That:

- a) **The improvement notice is noted;**
- b) **Cabinet reflects upon the establishment of an improvement board and what role it will play in ensuring that the improvements set out in the improvement notice are achieved;**

Alternative options

1. There are no alternative options:
 - a. The DfE have issued a non statutory intervention notice. If the council decides not to act upon the intervention notice, the DfE could decide to issue a statutory intervention notice or take action to move the children's social care service to a trust.

- b. At a meeting of Extraordinary Council, it was resolved that as a result of the adverse high court judgement relating to children's social care that an improvement board be established.

Key considerations

2. Full council unanimously supported on 27 April 2021 the establishment of an improvement board as part of the assurance and improvement strategy following the High court Judgement.
3. The creation of an improvement board to oversee and monitor the implementation of the Children's Services Improvement Plan forms part of the strategy. Early engagement with the regulators enabled the Department for Education ("DFE") to agree to appoint a DFE advisor to chair the board.
4. Full council were advised that the DFE were considering what action they might take to ensure children receive the services they deserve. The type of intervention is dependent on the severity of the situation, how long the authority has been underperforming, and the perceived capacity for improvement. It was recognised that the DFE had a difficult decision to make.

Improvement Notice

5. On 18 May the DFE made their decision and issued the council with a non statutory improvement notice. Although the Minister, Vicky Ford MP recognised that the council was committed to addressing the serious concerns, she decided that the lack of progress and improvement to children's social care services since the 2018 Ofsted inspection; exacerbated by serious failings identified following Justice Keehan's High Court judgment (published 16 April 2021), notification of three additional cases of concern to be assessed by the court, and practice inconsistencies identified by Essex as part of a Partners in Practice high-level review last month necessitated intervention.
6. The non statutory intervention is set out in the notice (see appendix A). To comply with the notice the council is required to undertake the following actions by the end of April 2022 or sooner where appropriate;
 1. To work with the appointed Improvement Advisor, Gladys Rhodes White;
 2. To establish an Improvement Board chaired by Gladys Rhodes White;
 3. To agree and submit to the DFE an improvement plan;
 4. To demonstrate appropriate and sustainable improvement in accordance with the plan.
7. The improvement plan must cover the following areas;
 - a) Serious concerns in respect of the council's children's services, following failings outlined in the High Court Judgement published on 16 April 2021; in addition to

other court cases coming up, where it is expected that further practice failings will be identified;

- b) Failures in the leadership and management of children's services have been identified, along with evidence of poor-decision making, and drift and delay in some historic cases. Interim posts, (Director of Children's Services and Assistant Director), have been appointed to help stabilise the current leadership;
- c) Essex Partners in Practice visit to the council in April 2021 identified longstanding issues of inconsistent practice;
- d) Insufficient improvement has been made since Ofsted last inspected in 2018 and two subsequent visits in 2019;
- e) recommendations from the DFE advisor.

8. To ensure there is clear evidence of progression the notice is clear that;

- the content of the improvement plan and a record of progress against it must be kept up to date;
- the improvement board will oversee implementation and progress against the objectives in the plan, to a timetable agreed with the Department;
- reports to the improvement board should include data, analysis and recommendations supported by evidence of the impact of improvements on the quality of practice and experience of children and families;
- the council should highlight those objectives which are slow to progress and highlight where contributions need to be strengthened; and
- the views of frontline staff and of children and young people will be taken into consideration in the development of practice and standards

9. Gladys Rhodes White will provide the DFE with a report on progress or concern on a 6 weekly basis.

10. The DFE will undertake reviews of progress against the improvement plan at least every six months and more regularly as appropriate. These reviews will cover culture, performance, leadership, management and governance, workforce management oversight, early help and multi agency arrangements.

11. The council will undertake a self assessment before these reviews which will include;

- a. Progress against the improvement plan objectives;
- b. Staff surveys;
- c. Staff supervision and feedback.

Improvement Board

12. The purpose of the Improvement Board will be to;

- To oversee the implementation of the improvement plan that meets the requirements of the non-statutory ministerial improvement notice for Herefordshire Council.
- To ensure resources are secured to facilitate the required improvements in a timely and sustainable manner
- To ensure that services to children, young people and families in Herefordshire deliver consistently good outcomes.
- To provide assurances to the Chief Executive, Leader of the Council, elected members, partners and service users that progress is achieved and maintained.

13. The draft membership is currently;

- DFE Advisor - Gladys Rhodes White MBE
- Chief Executive -- Paul Walker
- Leader to the Council – Cllr D Hitchiner
- Improvement Board Lead – Name tbc
- Interim Director of Children Services - Cath Knowles
- Solicitor to the Council - Claire Ward
- Cabinet Member for Children & Families - Cllr F Norman
- Chair of Childrens Scrutiny/Opposition Member Cllr C Gandy
- Local Government Association - Claire Burgess
- Safeguarding Partnership Chair (Independent Scrutineer) - Liz Murphy
- Clinical Commissioning Group - Lisa Levy and Ellen Footman
- West Mercia Police - Edd Williams
- Principal social worker – Joe Davenport
- Primary school representative - TBC
- Secondary school representative – TBC
- Minute taker - Caroline Marshall

14. The first meeting of the improvement board is being arranged for 14 June at 10.00 am to 12.00 noon. For the suggested full terms of reference see appendix B.

15. The standard items on the agenda each month for the board will be

- Update on progress of the plan
- Director report on Priority actions

- Risk log
- Input from partners
- Staff reference group – feedback
- Safeguarding partnership
- DfE update
- Communications
- AOB

Cabinet

16. Currently the leader and cabinet member for Children Services are board members given the importance of ensuring that all parts of the system are involved and committed to the actions in the improvement plan.
17. The current plan is that the Director of Children’s Services report on priority actions, the DfE advisor’s 6 weekly report and communications will be reviewed by cabinet and children scrutiny as standard items. This provides support and challenge to the Board by being able to bring to bear a different perspective on their priorities.
18. The role for Cabinet is to ensure that progress is being made and the resources are available. This will involve understanding local performance through relentless monitoring and oversight.

Governance Structure

19. It is vitally important that the governance framework is understood.
20. The diagram below illustrates the following:

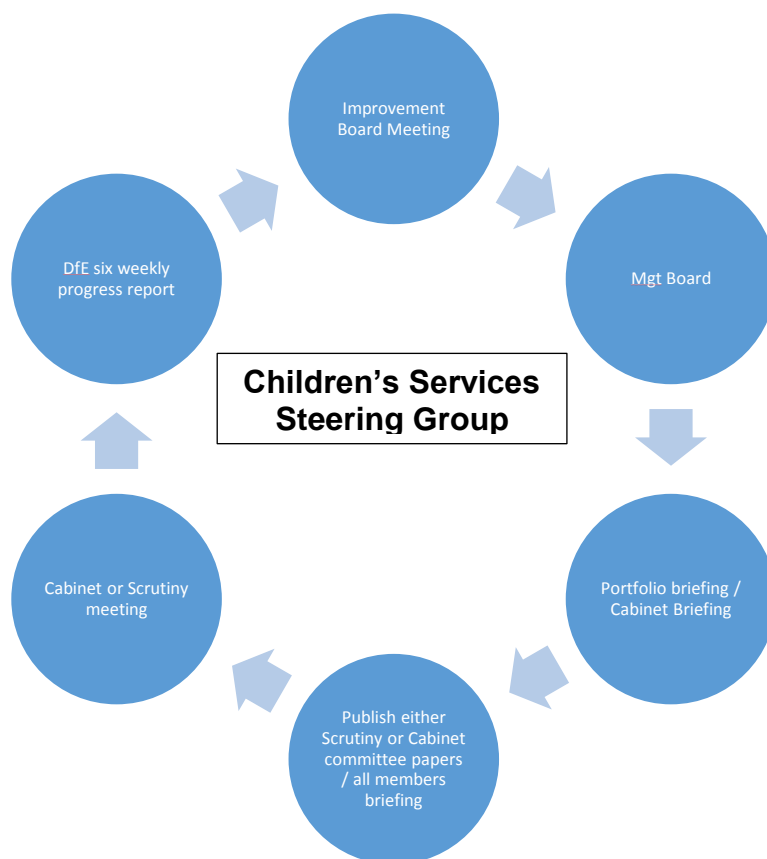
The Improvement Board is an internal body seeking to ensure that progress is being made and escalating areas of concern to the DfE, Cabinet and the Chief Executive. The Board will have a web page where all minutes of meetings and information will be published.

There will be a shadow board of officers, who will be the “engine room” working on the service improvements needed to necessary changes.

Cabinet are responsible for overseeing the plan and ensuring that progress is made as set out in the improvement notice. They are also responsible for the resource allocation. Cabinet members will be briefed informally as part of the normal cycle of portfolio and cabinet briefings.

The chief executive is responsible for making the changes necessary to improve the services. He is supported in this role by a children’s services steering group that meets weekly to ensure all aspects of improvement and risk is managed and co ordinated. Management Board also provide a check and balance to the plan and are advised of progress. A resources board is also in place to monitor spend and value for money.

Full council is due to have an update on the progress of the strategy and improvement work to date in October 2021.



21. It will be important that the cycle of work is quickly established. Currently it is timetabled over a six week rolling programme based on the activity below;

Week	Meeting
Week 1	Improvement Board meeting Children's services steering group meeting
Week 2	Management Board Children's services steering group meeting
Week 3	Portfolio Briefing and Cabinet Briefing Children's services steering group meeting
Week 4	Publish Cabinet / Scrutiny Papers / all member briefing / Improvement Board Children's services steering group meeting

Week 5	Cabinet or Scrutiny (alternating) Children's services steering group meeting
Week 6	Progress report to DfE Children's services steering group meeting

Community impact

22. The notice requiring improvement will have both a direct and indirect effect on the lives of both the current and future children and families in Herefordshire.
23. Keeping children safe is one of the most important things this council does and the details in this report support whatever action is required to ensure children and families receive the services they deserve.

Environmental Impact

24. There are no environmental impacts.

Equality duty

25. 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.
22. The Equality Act 2010 established a positive obligation on local authorities to promote equality and to reduce discrimination in relation to any of the nine 'protected characteristics' (age; disability; gender reassignment; pregnancy and maternity; marriage and civil partnership; race; religion or belief; sex; and sexual orientation). In particular, the council must have 'due regard' to the public sector equality duty when taking any decisions on service changes.

Resource implications

23. There are significant revenue resource implications for the improvement work required. There are no expected capital resource implications.
24. The resource implications are not included in the base budget. As detailed below the anticipated additional resource requirement for the next two years is £5.222m.
25. The improvement board will receive monthly reports monitoring spend incurred as part of the monthly update.

Revenue cost	2021/22	2022/23	Future Years	Total
	£000	£000	£000	£000
Improvement board	130	130	-	260
Support for family's	100	100	-	200
Legal	551	551	-	1102
External legal fees	525	325	-	850
Human resources support	364	289	-	653
Assurance and transformation	292	85	-	377
interim Staffing	890	890	-	1,780
TOTAL	2,852	2,370		5,222

Funding streams	2021/22	2022/23	Future Years	Total
	£000	£000	£000	£000
Ear marked reserves	2,852	2,370		5,222
TOTAL	2,852	2,370		5,222

Legal implications

26. The legal implications are already set out in this report.

Risk management

27. The notice is very clear should the council be unwilling or unable to comply with this improvement notice, or should ministers not be satisfied with the council's progress at any stage, ministers may choose to invoke their statutory powers of intervention

(s497A Education Act 1996) to direct the council to enter into an appropriate arrangement to secure the improvements required in children's services.

28. Statutory improvement notices could be issued and more critical or enduring underperformance may necessitate the use of Statutory Directions compelling the council to take certain actions. In extreme cases the DFE can direct partial or complete outsourcing of children services to a third party or the establishment of a children's trust.

Consultees

29. The leader, deputy leader and all of cabinet have been advised of the notice. Gladys Rhodes White and the DFE have been consulted on the draft Improvement Board terms of reference

Appendices

Appendix A – Covering letter and Improvement Notice

Appendix B – Suggested Improvement Board Terms of Reference

Background papers

None identified.



Vicky Ford MP

Parliamentary Under-Secretary of State for Children and Families

Sanctuary Buildings 20 Great Smith Street Westminster London SW1P 3BT
tel: 0370 000 2288 www.education.gov.uk/help/contactus

18 May 2021

HEREFORDSHIRE COUNCIL: SERIOUS FAILINGS IN RELATION TO CHILDREN'S SOCIAL CARE SERVICES

I am writing in relation to the lack of progress and improvement to children's social care services in Herefordshire Council ("the council") since the 2018 Ofsted inspection; exacerbated by serious failings identified following Justice Keehan's High Court judgment (published 16 April 2021), notification of three additional cases of concern to be assessed by the court, and practice inconsistencies identified by Essex as part of a Partners in Practice high-level review last month. I was shocked and saddened to hear Justice Keehan's judgment and the experience of the family and children involved, and am very concerned about the picture the judgement paints of the performance of children's social care services in Herefordshire and whether children are safe. I am also aware of other court cases where the forthcoming judgements are likely to identify further practice failings. The Essex visit in April 2021 identified longstanding issues of inconsistent practice, and I am also aware that insufficient improvement has been made since Ofsted last inspected in 2018 and two subsequent visits in 2019. It is apparent there have been serious failings in the leadership and management across the children's services department, and that interim positions have been brought in to help stabilise this.

Children's social care services are so important to the most vulnerable children locally and this means that it is essential that they are delivered to a high standard. No children should be left at risk of harm, and the welfare interests of children and families should be paramount to any decision made about their future. Keeping children safe is the most important responsibility that local authorities carry out and is one of the most important priorities for this Government.

I need to be confident that the council is taking the right actions to secure both immediate and sustainable improvement. This is why I have already agreed to appointing Gladys Rhodes White as DfE Improvement Adviser to set up and chair an Improvement Board as soon as possible.

I am today, also confirming, on behalf of the Secretary of State, that the Department for Education will issue the council with an Improvement Notice. A copy of the Improvement Notice is attached and will be published on GOV.UK on 18 May.

I consider that the Improvement Notice should last for a minimum of 12 months, until the end of April 2022, and until such time that the Secretary of State is satisfied this is no longer required. Formal reviews should be built in at appropriate stages to reassure me that sufficient progress has been made or indeed to reflect quicker progress than expected.

I understand from my officials that the council recognises the seriousness of the concerns raised in relation to Herefordshire's children's services and have already put in place steps to start addressing these. I welcome this commitment. I have also expressed my concerns to Herefordshire's local MPs to ensure that rapid action is taken, and improvement remains a priority.

My officials will continue to work closely with the council and the adviser over the coming weeks and months, to ensure that the necessary progress is being made. I am copying this letter to David Hitchiner (Leader of the Council), Felicity Norman (Lead Member for children and families and deputy leader), Paul Walker (Chief Executive), Claire Ward (Solicitor to Council and Monitoring Officer) and Catherine Knowles (Interim Director of Children's Services). I am also copying this letter to Bill Wiggin MP (North Herefordshire) and to Jesse Norman MP (Hereford and South Herefordshire).

Yours sincerely,

A handwritten signature in black ink that reads "Vicky Ford". The signature is written in a cursive, flowing style.

Vicky Ford MP
Parliamentary Under-Secretary of State for Children and Families

Improvement Notice

To: Herefordshire Council ('the council')
Plough Lane
Herefordshire
HR4 0LE

This Improvement Notice is issued to Herefordshire Council on 18 May 2021, following significant concerns highlighted by the publication of Justice Keehan's High Court Judgement on Friday 16 April 2021, further cases of concern in the court system and inconsistent practice identified by Essex as Partners in Practice in April 2021; demonstrating a lack of pace and progress to improve children's services since the 2018 Ofsted inspection.

1. This Notice is given to address:
 - a) Serious concerns in respect of the council's children's services, following failings outlined in the High Court Judgement published on 16 April 2021; in addition to other court cases coming up, where it is expected that further practice failings will be identified.
 - b) Failures in the leadership and management of children's services have been identified, along with evidence of poor-decision making, and drift and delay in some historic cases. Interim posts, (Director of Children's Services and Assistant Director), have been appointed to help stabilise the current leadership.
 - c) Essex Partners in Practice visit to the council in April 2021 identified longstanding issues of inconsistent practice.
 - d) Insufficient improvement has been made since Ofsted last inspected in 2018 and two subsequent visits in 2019.
2. To comply with this Notice, the following actions are required of the council, working with its partner agencies ("partners") as identified by the Children Act 2004 (Section 11).

Adviser arrangements

3. As you are aware, the Secretary of State has appointed an Improvement Adviser, Gladys Rhodes White, to provide advice to the Department and the council. The council will work with the adviser for a minimum of 12 months, and until such time that the Secretary of State is satisfied this is no longer required.

Improvement plan

4. The council's improvement plan will deliver appropriate and sustainable improvement. The plan should cover the areas identified in paragraph 1 (a to d), as well as recommendations made by the Improvement Adviser appointed by the Department. The plan should be submitted to the Department for Education ("the Department"), and by a date determined by the Improvement Adviser.

5. To ensure there is clear evidence of progression:
 - a. the content of the improvement plan and a record of progress against it must be kept up to date;
 - b. the council must ensure there is an improvement board established with an independent chair in place (to be set up and chaired by the DfE Improvement Adviser), that has full support from the Chief Executive and Council Leader, to oversee implementation of the improvement plan and report to the improvement board on progress against the objectives in the plan, to a timetable agreed with the Department. It can commission updates from partners in order to do this;
 - c. reports to the improvement board should include data, analysis and recommendations supported by evidence of the impact of improvements on the quality of practice and experience of children and families;
 - d. the council should highlight those objectives which are slow to progress and highlight where contributions need to be strengthened; and
 - e. the views of frontline staff and of children and young people will be taken into consideration in the development of practice and standards.

Department for Education reviews

6. Officials or advisers from the Department will undertake reviews of progress against the improvement plan at least every six months and more regularly where appropriate.
7. These reviews may cover but are not exclusive to: culture; performance; leadership, management and governance; workforce and management oversight; early help; and multi-agency arrangements.
8. From time to time, the Improvement Adviser may require that a diagnostic review or assessment of performance in a specific service area is undertaken by a local authority or other party agreed with the Department.
9. The Department will offer dedicated improvement support through its Partners in Practice arrangements and may consider additional requests for support as part of the review process.
10. For any review or assessment, the council must provide the persons conducting it with:
 - a. access to, and time with, staff and leadership;
 - b. accurate and up to date data on performance and quality;

- c. facilities to carry out the reviews;
- d. access to case files, minutes of meetings, supervision records or any other relevant information.

11. Prior to any reviews, the council should provide its own assessment of improvement. This may reflect, but is not limited to:

- a. progress against the improvement plan objectives;
- b. staff surveys;
- c. staff supervision and the quality of feedback.

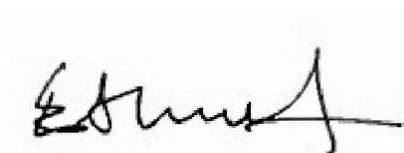
12. Taking account of the measures set out in this improvement notice and the diagnostic report once produced by the Department's Improvement Adviser, the council should aim for actions included in the improvement plan to be delivered by the end of April 2022 or sooner, where appropriate.

Improvement against the above measures will be assessed as follows:

13. The Improvement Adviser will provide to the Department, 6 weekly reports of progress or concern against the areas set out in this notice; and progress against the improvement plan; and any other such information relevant to the improvement journey.

Failure to comply with this Improvement Notice by the assessment dates or poor progress:

14. Should the council be unwilling or unable to comply with this improvement notice, or should ministers not be satisfied with the council's progress at any stage, ministers may choose to invoke their statutory powers of intervention (s497A Education Act 1996) to direct the council to enter into an appropriate arrangement to secure the improvements required in children's services.



18 May, 2021

Signed: Date:

Emily Whitehead

A senior civil servant in the Department for Education

SUGGESTED
Terms of Reference
[all meetings will be held over MS Teams]

Board Purpose	<ol style="list-style-type: none"> 1. To oversee the implementation of the improvement plan that meets the requirements of the non-statutory ministerial improvement notice for Herefordshire Council. 2. To ensure resources are secured to facilitate the required improvements in a timely and sustainable manner 3. To ensure that services to children, young people and families in Herefordshire deliver consistently good outcomes. 4. To provide assurances to the Chief Executive, Leader of the Council, elected members, partners and service users that progress is achieved and maintained.
Board Members	<p>DFE Advisor - Gladys Rhodes White OBE Chief Executive -- Paul Walker Leader to the Council – Cllr D Hitchiner ? Improvement Board Lead – Name tbc Interim Director of Children Services - Cath Knowles Solicitor to the Council - Claire Ward Cabinet Member for Children & Families - Cllr F Norman Chair of Childrens Scrutiny/Opposition Member Cllr C Gandy - TBC Local Government Association - Claire Burgess Safeguarding Partnership Chair (Independent Scrutineer) - Liz Murphy Clinical Commissioning Group - Lisa Levy and Ellen Footman West Mercia Police - Edd Williams Principal social worker – Joe Davenport Primary school representative - TBC Secondary school representative – TBC Minute taker - Caroline Marshall</p>
Other attendees will be invited to meetings when required for specific agenda items.	<p>Head of HR Tracey Sampson Interim Head of Legal Services Kate Charlton S151 Officer Andrew Lovegrove Other elected members ? Vice chair of scrutiny ? Assistant directors from children and families directorate Other partners?</p>
Detailed Objectives	<ol style="list-style-type: none"> 1. To ensure there is clear evidence of progression: <ol style="list-style-type: none"> a. the content of the improvement plan and a record of progress against is up to date; b. to oversee implementation of the improvement plan and receive reports on progress against the objectives in the plan, to a timetable agreed with the Department.

	<p>c. commission updates from partners as required to monitor progress of objectives in the improvement plan.</p> <p>d. analyse and receive assurance that there is evidence of the impact of improvements on the quality of practice and experience of children and families;</p> <p>e. highlight those objectives which are slow to progress and highlight where contributions need to be strengthened; and</p> <p>f. ensure that the views of frontline staff and of children and young people will be taken into consideration in the development of practice and standards.</p>
Accountabilities and Governance	<p>The Board will be jointly accountable to the Minister and Cabinet and will provide progress report on the implementation of the Plan highlighting areas of risk. The Chair is the ultimate decision maker on the Board.</p> <p>Progress will be reviewed by children and young person's scrutiny and the Herefordshire children's safeguarding partnership</p> <p>Update reports will be provided to full Council</p>
Frequency of Meetings	Monthly
Standard Agenda Items	<ul style="list-style-type: none"> • Update on progress of the plan • Priority actions • Risk log • Input from partners • Staff reference group – feedback • Safeguarding partnership • DfE update • Communications • AOB
Administration	<p>Papers will be circulated at least 3 working days in advance of meeting. Herefordshire Council will be responsible for the project management, administration, clerking and hosting of the board meetings and will ensure the minutes are taken and distributed to Board Members. The Chair will agree the minutes before circulation. Board papers will be shared as agreed by the Board depending on the documents at each meeting.</p>
Type of meeting	Virtual meeting and will be an internal meeting.
Access to information	TBC [webpage for improvement board]



Title of report: Q4 Budget & Performance Report

Meeting: Cabinet

Meeting date: Thursday 3 June 2021

Report by: Cabinet member finance and corporate services;

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

To review performance for Quarter 4 2020/21 and the final budget outturn for the year.

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

The final 2020/21 outturn is a £38k overspend.

The proportion of performance measures showing an improvement, or remaining the same compared to the same period last year is 70%; this is an improvement on the same period last year. At the end of the quarter, 72% of actions from the delivery plan are identified as complete or had progressed within planned timescales.

Recommendation(s)

That:

- a) Cabinet review performance and financial outturn for year end 2020/21, as set out in appendices A – H, and identifies any additional actions to be considered to achieve future improvements; and**
- b) Cabinet agree the set of measures in appendix G, for use for reporting on delivery plan progress in 2021/22.**

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 budget

2. The 2020/21 outturn is £38k overspend as at the end of March 2021
3. The table below sets out the directorate position at the end of March. Further service detail is available in appendix a.

Revenue outturn 2020/21

	Working Budget	Outturn	Outturn Variance to Budget	Movement since last quarter	Covid 19 related	Net Outturn
	£000	£000	£000	£000	£000	£000
Adults & Communities	47,418	48,438	1,020	(187)	2,977	(1,957)
Children & Families	32,632	36,939	4,307	82	573	3,734
Economy & Place	33,392	36,700	3,308	(1,011)	2,470	838
Corporate	16,913	20,144	3,231	2,074	3,895	(664)
Directorates	130,355	142,221	11,866	958	9,915	1,951
Central, treasury management, capital financing & reserves	26,762	24,849	(1,913)	(1,430)	0	(1,913)
Total Revenue	157,117	167,070	9,953	(472)	9,915	38

4. The 2020-21 outturn position is a £38k overspend of this position £9,915k relates directly to the COVID-19 impact on both expenditure and income.
5. Adults & Communities Directorate is reporting a net underspend of £1,957k. This is after a transfer to reserves reflecting the early delivery of some savings within the directorate budget. The main reasons for the underspend position are reductions in some areas of client expenditure due to the impact of Covid-19, along with underspends in some of the operational staffing budgets due to vacant posts.
6. The overspend in Economy & Place Directorate reflects the reduction in income relating to Covid-19. Childrens and Families Directorate reflects the cost pressure in placements costs. In addition, the revenue budget includes the Covid-19 pressure of PPE and community support. National Government has awarded grants to local authorities to manage the Covid-19 pressures, this covers the current year pressure.
7. The central, treasury management, capital financing and reserves underspend is detailed in Appendix C and reflects the delayed need to borrow from a combination of high cash balances and slippage in capital investment spend, detailed in appendix B.

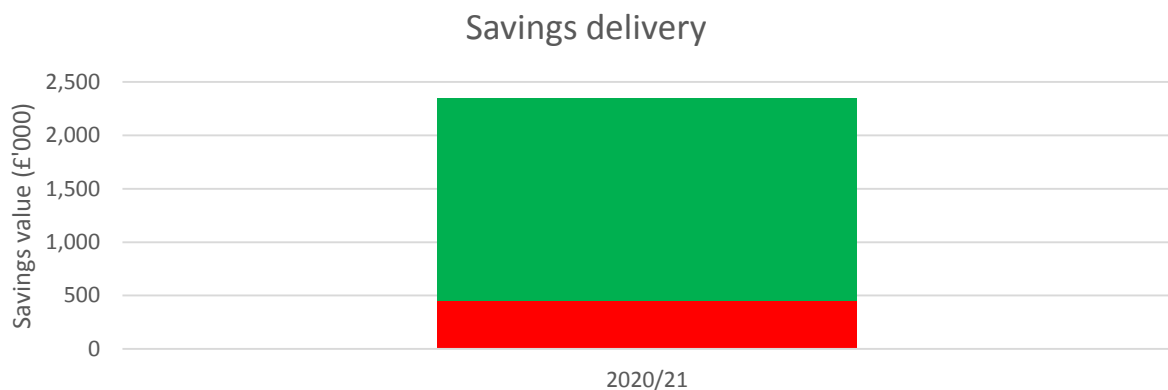
Capital budget

8. The capital Budget for 2020/21 has been revised to £90.016m, the summary breakdown is shown in the table below, but this consists of £51.712m 2019/20 carry forwards of unspent budget. Additional grants of £16.274m which resulted in a reduction of borrowing requirement for Hereford City Centre Improvements project of £2.5m and a reduction in the use of the capital receipts reserve of £1.053m due to an external grant allocation to replace this funding. Further borrowing to fund the flooding works of £4.027m and non-insurable works at Hereford Leisure Pool £0.505m. Details of the exercise to re-profile project budgets in quarter 1 are in appendix B, which saw a reduction of £98.613m. The budget was recently reduced by £2.133m when Council decided to remove both the Hereford Transport Package and South Wye Transport Package.
9. The final spend position is £55.010m which is an underspend of £35.006m on the re-profiled budget of £90.016m and an underspend of £12.8m from the £67.81m December 2020 forecast excluding both transport packages. Full details for each project are in appendix B. This underspend consists of projects that delivered below the project budget, projects that may no longer be required such as the car park fire suppression system of £750k or where there have been further delays in progress, mainly due to Covid-19 and not having the resources to catch up on delivery.
10. There were some significant projects delivered in the year - Marlbrook Primary School extension is operational and just awaiting some final landscaping in the summer months; construction completed on the Shell Store and will look to open to tenants later this year; the purchase of Maylord Orchards Shopping Centre. As well as on going deployment of superfast and full fibre broadband via Fastershire, road networks, infrastructure at the Enterprise Zone and many other small projects of less than £1m have been achieved. The full capital for this and all future years can be seen in detail by project in appendix B.

	2020/21 Budget £'000	2021/22 Budget £'000	2022/23 Budget £'000	2023/24 Budget £'000	Total
February 2020 Council Approved Budget	121,796	47,386	29,531	21,113	219,826
Re-profiled	(98,613)	46,510	52,103	-	-
19/20 Carry Forwards	51,712	-	-	-	51,712
Priority Flood Works	4,027				4,027
Borrowing					
Leisure Pool	505				505
Reduction HCCI Borrowing	(2,500)				(2,500)
Reduction for HEZ grant	(1,053)				(1,053)
Removal of HTP and SWTP	(2,133)	(12,047)	(16,906)		(31,086)
Additional Grants	16,274	(2,671)	-	-	13,603
Revised Capital Budget	90,016	79,178	64,728	21,113	255,035

Savings delivery

11. The graph below shows the final delivery of savings for 2020/21. As can be seen from the graph, 81% of savings are identified as green. The remaining savings have been identified as red, and identify non-delivery of savings in respect of corporate accommodation efficiencies and managing contract efficiencies in Children & Families Directorate.



12. Savings for 2021/22 totalling £11,205 million, as agreed by Council in February 2021, the updated position on these savings will be reported through each of the quarter end reports throughout 2021/22.

Performance

13. Performance updates below are structured around the three themes (Economy, Environment and Community) and the ambitions as set out in the County Plan. Under each of the themes, a banner indicates the status of the commitments of the Delivery Plan; complete (blue), progressing on track (green), those which might have possible delays (amber), or are behind targeted delivery (red). Red, amber and green apples have been used to identify the progress against the key deliverables identified in the delivery plan. Reports for 2021/22 will include overview judgements on

Theme 1: Economy



14. Of the 18 deliverable projects identified in the delivery plan, 15 are on track and 3 have possible delays.

EC0: Support an economy which builds upon the county’s strengths and resources – green rating



15. During the last quarter a number of businesses were consulted to establish a new mechanism for engaging with businesses in the future, aligned to a wider council engagement process. The business engagement framework is planned for July 2021. Alongside this, Talk Community leads have been involved in the possible support offered to businesses in relation to employee health and wellbeing and a pilot has been identified in the Hereford Enterprise Zone. Support and engagement with the business sector will continue to be developed following the current lockdown period.
16. Preparations have also been made to deliver the Restart grant funds, a cabinet member decision is planned for April for the allocation of £1.7 million of additional funds, with the intention that these will be disseminated with local businesses by the end of June 2021.

EC1: Develop environmentally sound infrastructure that attracts investment – green rating



17. Work is underway developing a set of environmental standards as part of both the climate change and nature strategy to ensure all infrastructure projects and corporate estates meet these minimum climate and nature targets. It is anticipated that a set of environmental standards will be identified as part of the recommendations of the Nature Strategy which would be incorporated into delivery of infrastructure projects.

EC2: Use council land to create economic opportunities and bring higher paid jobs to the county – green rating



18. Following Cabinet endorsement on the 20 January 2021 and the Towns Fund Board approval on the 25 January, the Hereford Town Investment Plan was submitted to government on the 28 January (ahead of the deadline). A response is expected in May 2021.
19. As part of the Town Investment Plan, a £3million project has been proposed by the council to regenerate the Maylord Orchard site; including the proposal for refurbishment of the atrium building and the development of a Learning Resource Centre.
20. Government announced in March 2021 a further £40K of capacity funding will be provided to support project development. On behalf of the Hereford Towns Board the council is procuring further consultancy support to assist with the next stages following the expected announcement in May this year.
21. Consultants, Rose Regeneration, have developed draft economic development investment plans for each of the market towns, and emerging project proposals. Once finalised, these plans will form the basis of a second round of local engagement and consultation.
22. Preparations are now being made for the launch of the Shell Store business incubation centre with the official opening in June.

EC3: Invest in education and the skills needed by employers – amber rating



23. Station Approach, the student accommodation development in Hereford, is due to be complete in the next quarter. A site visit is booked with Herefordshire College of Arts, NMITE and the council to review the progress, inspect facilities and the accommodation offered. It is anticipated that students will occupy the accommodation from September 2021.
24. The Herefordshire Skills Board was established in February 2021; this multi-agency board will increase and improve provision of skills development and community learning in Herefordshire now and in the future.
25. Herefordshire Council has been designated as the lead authority for the Community Renewal Fund in Herefordshire, one of 100 places nationally. This fund will support people and communities in need to pilot new approaches and invest in new skills, community and place to support people in to employment. Further information can be found [here](#), as well as the opportunity to submit bids.

26. The Kickstart scheme has experienced national delays in implementation meaning that, to date, no placements have started.

EC4: Enhance digital connectivity for communities and business – green rating



27. Superfast broadband is now available in more than 93% of premises in Herefordshire, although this is slightly short of the end of year target of 94%. The new community broadband grant has made its first awards to Birley and Nash & Knill, with Castle Frome in the pipeline. This is stage 5 of the Fastershire programme to complement the contract work by working directly with communities who still require a fibre solution.
28. During the last quarter, a further 5 Business Grant Projects have been awarded which will benefit 16 businesses in Herefordshire access faster broadband and improve business opportunities.
29. Aligned to the Town Investment Plan, an extensive business case for a LoRaWAN (Long Range, Wide Area Networks) in Hereford city has now been developed. This business case identifies some of the key benefits and possibilities which would be available through the introduction of the network. A further business case with financial cost analysis will be commissioned in respect of a county-wide LoRaWAN network, subject to sign off in the next quarter.

EC5: Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism – green rating



30. A new [Visit Herefordshire](#) website was launched in March along with campaigns on social media. Further PR and marketing itineraries and campaigns are also being developed for the move out of lockdown; these campaigns will be co-ordinated with the social media and website messaging.

EC6: Spend public money in the local economy wherever possible – amber rating



31. Social Value Webinars have been held with suppliers to help them understand the new Social Value Framework, as well as the options for communication and engagement work required to report the social value of contracts. Further events are planned in June 2021, providing training on registering on the portal, how to respond to tenders and social value questions, as well as contract management.

Theme 2: Environment



32. Of the 16 deliverable projects identified in the delivery plan, 7 are on track, 6 have possible delays and 3 have been reported as behind schedule.

EN0: Protect and enhance our environment and keep Herefordshire a great place to live – red rating



33. In support of the Core Strategy, the Housing Market and Needs Assessment has been presented to cabinet twice throughout the quarter and final amendments are now being completed. The Housing and Employment Land Availability Assessment work continues and is due to complete in early summer 2021.

EN1: Minimise waste and increase reuse, repair and recycling – green rating



34. The consultation for the waste management strategy has now been completed, with results due to be collated and issued publicly in April 2021. A preferred operating model is being considered, on the number and range of rubbish and recycling collections from 2023. February also saw the confirmation for the staffing resources required for the development of the new contract, as well as supporting the community to adopt the new proposals.

EN2: Improve and extend active travel options throughout the county – amber rating



35. Council confirmed the recommendation from cabinet to stop the western bypass and southern link road projects and remove them from the capital programme at its meeting on 2 February 2021.
36. Consideration is now being given for delivering the preferred strategy for 2021/22. A report to provide the revenue costs required to progress individual strategy elements to business case has been delayed. This report is planned for June 2021 and will provide cabinet with clarity on the costs required of developing strategy elements to enable a clear decision on what is progressed and what is held for future development.
37. Beryl Bikes has been extended and is now offering 30 e-bikes across the county in addition to their core offer. These e-bikes have been well received and are averaging 3 uses a day, this coincides with an increase of new Beryl users. Free Sheffield Stands have also been offered to local shops and businesses to support cycle travel in the county.

EN3: Build understanding and support for sustainable living – green rating



38. A new countywide climate and ecological partnership has been agreed and has developed an action plan which can be found at a new website here. This site has had a soft launch and is currently under review by partners.

EN4: Invest in low carbon projects – amber rating



39. Keep Herefordshire Warm is working with partners to access as many fuel poor households as practicably possible. New national and local funding streams launched in October and November

2020, however supply chain issues have meant that much activity has been delayed. Council led activity commenced in February 2021 to increase uptake of household energy efficiency measures in the county with wider schemes commissioned through Keep Herefordshire Warm and Citizens Advice in order to allow benefits maximisation and support.

40. The Warm Homes Fund and Green Homes Grant Local Authority Delivery (GHG LAD) projects are on-going, having providing energy efficiency measures in over 100 homes in the last 12 months with a further 50 properties due to be delivered by July 2021.

EN5: Identify climate change action in all aspects of council operation – amber rating



41. The council continues to improve the carbon footprint of its buildings; new installations at Widemarsh Children’s Centre are due for completion in April. This includes the installation of PV cells to reduce the carbon footprint of the building.

EN6: Seek strong stewardship of the county’s natural resources – green rating



42. Work to establish integrated wetlands sites as tertiary treatment for waste water continues. Land is being acquired and documentation for the procurement of the design and build phases is being finalised. A rewilding study has been commissioned and is nearing completion and an interim phosphate delivery plan phases 1 & 2 is complete and will be published in April 2021.

EN7: Protect and enhance the county’s biodiversity, value nature and uphold environmental standards – red rating



43. The Natural Environment team are preparing the cabinet report on the development of the Nature Strategy; confirming the work that has been done to date, and the scope of the strategy. Following agreement by Cabinet/Cabinet Member, a specification and invitation to tender will be prepared to procure support to develop the Nature Strategy.

Theme 3: Community



44. Of the 27 deliverable projects identified in the delivery plan, 1 has been completed and 21 are on track, 4 have possible delays and 1 has been reported as behind schedule.

CO0: Strengthen communities to ensure everyone lives well and safely together – green rating



45. A Talk Community mental health and wellbeing proposal has been developed and approved to provide training to community leaders across the county. A proposal for a Talk Community Debt and Money Management has also been approved and grants have been awarded to 7 organisations to deliver projects across Herefordshire. Planning and delivery of the Holidays

Activities Fund offer over the Easter holiday completed and scoping for the summer holidays has commenced.

46. The annual plan for capital highway maintenance works budget was all spent within the year, and due to additional capital funding allocation this budget was boosted by nearly £13 million additional spend for 2020 – 2022. The combined investment has resulted in 116 surfacing schemes, 12 surface dressing schemes, 25 footway schemes, 41 drainage schemes, 21 public rights of ways, bridges and crossings, 25 major structure schemes and 135 minor structure projects. During the last quarter the two repair sites at Fownhope were completed, ending its 13 month closure. Procurement process for contractors to repair Whitney-on-Wye flood damage and other minor flood repairs across the county.
47. Work to support the communications and engagement strategy has continued through the last quarter. Work is underway with the incoming chief executive on the emerging corporate narrative of listening and organisational change. This will impact heavily on the communications strategy and it is suggested the communications strategy is paused so that the revised position can be articulated based on the outcomes of the first 90 days of the new Chief Executive.
48. COVID-19 management and outbreak control has continued through the last quarter. January was challenging due to the increase in cases and outbreaks following the relaxed lockdown rules over Christmas, however the current lockdown has seen cases decrease – up to date local data can be found [here](#). Following the government’s announcement in February 2021 updating the Clinically Extremely Vulnerable (CEV) cohort, Herefordshire had an additional 4000 CEV’s added to the local list. The customer service team contacted all those extra people in the community with welfare and support calls.
49. Local contact tracing is now in place with Local 0 (meaning cases can be contacted as soon as data is on the system). Lateral flow test roll-out has been an evolving programme and the council’s response has had to be flexible; support has been provided by set up of community testing sites, pharmacy testing, support to local businesses and now implementing click and collect. Our Outbreak Control Plan has been refreshed ([and published](#)) in line with national requirements and to ensure funding for 21/22 - the plan includes the previous 7 themes and new focus on variants and vaccine inequalities.
50. Work on the “SafeHerefordshire” campaign continues to support the local response and a recent focus of the “Play your Part” messaging has seen significant promotional activity across the county to encourage regular testing, social distancing, following regulations and national unlocking.

CO1: Ensure all children are healthy, safe and inspired to achieve –
green rating



51. Marlbrook School extension has now been completed (ahead of schedule), with further landscaping planned for the summer holidays. Planning permission has been submitted for the planned developments for Brookfield School, and procurement for the design of Peterchurch School has been agreed by Cabinet; work to undertake this development is currently out to tender.
52. To support pupils and students to make the most of their education, Herefordshire has approached the Department for Education (DfE) which has resulted in contacts with leads for Opportunity Areas in Somerset and Blackpool. This DfE funded project will give Herefordshire schools an opportunity to work with schools in these areas identified as having similar challenges to our local population, working together to pool collective knowledge and expertise. This has

however has suffered delays due to the reduced school access during lockdown period in 2020 and 2021.

53. Schools in Herefordshire continued to support education for pupils in Herefordshire during the lockdown, including online provision for pupils required to self-isolate. Following an original order for DfE laptops and routers for vulnerable learners last year supported by council officers, further orders have been placed in the last quarter by schools themselves. Further need is being established, with surveys having been completed to introduce support to access digital learning even after lock down restriction are lifted. Webpages have also been set up on the council and WISH websites to guide and signpost parents in support of home learning.

CO2: Ensure that children in care, and moving on from care, are well supported and make good life choices – red rating



54. Following the implementation of the Early Help Hub in September 2020, the first full quarter of data shows that 952 referrals have been made and 953 calls made to the dedicated telephone line. This hub aims to ensure that families and professional can access the right help at the right time, with the intention of reducing statutory social care services. A new Right Help, Right Time document was launched in December 2020 to more than 200 practitioners.
55. In January 2021, the new Signs of Safety documentation and workflows were successfully released on to the Mosaic system for practitioners. This is a big step and will enable social workers the capability within supporting systems to embed the strengths based practice at the heart of the Signs of Safety practice model. The Quality Assurance Framework was relaunched to align with Signs of Safety and incorporate collaborative auditing. The Social Care Academy is now offering in-house delivery of core Signs of Safety training for all staff. The report of the Children and Families feedback survey was published in March.
56. The Edge of Care service, or ECHo, has continued to successful divert children from requiring formal care, including in some instances this has been re-unifying with families. To date, 23 children have been prevented from becoming children in care. Furthermore, two children have been stepped down from residential placements during 2020/21; this is a positive move which has resulted in these children returning home. The service continues to work with children in care to continually re-assess whether their needs can be met in alternative, improved ways.
57. In order to improve the range of placements available to children in care, an options paper is being drafted to consider the feasibility of building a children's Care Home in Herefordshire, the service has already researched the experiences of other councils who have developed similar options, and this will be presented as part of the options paper. Work on the fostering sufficiency project, intended to increase the number of foster carers locally available in Herefordshire is currently on temporary hold due to resourcing issues resulting from the recent court ruling. In addition, accommodation for 16+ care experienced children has now been completed. This facility has 10 beds designed to provide an opportunity for children previously in care, to become more independent. Six young people have already moved in to this property, in addition to the 4 vacancies that had already been filled in the new accommodation which was opened in quarter 3.
58. During April, the council received a court judgement identifying failings in relation to children in our care. Following this the Department of Education have issued a non statutory Improvement Notice to address serious concerns in respect of the council's children's services. Further information on the Improvement Notice is available as part of another item on Cabinet's agenda.

CO3: Build publicly owned sustainable and affordable houses and bring properties back in to use – green rating



59. Development partners have continued their review of technical requirements, including flood risk analysis and highway requirements, for the first site identified for house builds in the county and a pre-planning application has been submitted for the site.
60. Further analysis is underway of other council owned sites to assess their suitability for housing development. Initial feedback indicates that council-owned sites will be unlikely to provide the number of pipeline developments desired, so options are being explored for third party owned sites.

CO4: Protect and improve the lives of vulnerable people – amber rating



61. Two new supported living developments are progressing to plan, with potential tenants being identified with support from adults operational teams. A preliminary site has been identified to provide a new council owned care facility; initial site massing plans have been produced and design principles have been agreed and discussed with stakeholders. A project to support clients with learning disabilities has also continued to identify clients where their needs are better met in alternative service provision, which will also deliver savings to the council.
62. Hillside community kitchen is now delivering a community outreach meal service to the local community 7 days a week. Scoping has now started to develop a dementia friendly environment at Hillside; the requirements are being drawn together and will be subject to a tender. Additional recommendations for the outside space, the gardens and courtyards, is also being produced, again with the remit of providing dementia friendly environment for future residents. A solar PV installation, providing environmental improvements, at Hillside will be complete in April 2021. A technology expert has also been appointed to assess the digital potential for Hillside with the report due in quarter 1 2021/22.
63. The families in hardship project will deliver a communications campaign in May and June 2021 to signpost individuals that have been adversely affected financially by the Covid-19 pandemic, to appropriate advice and support.
64. Almost all people accommodated under project BRAVE, have had a key worker identified and have a team around them addressing their practical and health related needs to enable them to live more independently and sustain a tenancy. A capital grant for the improvement of the Whitecross Road premises has been confirmed and contractors are ready to proceed. Once open the premises will provide a homelessness hub for Hereford, including 12 units of transitional accommodation and a drop-in advice service. The proposed development of No. 4 and 5 Blackfriars Street is now being considered by Planning and a procurement of building works is being prepared with a target date of September 2021 for completion of the development. These properties will provide self-contained accommodation for people who are currently homeless.

CO5: Use technology to support home care and extend independent living – green rating



65. Phase 1 of the Independent Living Service project has now gone live, slightly later than expected, meaning referrals to the service are now coming through ART (Adults and Communities Advice and Referral Team).

CO6: Support communities to help each other through a network of community hubs – green rating



66. During the last quarter, 9 new Talk Community hubs have gone live, taking the total number of hubs to 17 across the county – this is on track and the project will meet the target of 20 in May 2021. These hubs are offering information and signposting to their local communities using virtual platforms. As lockdown restrictions ease these hubs will be able to expand this offer when they open their physical spaces again. In addition, 6 community seed funding applications have been received from the hubs and approved; these applications have included requests to fund tablets, printers, mobile phones and marketing materials in order to promote the hub and to enable them to connect to and support their community.
67. Engagement has continued during the last quarter with key community stakeholders in two market towns to consider the approach for delivery.

Reporting for 2021/22

68. In order to assure the council of progress being made as a result of the actions identified in the delivery plan, set out in appendix G are the recommended measures used for monitoring in 2021/22. A simple model has been used, loosely based on a Results Based Accountability approach, where each of the overarching ambitions in the County Plan have aligned success measures, many of which were identified in the County Plan. These are high level, population measures intended to demonstrate improvement in the county, some of these measures might not be the sole responsibility of the council. Additional output measures have been identified with a view to providing assurance that the activities of the Delivery Plan are making timely change to the council outputs. Finally, the actions are the activities which were identified within the Delivery Plan, to make progress against the high level ambitions.
69. These are the recommended measures which have been produced through liaison with the lead managers, and tested with cabinet portfolio members. These will be utilised in each of the quarterly performance reports throughout 2021/22.

Community impact

70. In accordance with the adopted code of corporate governance, Herefordshire Council must ensure that it has an effective performance management system that facilitates effective and efficient delivery of planned services. To support effective accountability the council is committed to reporting on actions completed and outcomes achieved, and ensuring stakeholders are able to understand and respond as the council plans and carries out its activities in a transparent manner.
71. 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.

Environmental Impact

72. This report details how progress is being made in achieving the Delivery Plan which in turn identifies how the council will work to deliver the environmental ambitions set out within the County Plan, but this decision does not have any direct environmental implications itself.

73. Individual projects and deliverables included within the Delivery Plan will all be subject to their own governance arrangements.

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. Whilst this paper is not seeking any project specific decisions, in determining the council's budget allocation, the council is working towards its equality objectives (found [here](#)). In addition, projects identified within the delivery plan where relevant will be subject to an Equality Impact Assessment to ensure appropriate attention is given to our Equality Duty.

Resource implications

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

Legal implications

77. The recommendations have no direct legal implications.

Risk management

78. The risks associated with the council's business are entered on to the relevant service risk register and escalated as per the council's Performance Management Framework and Risk Management Plan. The highest risks, i.e. those scoring greater than 16 following controls, have been escalated to the council's Corporate Risk Register. These are found in appendix F.
79. The council is required to close the accounts by 30 June 2018 which includes the approval of statutory statements by the chief finance officer. Failure to meet statutory deadlines carries a reputational risk for the council in relation to its corporate governance role.
80. The Covid-19 risk register has also been included at appendix H, this holds the current risks in relation to the Covid-19 pandemic and its response in Herefordshire.

Consultees

81. None in relation to this report.

Appendices

Appendix A	Revenue budget outturn
Appendix B	Capital budget outturn
Appendix C	Treasury management
Appendix D	Debt write-offs
Appendix E	Savings
Appendix F	Delivery Plan Dashboards
Appendix G	Logic Models for monitoring 2021/22
Appendix H	COVID-19 Risk Register

Background papers

None identified

Glossary

PPE	Personal Protective Equipment, in the context of this report, it refers to the protective items worn to minimise the risk of Covid-19 transmission
PV	Photovoltaic - in relation to solar panels
ART	the Advice & Referral Team which acts as the front door for adults social care
ECHo	Edge of Care service that supports and young people that are on the edge of care, whether that be at risk of becoming a looked after child, or with the potential to safely cease being looked after and return home with the appropriate support.
DfE	Department for Education
CEV	Clinically Extremely Vulnerable, a cohort of the population that have been advised to shield by the government due to health conditions which makes them vulnerable to Covid-19
LoRaWAN	Long Range Wide Area Network which enables transmission of data with high reliability
NMITE	New Model Institute for Technology and Engineering, the new university in Herefordshire. See https://nmite.ac.uk/
BRAVE	The councils project to manage the COVID-19 response for people homeless, or at risk of becoming homeless throughout the pandemic

Appendix A: Revenue Budget Position 2020/21

	Working Budget	Outturn	Outturn Variance to Budget	Movement since last quarter	Covid 19 related	Net Outturn
	£000	£000	£000	£000	£000	£000
Adults & Communities	47,418	48,438	1,020	(187)	2,977	(1,957)
Children & Families	32,632	36,939	4,307	82	573	3,734
Economy & Place	33,392	36,700	3,308	(1,011)	2,470	838
Corporate	16,913	20,144	3,231	2,074	3,895	(664)
Directorates	130,355	142,221	11,866	958	9,915	1,951
Central, treasury management, capital financing & reserves	26,762	24,849	(1,913)	(1,430)	0	(1,913)
Total Revenue	157,117	167,070	9,953	(472)	9,915	38

Movement in Net Budget:

Adults & Communities: £381k Additional pension allocation, £444k sparsity reserve, £800k social care pool, £342k pay award.

Reserves - £4,972k grant transfer, £48k PHRFG, £1,064k Learning Disabilities, £4,747k ASC other earmarked reserves.

Childrens & Families: £222k additional pension budget, £137k IT and telephone budgets moved to Corporate, £1,449k net drawn down from reserves, £400k pay award

Economy & Place: £214k additional pension budget, £4,522k net transfer from reserves, £221k reduction for RCCO, pay award £374k, £56k post moved to Corporate, £604k Public Health contribution

Central: the movements in the directorate's net budget is offset by a reduction in central net budget, as the budget is allocated during the year.

Adults and Communities: Revenue Budget Position 2020/21

	Working Net Budget	Full Year Outturn	Full Year Variance	Movement since last quarter
	£000	£000	£000	£000
Learning Disabilities	20,804	20,804	0	505
Memory & Cognition	2,690	2,628	(62)	(411)
Mental Health	3,692	3,341	(350)	(253)
Physical Support	25,081	27,669	2,588	(1,600)
Sensory Support	389	436	47	20
Client Sub-Total	52,655	54,878	2,222	(1,739)
All Ages Commissioning	1,751	1,528	(223)	(104)
Care Operations	8,861	7,900	(960)	(73)
Commissioned Services	3,044	3,304	260	(300)
Transformation & Improvement	614	532	(82)	(49)
Prevention & Support	3,033	2,581	(452)	(793)
Directorate Management	(17,666)	(17,410)	256	2,871
Public Health	(4,874)	(4,874)	0	0
Adults & Communities	47,418	48,438	1,020	(187)

The key outturn variances are:

Client budgets – The overspend of £2,222k in the client area is mostly attributable to Covid-19 pressures.

Care Operations – The underspend is due to vacancies not filled across operational teams.

Commissioned Services – The overspend in this area is mostly attributable to Covid-19 ie. temporary block contracts to support hospital discharge.

Prevention & Support – The underspend is due to the transfer of equipment spend to the Disabled Facilities Grant.

Directorate Management – The overspend of £256k is the net of NHS income claimed in relation to Covid-19 expenditure and other Covid-19 expenditure to be funded by grant monies, along with other small overspends.

Children and Families: Revenue Budget Position 2020/21

	Working Net Budget £000	Full Year Outturn £000	Full Year Variance £000	Movement since last quarter £000
Children's Commissioning	624	523	(101)	(31)
Directorate	315	177	(138)	(37)
Directorate	939	700	(239)	(68)
Additional Needs	2,317	2,258	(59)	(2)
Commissioning Management	997	957	(40)	0
Development and Sufficiency	979	777	(202)	(46)
Early Help	815	661	(154)	(3)
Early Years	230	226	(4)	(6)
Education Improvement	148	150	2	(29)
DSG	0	0	0	0
Education & Commissioning	5,486	5,029	(457)	(86)
Safeguarding and Review	919	879	(40)	13
Children in Need	4,187	4,246	59	222
Looked After Children	18,667	23,799	5,132	39
Safeguarding Development	522	516	(6)	(6)
Safeguarding & Early Help Management	1,912	1,770	(142)	(32)
Safeguarding & Family Support	26,207	31,210	5,003	236
Children & Families	32,632	36,939	4,307	82

The key variances are:

The placement costs of the LAC population continues to be a pressure in children and families, the budget setting allowed for this pressure through creating a social care pot and contingency.

Economy and Place: Revenue Budget Position 2020/21

	Working Net Budget	Full Year Outturn	Full Year Variance	Movement since last quarter
	£000	£000	£000	£000
Economic Growth	1,217	1,217	0	30
Highways & Transport	18,325	19,961	1,636	1,570
Housing and Growth Management	2,237	2,218	(19)	(65)
Regulatory, Environment & Waste	15,898	15,993	95	(796)
Technical Services	(4,508)	(2,865)	1,643	(1,713)
Economy & Place	33,392	36,700	3,308	(1,011)

Key movements:

⁵
Economic Growth - £200k costs transferred from capital expenditure due to development of the Bromyard Depot site not progressing

Housing and Growth – MHCLG COVID 19 income compensation grant allocation

Highways and Transport - £1,364k of costs submitted on Bellwin claims relating to February 2020 not reimbursed. School and SEN transport costs higher than forecast

Regulatory, Environment & Waste - £470k MHCLG COVID 19 income compensation grant allocation, £238k Environmental Health staff costs funded through Outbreak Control to reflect COVID related activity

Technical Services - £1.5m MHCLG COVID 19 income compensation grant allocation and better than expected performance for Building Control, the Crematorium and Car Parking

Corporate: Revenue Budget Position 2020/21

	Working Net Budget	Full Year Outturn	Full Year Variance	Movement since last quarter
	£000	£000	£000	£000
Corporate Support Services	6,094	6,437	343	384
Finance, Legal & Governance	8,682	11,151	2,469	1,704
People & Performance	2,137	2,556	419	(13)
Corporate	16,913	20,144	3,231	2,074

The overspend reflects the additional resource supporting the councils covid19 work.

Appendix B

Table A - 2020/21 Capital Budget Outturn

			2020/21		
Adjustments include reprofiling to future years and additional grants allocations	2020/21 Budgets £000s	Adjustments in Year £000s	Budget £000s	Outturn £000s	Variance £000s
Adults and Communities					
Disabled facilities grant	1,853	416	2,268	2,000	-269
Hillside	-	2,550	2,550	559	-1,991
Carehome & Extra Care Facility	-	250	250	0	-250
Technology Enabled Communities	300	700	1,000	38	-962
Super Hubs	2,000	-1,800	200	0	-200
Homelessness Hub & Property Investment		524	524	60	-464
Private sector housing improvements	-	199	199	2	-197
Total Adults & Communities	4,153	2,839	6,991	2,659	-4,332
Corporate					
Fastershire Broadband	8,607	-5,036	3,571	2,706	-865
PC Replacement	641	-10	630	330	-300
Widemarsh Gardens	80	0	80	0	-80
Electronic Document Management Storage	380	0	380	24	-356
Better Ways of Working	850	0	850	22	-828
Children Centre Changes	0	116	116	-1	-117
Total Corporate	10,557	-4,931	5,627	3,081	-2,546
Children's and Families					
Colwall Primary School	0	85	85	18	-67
Schools Capital Maintenance Grant	1,200	1,114	2,314	1,165	-1,149
Peterchurch Primary School	5,000	-4,700	300	3	-297
Expansion for Marlbrook school	2,000	1,348	3,348	4,450	1,102
Brookfield School Improvements	167	577	744	135	-609
C&F's S106	0	649	649	395	-254
Healthy Pupils	0	24	24	16	-8
Individual Pupil Needs	0	38	38	33	-5
Short Breaks Capital	0	118	118	19	-99
Blackmarston SEN	0	52	52	29	-23
Basic Needs Funding	8,891	-7,700	1,191	0	-1,191
2 Year Old Capital Funding	0	27	27	27	0
Preliminary works to inform key investment	0	986	986	6	-980
Temporary school accommodation replacement	300	0	300	0	-300
Total Children's & Families	17,558	-7,381	10,177	6,297	-3,880
Economy and Place					
Hereford City Centre Transport Package	1,500	132	1,632	377	-1,256
Hereford City Centre Improvements (HCCI)	2,000	-500	1,500	178	-1,322
Hereford ATMs and Super Cycle Highway	1,000	0	1,000	0	-1,000
Passenger Transport Fleet	7,800	-7,800	0	0	0
Local Transport Plan (LTP)	12,272	0	12,272	12,269	-3

Emergency Active travel Fund	0	137	137	19	-119
Pothole & Challenge Fund 20/21	0	7,674	7,674	5,311	-2,363
Priority Flood Repair Works	0	4,027	4,027	1,547	-2,480
E & P's S106	0	511	511	476	-34
Lea Flood Alleviation Scheme	0	299	299	299	0
Investment in C & U Roads	2,000	0	2,000	2,000	0
Investment in Infrastructure Assets	2,000	0	2,000	943	-1,057
Highway asset management	3,750	-2,214	1,536	667	-868
Hereford Enterprise Zone	1,831	-884	947	76	-871
Hereford Enterprise Zone - Further funded dev	0	5,432	5,432	5,297	-135
Herefordshire Enterprise Zone Shell Store	1,298	1,710	3,008	2,615	-393
Ross Enterprise Park (Model Farm)	4,174	-3,174	1,000	57	-943
Marches Renewable Energy Grant	764	-476	288	147	-141
Marches business improvement grants	1,125	-408	717	659	-58
Empty Property investment & Development	1,000	0	1,000	350	-650
Employment Land & Incubation Space in Market Towns	843	-843	0	0	0
Leominster Heritage Action Zone	238	57	295	0	-295
Towns Fund Accelerated Funding	0	750	750	672	-78
Development Partnership activities	25,000	-17,185	7,815	4,172	-3,643
Property Estate Enhancement Works	0	869	869	650	-219
Corporate Accommodation	0	142	142	123	-19
Leisure Centres	0	368	368	221	-147
Leisure Pool	0	505	505	317	-188
Solar Photovoltaic Panels	1,473	-1,228	245	39	-206
Integrated Wetlands	0	1,200	1,200	66	-1,134
Sustainable Landscape Sustainable Places	0	195	195	163	-31
SEPUBU Grant	0	329	329	12	-317
Green Homes Grant - Local Authority Delivery	0	480	480	0	-480
LED street lighting	0	119	119	4	-114
Estates Capital Programme 2019/22	2,095	833	2,928	922	-2,006
Three Elms Trading Estate	0	240	240	167	-72
Energy Efficiency	46	49	95	22	-73
Warm Homes Fund	397	430	827	359	-468
Gypsy & Traveller Pitch development	899	188	1,087	643	-444
Car Parking Strategy	0	110	110	15	-95
Car Park Re-Surfacing	0	115	115	0	-115
Office and Car Park Lighting Replacement	58	134	192	22	-171
Upgrade of Herefordshire CCTV	136	-4	132	104	-28
Schools Transport Route Planning	30	-14	16	15	-1
Courtyard Development	611	0	611	611	0
Corporate Fleet Procurement	0	325	325	321	-4
Vehicle Replacement	19	0	19	18	-1
Strangford Landfill Site Toilet Facilities	25	0	25	19	-6
Hereford Library	0	211	211	8	-203

Total Economy and Place	74,384	-7,162	67,222	42,973	-24,249
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Total	106,652	-16,635	90,016	55,010	-35,006
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Table B – Reprofiled budget details

	2020/21 Budgets Adj £000s	2021/22 Budgets Adj £000s	2022/23 Budgets Adj £000s	Reason
Children's and Families				
Peterchurch Area School Investment	(5,193)	2,000	3,193	Building works to commence later than planned
Expansion for Marlbrook school	(1,600)	1,600	-	Building works will not complete in 20/21
Brookfield School Improvements	(2,000)	2,000	-	Building works to commence later than planned
Basic Needs Funding	(7,700)	5,700	2,000	Finalising plans on where pupil places are required
Temporary School Replacement	(150)	150	-	Building works to commence later than planned
Total Children's & Families	(16,643)	11,450	5,193	
Corporate				
Fastershire Broadband	(13,414)	6,707	6,707	This profile is based on BT, Gigaclear and future contracts and is based on contractual milestones but with this financial years figures accounting for slippage.
Total Corporate	(13,414)	6,707	6,707	
Adults & Communities				
Carehome & Extra Care Development	(669)	669	-	Budgets re-profiled to reflect the delay in taking forward due to Covid 19. Budget retained in 20/21 to carry out initial feasibility works.
Technology Enabled Communities	700	(700)		Plan to deliver earlier due to current working practices.
Super Hubs	(1,800)	1,800	-	Budgets re-profiled to reflect the delay in taking forward due to Covid 19. Budget retained in 20/21 to carry out initial feasibility works.
Total Adults & Communities	(1,769)	1,769	-	
Economy and Place				
Hereford City Centre Transport Package	-	(2,000)	2,000	Spend profile revised to reflect delivery programme for consultation on public realm and transport hub projects and associated revised programme for delivery.
South Wye Transport Package	(18,200)	4,000	14,200	Spend profile revised to reflect project has been paused whilst transport review is undertaken.
Hereford City Centre Improvement	(2,500)	1,000	1,500	Spend profile is revised to reflect revised delivery programme of High Town refurbishment and development of additional area around Broad Street and King Street areas. This later work has been impacted by current COVID restrictions which limit stakeholder engagement.
Passenger Transport Fleet	(7,800)	-	7,800	Spend profile revised as grant funding has not yet been secured.
Hereford Transport Package	(1,000)	1,000	-	Spend profile revised to reflect project has been paused whilst transport review is undertaken.

Hereford Enterprise Zone	(1,965)	1,965	-	A delay to approval of the budgets in 2019 delayed the HEZ programme, which is reflected in the re-profiling. The re-profiling also considers the likely impact of additional £5m of funding secured from the Marches LEP in March 2020 (awaiting contract from the LEP prior to seeking a decision to add these funds to the capital programme).
Ross Enterprise Park	(5,279)	5,279	-	Budgets re-profiled to reflect delays to the development of the project, with funding sought from the LEP to meet an identified gap available funding.
Marches Investment Business Programme	(465)	(444)	909	MHCLG have agreed for the programme to be re-profiled due to the current impact of COVID. Project Change Request is in the process of being submitted.
Empty Property Investment & Development	(452)	452	-	Budgets re-profiled to reflect the delay in agreeing the grant element of schemes due to Covid 19.
Employment Land & Incubation Space in Market Towns	(843)	843	-	Budgets re-profiled to reflect the delay in taking forward the Employment Land and Business Space market town programme due to Covid 19.
Leominster Heritage Action Zone	58	(585)	527	Budgets re-profiled to reflect the delay in taking forward the Leominster Heritage Action Zone project due to Covid 19. Heritage England have approved the project delivery plan, but they have delayed the commencement of their national programme due to Covid 19.
Development Partnership Activities	(26,535)	13,268	13,267	Budgets re-profiled to reflect the delay in taking forward DRP projects primarily due to Covid 19. For example a decision regarding the development of student accommodation at the Hereford Football Club site, and progressing development option assessments of sites along the City Link Road and on College Road Campus have been paused until the impacts of Covid 19 are better known.
Solar Photovoltaic Panels	(1,286)	1,286	-	Spend profile revised to reflect project delays due to Covid and also seeking legal advice on feasibility of potential new projects.
Warm Homes Fund	165	(165)	-	Spend profile revised to reflect project delays due to Covid as home assessments are delayed. Project will continue as restrictions are lifted.
Gypsy & Traveller Pitch Development	(700)	700	-	Spend profile revised to reflect part of the delivery programme being delayed. Planning permission is yet to be agreed to continue with the 4 new pitches works, therefore expected to not be fully delivered until 21/22.
Schools Transport Route Planning	15	(15)	-	In line with agreed contract, remains within overall budget.
Total Economy & Place	(66,787)	26,584	40,203	
Total	(98,613)	46,510	52,103	

Table C – Capital Programme position 2020/21

Scheme Name	Prior Years £000s	2020/21 budget £000s	2021/22 budget £000s	2022/23 budget £000s	2023/24 budget £000s	Total scheme budget £000s
Economy & Place						
Hereford City Centre Transport Package	33,665	1,632	3,353	2,000	-	40,651
Hereford City Centre Improvements (HCCI)	-	1,500	3,000	1,500	-	6,000
Hereford ATMs and Super Cycle Highway	-	1,000	-	-	-	1,000
Passenger Transport Fleet	-	0	7,800	15,600	15,600	39,000
Local Transport Plan (LTP)	-	12,272	-	-	-	12,272
Emergency Active travel Fund	-	137	-	-	-	137
Pothole & Challenge Fund 20/21	-	7,674	-	-	-	7,674
Priority Flood Repair Works	-	4,027	-	-	-	4,027
E & P's S106	-	511	-	-	-	511
Lea Flood Alleviation Scheme	-	299	-	-	-	299
Investment in C & U Roads	-	2,000	-	-	-	2,000
Investment in Infrastructure Assets	-	2,000	-	-	-	2,000
Highway asset management	-	1,536	1,000	-	-	2,536
Hereford Enterprise Zone	12,035	947	1,965	-	-	14,947
Hereford Enterprise Zone - Further funded dev	-	5,432	-	-	-	5,432
Herefordshire Enterprise Zone Shell Store	4,309	3,008	-	-	-	7,317
Ross Enterprise Park (Model Farm)	284	1,000	5,786	-	-	7,070
Marches Renewable Energy Grant	12	288	120	-	-	420
Marches business improvement grants	41	717	892	1,349	-	2,999
Empty Property investment & Development	-	1,000	752	300	-	2,052
Employment Land & Incubation Space in Market Towns	-	0	5,052	3,066	5,513	13,631
Leominster Heritage Action Zone	-	295	841	2,664	-	3,800
Towns Fund Accelerated Funding	-	750	-	-	-	750
Development Partnership activities	6,250	7,815	13,268	13,268	-	40,601
Property Estate Enhancement Works	1,871	869	-	-	-	2,740
Corporate Accommodation	2,759	142	-	-	-	2,901
Leisure Centres	-	368	-	-	-	368
Leisure Pool	-	505	-	-	-	505
Solar Photovoltaic Panels	603	245	1,286	-	-	2,134
Integrated Wetlands	-	1,200	800	-	-	2,000
Sustainable Landscape Sustainable Places	-	195	-	-	-	195
SEPUBU Grant	64	329	-	-	-	393
Green Home Grants – Local Authority Delivery	-	480	-	-	-	480
LED street lighting	5,536	119	-	-	-	5,655

Estates Capital Programme 2019/22	517	2,928	1,390	-	-	4,835
Three Elms Trading Estate	235	240	-	-	-	475
Energy Efficiency	5	95	-	-	-	100
Warm Homes Fund	133	827	-	-	-	960
Gypsy & Traveller Pitch development	51	1,087	739	-	-	1,877
Car Parking Strategy	136	110	-	-	-	246
Car Park Re-Surfacing	1	115	-	-	-	116
Office and Car Park Lighting Replacement	108	192	-	-	-	300
Upgrade of Herefordshire CCTV	52	132	-	-	-	184
Schools Transport Route Planning	59	16	15	-	-	90
Courtyard Development	-	611	-	-	-	611
Corporate Fleet Procurement	413	325	-	-	-	738
Vehicle Replacement	-	19	-	-	-	19
Strangford Landfill Site Toilet Facilities	-	25	-	-	-	25
Hereford Library	134	211	-	-	-	345
Total E & P Capital Projects	69,276	67,222	48,059	39,747	21,113	245,417
Corporate						
Fastershire Broadband	18,754	3,571	6,707	6,707	-	35,738
PC Replacement	489	630	397	-	-	1,516
Widemarsh Gardens	-	80	-	-	-	80
Electronic Document Management Storage	-	380	-	-	-	380
Better Ways of Working	-	850	-	-	-	850
Children Centre Changes	314	116	-	-	-	430
Total Corporate Capital Projects	19,557	5,627	7,104	6,707	0	38,994
Children and Families						
Colwall Primary School	-	85	-	-	-	85
Schools Capital Maintenance Grant	-	2,314	1,195	-	-	3,509
Peterchurch Primary School	7	300	7,353	3,193	-	10,853
Expansion for Marlbrook school	1,193	3,348	1,600	-	-	6,141
Brookfield School Improvements	6	744	3,195	-	-	3,945
C&F's S106	-	649	-	-	-	649
Healthy Pupils	75	24	-	-	-	99
Individual Pupil Needs	233	38	-	-	-	271
Short Breaks Capital	-	118	-	-	-	118
Blackmarston SEN	32	52	-	-	-	84
Basic Needs Funding	-	1,191	5,700	2,000	-	8,891
2 Year Old Capital Funding	79	27	-	-	-	106
Preliminary works to inform key investment	29	986	-	-	-	1,015
Temporary school accommodation replacement	-	300	150	-	-	450
Total C & F Capital Projects	1,654	10,177	19,193	5,193	0	36,216
Adults and Communities						
Disabled facilities grant	-	2,269	1,853	-	-	4,122

Hillside	-	2,550	-	-	-	2,550
Carehome & Extra Care Facility	-	250	669	13,081	-	14,000
Technology Enabled Communities	-	1,000	500	-	-	1,500
Super Hubs	-	200	1,800	-	-	2,000
Homelessness Hub & Property Investment		524				524
Private sector housing improvements	-	199	-	-	-	199
Total A & C Capital Projects	0	6,991	4,822	13,081	0	24,894
Total	90,486	90,016	79,178	64,728	21,113	345,521

	2020/21 Budget £000s	2021/22 Budget £000s	2022/23 Budget £000s	2023/24 Budget £000s	Total
February 2020 Council Approved Budget	121,796	47,386	29,531	21,113	219,826
Reprofiled	-98,613	46,510	52,103	-	0
19/20 Carry Forwards	51,712	-	-	-	51,712
Priority Flood Works Borrowing	4,027				4,027
Leisure Pool	505				505
Reduction HCCI Borrowing	-2,500				-2,500
Reduction for HEZ grant	-1,053				-1,053
Removal of HTP & SWTP	-2,133	-12,407	-16,906		-31,086
Additional Grants	16,274	-2,671	-	-	13,603
Revised Capital Budget	90,016	79,178	64,728	21,113	255,035

Grant Additions since February Council

	£000s
Disabled Facilities Grant	416
Emergency Active Travel Fund	137
Integrated Wetlands (NHB)	2,000
Sustainable Landscape Sustainable Places	195
Highways Asset Management	-7,250
Pothole & Challenge Fund 20/21	7,674
Schools Maintenance Grant	546
HEZ - Further Development (LEP)	5,432
Lea Flood Alleviation Scheme	299
E&P S106	511
SEPuBu	-341
Marches Renewable Energy Grant	-768
Towns Fund Accelerated Funding	750
Green Homes Grant - Local Authority Delivery	480
MHCLG Homelessness Grants	524
LEP grant for HCCI	3,000
	<u>13,603</u>

Annual Treasury Management Report 2020/21

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:** The financial year 2020/21 will go down in history as being the year of the pandemic. The first national lockdown in late March 2020 damaged an economy that was unprepared for such an eventuality. This caused an economic downturn that exceeded the one caused by the financial crisis of 2008/09. A short second lockdown in November did relatively little damage but by the time of the third lockdown in January 2021, businesses and individuals had become more resilient in adapting to working in new ways during a three month lockdown so much less damage than was caused than in the first one. The fast programme of vaccinations promises to lead to a return to something approaching normal life during the second half of 2021. This has been instrumental in speeding economic recovery and the reopening of the economy. In addition, the household saving rate has been exceptionally high since the first lockdown in March 2020 and so there is plenty of pent-up demand and purchasing power stored up for services in the still-depressed sectors like restaurants, travel and hotels as soon as they reopen. It is therefore expected that the UK economy could recover its pre-pandemic level of economic activity during quarter 1 of 2022.
- 2.2. **UK Monetary Policy:** The Monetary Policy Committee (MPC) cut Bank Rate from 0.75% to 0.25% and then to 0.10% in March 2020 and embarked on a £200bn programme of quantitative easing QE (purchase of gilts so as to reduce borrowing costs throughout the economy by lowering gilt yields). The MPC then increased QE by £100bn in June and by £150bn in November to a total of £895bn. While Bank Rate remained unchanged for the rest of the year, financial markets were concerned that the MPC could cut Bank Rate to a negative rate; this was firmly discounted at the February 2021 MPC meeting when it was established that commercial banks would be unable to implement negative rates for at least six months – by which time the economy was expected to be making a strong recovery and negative rates would no longer be needed.
- 2.3. **Inflation:** Average inflation targeting was the major change adopted by the Bank of England in terms of implementing its inflation target of 2%. The key addition to the Bank's forward guidance in August was a new phrase in the policy statement, namely that "it does not intend to tighten monetary policy until there is clear evidence that significant progress is being made in eliminating spare capacity and achieving the 2% target sustainably". That seems designed to say, in effect, that even if inflation rises to 2% in a couple of years' time, do not expect any action from the MPC to raise Bank Rate – until they can clearly see that level of inflation is going to be persistently above target if it takes no action to raise Bank Rate. This sets a high bar for raising Bank Rate and no increase is expected by March 2024, and possibly for as long as five years. Inflation has been well under 2% during 2020/21; it is expected to

Annual Treasury Management Report 2020/21

briefly peak at just over 2% towards the end of 2021, but this is expected to be a temporary short lived factor.

3. Borrowing

- 3.1. The council continues to choose to utilise accessing lower cost short-term loans from other local authorities, should it need to, 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 2021/22 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 2020/21 no new borrowing was required. The weighted average interest rate paid on council borrowing increased to 4.00% (3.96% in 2019/20) reflecting the higher cost of older long term borrowing.
- 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 level, reducing interest cost and counterparty exposure risk.
- 3.4. Gilt yields and public works loan board (PWLB) rates fell sharply from the start of 2020 and then spiked up in March due to the pandemic. Once the UK vaccination programme started making rapid progress in the new year of 2021, gilt yields and PWLB rates started rising sharply as confidence in economic recovery rebounded. A consultation was held with local authorities and on 25th November 2020, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates; the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three year capital programme. There is likely to be only a gentle rise in gilt yields and PWLB rates over the next three years.
- 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 2020/21, this option will continue to be constantly considered.
- 3.6. Borrowing activity during the year is summarised below:

Borrowing Activity in 2019/20	01/04/20 Balance £m	New Borrowing £m	Debt Maturing £m	31/03/21 Balance £m
Short-term borrowing	0.0	0.0	0.0	0.0
Long-term borrowing	130.3	0.0	(3.5)	126.8
TOTAL BORROWING	130.3	0.0	(3.5)	126.8
Other long-term liabilities*	50.9	0.4	(2.9)	48.4
TOTAL EXTERNAL DEBT	181.2	0.4	(6.4)	174.9
<i>*Other long term liabilities represent existing commitments under PFI arrangements included in the medium term financial strategy</i>				

Annual Treasury Management Report 2020/21

- 3.7. Total borrowing decreased by £3.5m representing repayments made during the year. No new external borrowing was required during 2020/21.
- 3.8. The council's underlying need to borrow is measured by the Capital Financing Requirement (CFR). As at 31/03/2021 this totalled £313.7m. The difference of £138.8m between the CFR and total external debt shown in the table above represents internal borrowing from usable reserves, working capital balances and the outstanding loan balance with Mercia waste of £34.4m.
- 3.9. The council's capital financing costs in 2020/21 were as follows.

Capital financing costs for 2020/21:	Budget	Outturn	Over / (under) spend
	£m	£m	£m
Minimum Revenue Provision (provision for repayment of loan principal)	7.6	7.6	-
Interest payable on all loans	6.2	5.2	(1.0)
TOTAL	13.8	12.8	(1.0)

- 3.10 The underspend has arisen from a slippage in the capital investment budgeted spend in 2020/21 meaning no new borrowing was required to fund this spend which delivered an underspend in expected interest payable. The saving in a reduced minimum revenue provision cost has been used to set up an ear marked reserve recovery fund.

4. Investments

- 4.1. The council invests significant funds, representing income received in advance of expenditure plus balances and reserves. During 2020/21 the council's investment balances averaged at £77m and ranged from £111m in January 2021 to £56m in May 2020. Much of this increased cash balance reflected the receipt of central government grant funding in advance of spend in response to Covid 19.
- 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	31/03/20 Balance £m	Investments Made £m	Maturities/ Withdrawals £m	31/03/21 Balance £m
Instant Access Accounts	19.00	385.83	(387.28)	17.55

Annual Treasury Management Report 2020/21

Notice Accounts	5.00	8.88	-	13.88
Fixed Term Deposits	14.00	45.00	(29.00)	30.00
Total	38.00	439.71	(416.28)	61.43
Increase in investments				23.43

4.4. Interest received during the year was as follows:

Month	Average amount invested		Average rate of interest earned		Budget	Interest earned	(Surplus)/deficit
	Actual £m	Budget £m	Actual %	Budget %	£000	£000	£000
Apr-20	78.5	40	0.50	0.50	17	30	(13)
May-20	63.2	40	0.47	0.50	17	25	(8)
Jun-20	67.0	40	0.39	0.50	17	21	(4)
Jul-20	79.4	40	0.24	0.50	17	16	1
Aug-20	75.7	40	0.20	0.50	17	13	4
Sep-20	72.2	40	0.17	0.50	16	10	6
Oct-20	71.9	40	0.15	0.50	17	9	8
Nov-20	82.2	40	0.10	0.50	16	7	9
Dec-20	84.1	40	0.09	0.50	17	6	11
Jan-21	92.0	40	0.08	0.50	17	6	11
Feb-21	85.4	40	0.09	0.50	15	6	9
Mar-21	72.3	40	0.11	0.50	17	7	10
Outturn					200	156	44

4.5. The interest received in the year was lower than the budget because, despite having high balances invested, the interest rates dropped in response to the Covid-19 pandemic.

4.6. The average interest rate achieved during 2020/21 was 0.22%, lower than budgeted due to the Covid-19 pandemic and the subsequent base rate reductions. This compares favourably with the generally accepted benchmark of the average 7-day London Inter-Bank Bid (LIBID) rate of -0.07%.

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 £2.4m, the net loan position is set aside to fund increased waste disposal costs in future years.

5. Compliance with Prudential Indicators

5.1 The Council complied with its Prudential Indicators, Treasury Management Policy Statement and Treasury Management Practices for 2020/21 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.

Annual Treasury Management Report 2020/21

Annex 1

Performance Indicators**1. Treasury Management Indicators**

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

1.1 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 31/03/21 £m	% Fixed Rate Borrowing 31/03/21
Under 12 months	0%	10%	2.37	2%
12 months and within 24 months	0%	10%	6.53	5%
24 months and within 5 years	0%	25%	15.21	12%
5 years and within 10 years	0%	35%	17.91	14%
10 years and above	0%	80%	84.78	67%
Total			126.80	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.

1.2 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	2020/21 Approved £m	2020/21 Actual £m	2021/22 Estimate £m	2022/23 Estimate £m
Total	5	0	5	5

During 2020/21 no long-term investments were made for a period exceeding 364 days.

2. Prudential Indicators**2.1 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 has been and is expected to be financed or funded as follows:

Annual Treasury Management Report 2020/21

Capital Financing	2020/21		2021/22	2022/23	2023/24
	Estimate £000	Actual £000	Estimate £000	Estimate £000	Estimate £000
Capital grants	46,539	43,672	41,788	21,587	11,600
Capital receipts	9,563	696	13,410	7,041	4,020
Revenue funding	1,000	38	500	-	-
Prudential borrowing	32,914	10,604	42,172	38,006	5,559
Total	90,016	55,010	97,870	66,634	21,179

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

3. Capital Financing Requirement (CFR)

Estimates of the council's cumulative maximum external borrowing requirement for 2020/21 to 2022/23 are shown in the table below:

Capital Financing Requirement	2020/21 Estimate Approved £000	2020/21 Actual £000	2021/22 Estimate £000	2022/23 Estimate £000
Total CFR	380,369	313,663	346,032	373,021

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

4. 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.

	2020/21 Approved Operational Boundary £m	2020/21 Approved Authorised Limit £m	Actual External Debt as at 31/03/21 £m
Borrowing	340.0	350.0	126.8
Other Long-term Liabilities	60.0	70.0	48.4
Total	400.0	420.0	175.2

5. 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.

Annual Treasury Management Report 2020/21

Ratio of Financing Costs to Net Revenue Stream	2020/21 Approved %	2020/21 Actual %
Net Revenue Stream	156,099	157,155
Financing Costs	13,573	12,786
Percentage	8.6%	8.1%

6. 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 2017 Edition* into its treasury policies, procedures and practices.

Debt write offs for the period 1 October 2020 to 31 March 2021

- 1 The finance procedure rules stipulate that the chief financial officer must approve the writing off of debt exceeding £20k. For the period 1 October 2020 to 31 March 2021 there were 2 cases exceeding £20k (no cases for the period 1 April 2020 to 30 September 2020) as follows:
 - A write off of £48k relating to Business Rates due to bankruptcy
 - A write off totalling £21k relating to a combination of £2k for Council Tax plus £19k for Business Rates due to the business being dissolved

- 2 Individual debts written off in the period 1 October 2020 to 31 March 2021 totalled £468k (£103k for the period 1 April 2020 to 30 September 2020). 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. The amount written off in 2020/21 is lower than previous years due to reduced recovery work carried out because of the pandemic. The amount of Business Rates charged in 2020/21 is lower than previous years due to the increased relief awarded by Central Government in reaction to COVID-19 restrictions.

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Total amount written off	905	1,026	772	571
Council tax charged	96,876	123,323	131,598	137,175
Business rates charged	48,970	48,641	48,134	19,963
General debtors charged	59,228	60,147	60,004	72,635

Savings Performance 20/21

The savings requirement to balance the budget is £2,350 for 2020/21, this is shown in the breakdown below by directorate and by savings plan. As part of the 21-22 budget setting process the savings plans for 2021-22 will be updated in light on new emerging pressures relating to covid 19.

Savings	2020/21 £000
Reducing the need for formal care services	600
Adults and Communities Directorate Total	600
Manage inflation and secure contract efficiencies	300
Organisational restructure to reflect the service requirements	
Children and Families Directorate Total	300
Efficiency savings	523
Corporate Accommodation efficiencies	150
Commercial waste collections	200
Economy and Place Directorate Total	873
Efficiency savings	77
Corporate Services Total	77
Pension deficit	500
Treasury management - in house cashflow management	
Central Total	500
Total Savings	2,350

Achieved
In progress
Delay or risk of non delivery

The Savings proposals for 21-22 agreed at Council in February 21 total £11,205, the status of these plans will be reported quarterly during the year.

Savings	2021/22 £000
Adults and Communities	3,270
Children and Families	2,390
Economy and Place	4,348
Corporate Services	497
Central	700
Total Savings	11,205

Delivery

Ambition: EN0 - Protect and enhance our environment and keep Herefordshire a great place to live		
Reference	Action	RAG
EN0.1	Develop the evidence base for the update of the Core Strategy and confirm programme for new plan following enactment of the planning white paper	
Ambition: EN1 - Minimise waste and increase reuse, repair and recycling		
Reference	Action	RAG
EN1.1	Develop a new waste strategy that drives the environmental ambition of the council, delivers value for money and meets residents' expectation. The new strategy will inform the future commissioning of waste collection and disposal in Herefordshire	
Ambition: EN2 - Improve and extend active travel options throughout the county		
Reference	Action	RAG
EN2.1	Complete the Hereford Transport Strategy Review and begin implementation of the preferred options	
EN2.2	Continue to deliver and extend the Choose How You Move sustainable and active travel programme to increase levels of walking and cycling	
EN2.3	Significantly increase electric vehicle charging infrastructure by leveraging private sector investment through the development of a concession contract	
EN2.4	Explore feasibility for the development of a cycle super highway	
Ambition: EN3 - Build understanding and support for sustainable living		
Reference	Action	RAG
EN3.1	Create a new countywide climate & ecological emergency partnership, strategy and action plan to improve biodiversity and achieve countywide carbon neutrality by 2030	
EN3.2	Introduce supplementary planning guidance on environmental building standards to ensure all new buildings are compatible with our climate and nature goals	
Ambition: EN4 - Invest in low carbon projects		
Reference	Action	RAG
EN4.1	Support the most vulnerable people in our communities by providing energy efficient and more affordable heating	
EN4.2	Develop new domestic building retrofit programmes to further improve the energy efficiency of Herefordshire's housing stock, reducing carbon emissions, improving wellbeing and tackling fuel poverty	
Ambition: EN5 - Identify climate change action in all aspects of council operation		
Reference	Action	RAG
EN5.1	Reduce the council's own carbon footprint through implementing our Carbon Management Action Plan	
EN5.2	Improve the environmental and energy efficiency standards of Council buildings through the introduction of: a) new minimum standards for energy efficiency b) a plan for investing in energy efficiency and renewable energy measures for existing buildings c) a plan for achieving net zero carbon for all council new-build buildings	
Ambition: EN6 - Seek strong stewardship of the county's natural resources		
Reference	Action	RAG
EN6.1	Construct the first of up to eight integrated wetlands as tertiary treatments for waste water treatment works to reduce phosphate levels within the River Lugg catchment area	
EN6.2	Develop & implement supplementary planning guidance on intensive livestock units to protect water quality in our rivers	
EN6.3	Continue to support the River Wye and Lugg pilot Natural Flood Management Project to reduce flood risk to communities within Herefordshire	
Ambition: EN7 - Protect and enhance the county's biodiversity, value nature and uphold environmental standards		
Reference	Action	RAG
EN7.1	Develop & implement a new nature strategy to enhance and protect biodiversity across the Council's estate	

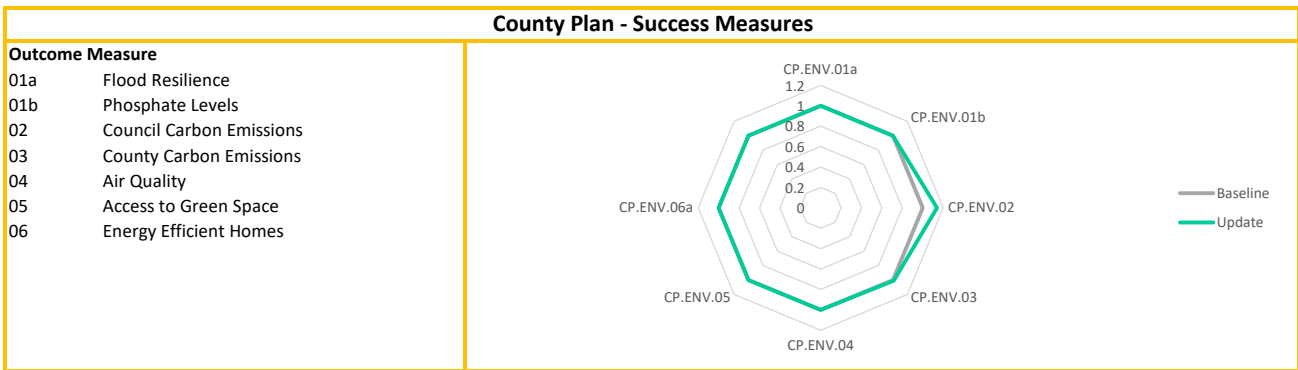
complete on target possible delays likely delays

Performance Measures

Measure	Q4	Improve-ment	Target Met	Comments
Reduce the average kilograms of waste per person	371.6kg			Target for year has been achieved. but this is reflective of the restricted access to HRCs and the closure of the sites at the beginning of the financial year. Household waste collected from homes is higher than normal.

Increase in the percentage of waste sent for recycling	32.8%	■	Predominantly due to a reduction in recyclable waste received at HRCs during site closures and restricted access.
Increase the % of journey-kilometres made by walking, cycling and public transport	TBC	■	Confirming metric calculation
Reduce the county's carbon footprint	32%	■	
Increase the % of investment that contributes significantly to achieving climate and nature goals	TBC	■	Confirming metric calculation
Reduce the council's carbon footprint	49%	■	
Improve water quality in our rivers	TBC	■	Confirming metric calculation
Increase tree cover	TBC	■	Confirming metric calculation
Increase biodiversity	TBC	■	Confirming metric calculation
Increase residents' access to wild space and green space	TBC	■	To be reported as part of the talk community survey

■ on target/improvement
 ■ within 10% of target/small decline
 ■ missed target by more than 10% /significant decline



Corporate Risks

Risk	N/A	Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
Likelihood	5 Certain					
	4 Likely					
	3 Possible					
	2 Unlikely					
	1 Rare					
	1 Rare					

Delivery

Ambition: EC0 - Support an economy which builds on the county's strengths and resources

Reference	Action	RAG
EC0.1	Develop an engagement framework for the business sector that enables the effective coordination of advice and support	[Green]
EC0.2	Enhance engagement with the private sector through a Talk Business programme of communications, networking and events	
EC0.3	Provide support to businesses to enable the soonest possible recovery of the local economy from the impacts of COVID-19	

Ambition: EC1 - Develop environmentally sound infrastructure that attracts investment

Reference	Action	RAG
EC1.1	Introduce policy to ensure that a robust climate and nature impact assessment is conducted for all infrastructure proposals	[Green]

Ambition: EC2 - Use council land to create economic opportunities and bring higher paid jobs to the county

Reference	Action	RAG
EC2.1	Work with partners to develop and implement a £25m Town Investment Plan for Hereford, to be funded through the Stronger Towns Fund	[Green]
EC2.2	Develop & implement Market Town Economic Development Investment Plans for each of the five market towns (Bromyard, Kington, Ledbury, Leominster and Ross) to support recovery, growth and jobs	
EC2.3	Develop a Rural Economic Development Investment Plan to support job creation in rural areas	
EC2.4	Continue to support development of the Hereford Enterprise Zone , including completion & successful operation of the Shell Store business incubation centre and the Midlands Centre for Cyber Security, to deliver new high-skill job opportunities	
EC2.5	Develop Maylord Orchards as a key strategic site; acting as a catalyst for the regeneration of Hereford City Centre	

Ambition: EC3 - Invest in education and the skills needed by employers

Reference	Action	RAG
EC3.1	Enable and support the development & expansion of higher education in the county (NMITE, HCA), including through supporting work to increase the availability of student accommodation	[Green]
EC3.2	Work with partners to expand our adult and community learning programme , with a particular focus on those at risk of long term unemployment, and young people at risk of not being in education, training or employment	[Yellow]
EC3.3	Provide more apprenticeships , including through the council's direct contracts	[Yellow]

Ambition: EC4 - Enhance digital connectivity for communities and business

Reference	Action	RAG
EC4.1	Expand the Fastershire programme to increase delivery of superfast and ultrafast broadband coverage, including launch of Stage 5 to reach the remaining 3% of premises at the end of current contracts through Community Broadband Grant	[Green]
EC4.2	Increase the number of businesses connected to high speed broadband by providing bespoke grant support	
EC4.3	Undertake feasibility study for a low power digital infrastructure that delivers benefits to residents and business and reduce the impact of digital exclusion	

Ambition: EC5 - Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism

Reference	Action	RAG
EC5.1	Work with private sector partners to support the growth of the tourism industry across Herefordshire building on our strengths of outdoor activities, heritage & culture; and support the development of a destination business improvement district	[Green]
EC5.2	Implement the Leominster Heritage Action Zone Project , to act as a catalyst to the regeneration of the town and to attract new visitors	

Ambition: EC6 - Spend public money in the local economy wherever possible

Reference	Action	RAG
EC6.1	Develop and implement a Social Value procurement policy to maximise the local benefit of all council spending	[Yellow]

■ complete
 ■ on target
 ■ possible delays
 ■ likely delays

Performance Measures

Measure	Q4	Improve-ment?	Target Met?	Comments
Increase investment in the county from both public and private sources	TBC	[Grey]	[Grey]	Higher Education student enrolments all ages at UK HE providers part time and full time undergraduates - data unavailable for academic year 2019/20
Increase the number of jobs created through investment on council land and local procurement	TBC			
Increase the % of residents with skills at NVQ level 4 and above	TBC			
Increase the number of HE students , adult and community learning students, apprenticeships and job placements, and quality of the provision in each	TBC			

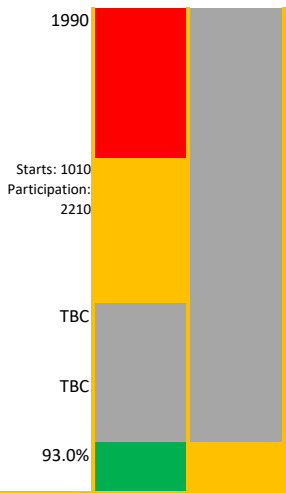
Increase the number of HE students, **adult and community learning students**, apprenticeships and job placements, and quality of the provision in each

Increase the number of HE students, adult and community learning students, **apprenticeships and job placements**, and quality of the provision in each

Increase the number of tourism visitors to the county, and average visitor spend

Increase the % of the council procurement budget spent locally

Increase the percentage of premises in Herefordshire able to access a superfast broadband service (over 30Mbps) (target 94%)



The latest data covers the period of the COVID-19 national lockdown, therefore, comparison with previous years is a reflection of the COVID-19 impact. Nationally Adult (aged 19+) government-funded education and training (excluding apprenticeships) participation decreased by 19.3% compared to 2018/19. In Herefordshire it decreased by 18.2%.

The latest data covers the period affected by COVID-19 and the nationwide lockdown, which has impacted apprenticeships and traineeship learning. Therefore, comparison with previous years is a measure of the impact of COVID-19. Between March and July 2020 there was a 45.5% decrease in starts nationally compared to the previous year.

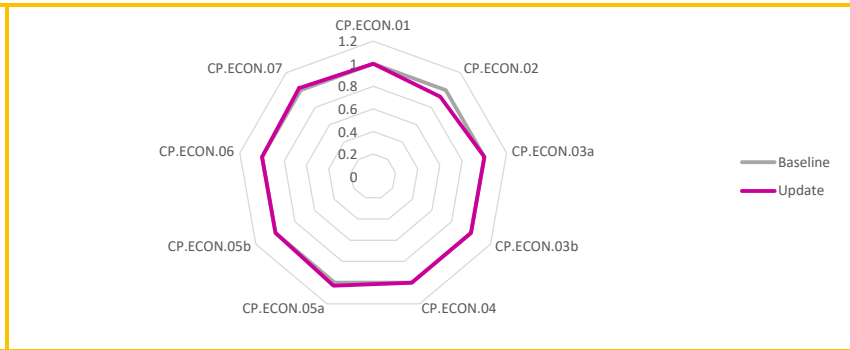
Consultation procured to understand the impact of tourism in the Herefordshire economy

Calculation method of this measure is being further refined to ensure it gives an accurate picture of genuine council spend invested locally

■ on target/improvement
 ■ within 10% of target/small decline
 ■ missed target by more than 10% /significant decline

County Plan - Success Measures

- Outcome Measure**
- 01 Average Workplace Earnings
 - 02 Unemployment rate
 - 03a Educational Attainment: Progress8
 - 03b Educational Attainment: Attainment8
 - 04 Sustainable travel
 - 05a Killed/Seriously Injured
 - 05b Overall Highway Condition
 - 06 Gross Value Added
 - 07 Broadband coverage



Corporate Risks

Risk
CRR.39 - COVID-19

		Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
Likelihood	5 Certain					CRR.39
	4 Likely					
	3 Possible					
	2 Unlikely					
	1 Rare					

Delivery

Ambition: CO0 - Strengthen communities to ensure everyone lives well and safely together

Reference	Action	RAG
CO0.1	Improve the overall mental and physical health and wellbeing of residents of all ages with a more diverse and increased level of support that helps people to make healthy food and lifestyle choices	Green
CO0.2	Improve the capacity and capability of data management and use of systems to drive efficiencies and maximise user experience	Yellow
CO0.3	Implement capital highway maintenance projects	Green
CO0.4	Deliver the asset management plan to improve road conditions across the county	Green
CO0.5	Complete the infrastructure repair work following the flooding in winter 2019	Green
CO0.6	Complete the review of governance arrangements and implement new arrangements and constitution	Green
CO0.7	Development of a communication strategy and engagement framework that supports the delivery of the County Plan and improves the involvement by residents and key stakeholders in the development of services and ongoing direction of travel	Yellow
CO0.8	Development and delivery of the SafeHerefordshire campaign to support the fight against the pandemic and ensure key messages are being targeted effectively	Green
CO0.9	Effectively manage COVID-19 outbreaks through the development and implementation of the Outbreak Control Plan	Green

Ambition: CO1 - Ensure all children are healthy, safe and inspired to achieve

Reference	Action	RAG
CO1.1	Deliver schools investment programme including completion of the expansion of Marlbrook and Mordiford primary schools and development of Brookfield and Peterchurch schools	Green
CO1.2	Work with school leaders locally and nationally to develop and implement an action plan to support pupils and students to make the most of their education, particularly at Key Stage 4 and the move into the world of work	Yellow
CO1.3	Work with school and education leaders and other partners to minimise the impact of the pandemic by enabling and implementing a range of support including online teaching and home learning	Green
CO1.4	Improve the oral health of children in the county	Yellow

Ambition: CO2 - Ensure that children in care, and moving on from care, are well supported and make good life choices

Reference	Action	RAG
CO2.1	Implement and embed a new Children's social work model of practice which provides a strengths based approach to child protection case work (model is known as Signs of Safety)	Green
CO2.2	Continue the improvement of the children's safeguarding system to ensure children and families get the right support at the right time, including early help and reduce the number of children needing to be cared for by the council	Green

Ambition: CO3 - Build publicly owned sustainable and affordable houses and bring empty properties back in to use

Reference	Action	RAG
CO3.1	Develop feasibility and options for the development of council owned homes and confirm the model for delivery	Blue
CO3.2	Submit planning application for the first site of Council owned affordable net zero carbon housing	Green

Ambition: CO4 - Protect and improve the lives of vulnerable people

Reference	Action	RAG
CO4.1	Develop and adopt new models of care accommodation to support vulnerable young people, people with learning disabilities and older people	Green
CO4.2	Develop and deliver a community meal offer (Talk Community Kitchen) that provides healthy meals to the local community and offers skills and training opportunities for young people and those at risk of long term unemployment	Green
CO4.3	Develop Right Support, Right Time for Families through our Talk Community approach and building on strengths within local communities	Green
CO4.4	Embrace the principles of "no second night out" and "housing first" through developing a model of delivery that prevents homelessness	Green
CO4.5	Develop the council owned Hillside Care Centre to be a fully digital, dementia friendly and environmental care home	Green
CO4.6	Develop and implement an all ages, whole system commissioning strategy that improves outcomes for people and families and maximises the use of resources	Red

Ambition: CO5 - Use technology to support home care and extend independent living

Reference	Action	RAG
CO5.1	Develop a new Independent Living Services offer for Herefordshire residents	Green
CO5.2	Develop our assistive technology offer to enable people to maximise independent living including the delivery of a demonstration centre at Hillside Care Centre and an online catalogue	Green

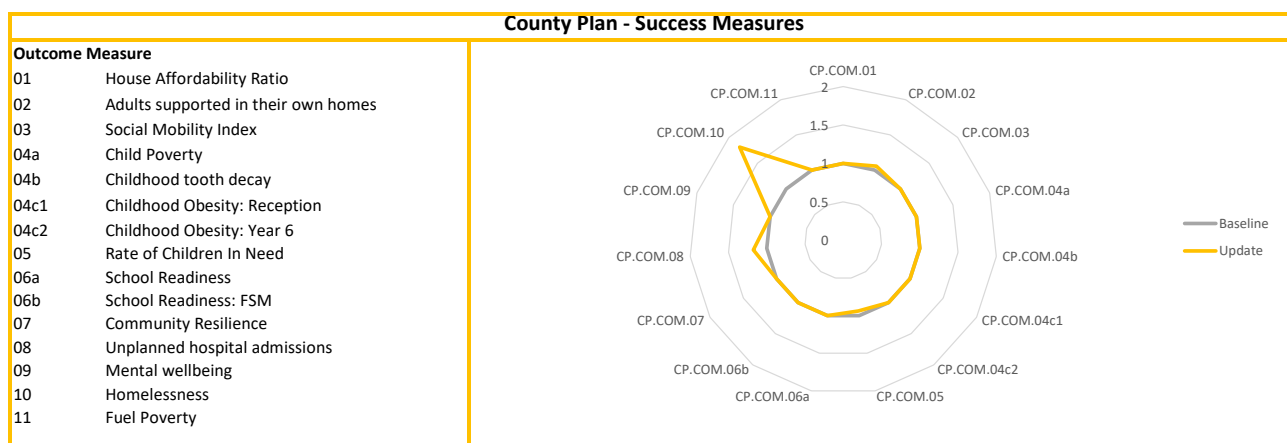
Ambition: CO6 - Support communities to help each other through a network of community hubs

Reference	Action	RAG
CO6.1	Support communities to improve community resilience through development of a network of community led hubs throughout the county	Green
CO6.2	Develop integrated service hubs within communities to tackle inequalities, meet the needs of the local community and that make best use of council and community assets	Green

■ complete
 ■ on target
 ■ possible delays
 ■ likely delays

Performance Measures				
Measure	Q4	Improve-ment?	Target Met?	Comments
Increase the number of affordable houses delivered with 450 homes built by March 2022	229	■	■	Due to the relatively good weather a small number of dwellings finished ahead of schedul meaning the target was achieved and exceeded
Reduce the number of rough sleepers in Herefordshire to no more than 12 people at any time	16	■	■	The timing of the MHCLG official count is disadvantageous to Herefordshire as it coincides with the end of the picking season when people lose the accommodation that was tied to the seasonal employment. This inflates the figure in the short term until the Housing Solutions Service can support people into accommodation. This year's figures included two people who became rough sleeping on the morning before the count.
Reduce the rate of admissions to care homes (aged under 65)	12.8	■	■	
Reduce the rate of admissions to care homes (aged 65+)	423.8	■	■	
Maximise the take up of the Talk Community Seed Funding	TBC	■	■	
Increase the income generation into the county for the use by the third sector	£3.4m (to date)	■	■	
Increase the volunteer capacity	TBC	■	■	Health and Wellbeing survey will provide an update to this figure. We know that a lot of additional people have volunteered during the past 9 months, so the survey should pick this up (although the question does ask re last 12 months).
Increase the number of people engaging with the Healthy Lifestyle Trainer Service	TBC	■	■	
Increase the number of talk community hubs active in the county to 50 by march 2022	17	■	■	
Increasing the number of schools which show a positive progress indicator at age 16 and attainment in second quartile (measure to be determined given lack of national data due to cancellation of exams in 2020)	TBC	■	■	Nationally, there were no KS4 examinations in 2019-20 due to COVID-19. Data is not being published at school level so it is not possible to report this outcome.
Reducing the number of school leavers who are not in education, training or employment (target to be set but with the caveat of potential impact of COVID-19 on opportunities)	NEET: 4.1% Not Known: 1.7%	■	■	
Aim to have no more than 320 looked after children by end of 2021– in line with West Midlands regional average from 2018/19	313	■	■	Due to interventions, such as ECHO, the number of Children in Care has reduced by nearly 40 over the last 12 months, bringing us closer to statistically similar local authorities
Increase the proportion of audits of children's cases rated as good or outstanding	40%	■	■	The direction of travel is improving but it is recognised that this still some way short of our expectations.
Increase the proportion of care leavers in touch, in suitable accommodation and in Education, Employment or Training (3 separate measures) – 92%, 87%, 57% respectively i.e. good statistical	87% 84% 57%	■	■	
Reduction in the number of people claiming unemployment related benefits (Claimant count)	4800 (Mar 21)	■	■	
Increase employee engagement	TBC	■	■	Annual data
Improve resident engagement and overall satisfaction with the council	TBC	■	■	Annual data
Number of people in Herefordshire using the internet	TBC	■	■	Annual data

■ on target/improvement
 ■ within 10% of target/small decline
 ■ missed target by more than 10% /significant decline



Corporate Risks

Risk	Likelihood	Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
CRR.03 - Budget & Savings Plans - Childrens & Families	5 Certain				CRR.04, CRR.52	CRR.39
CRR.04 - Human rights Claims	4 Likely				CRR.50, CRR.51, CRR.58	CRR.03
CRR.39 - COVID-19	3 Possible					
CRR.50 - School Assets	2					
CRR.51 - Foter Carers						
CRR.52 - Court Cases						
CRR.58 - COVID impact on population health						

	Unlikely 1					
	Rare					

ECONOMY

COUNTY PLAN

Ambition **EC1 – Develop environmentally sound infrastructure that attracts investment**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Increase road safety measured by: the number of people killed or seriously injured in road traffic collisions in Herefordshire

Improve the overall condition of the road network measured by: the proportion of the network in good condition

(Increase) the Gross Value Added per head of population in Herefordshire

(Reduce county carbon emissions (per head of population))

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the investment in the county from both public and private sources ★

(Increase) the percentage of overall condition of footways rated as good ★

Percentage of Category 1 defects managed within timescale ★

Percentage of Category 2a defects managed within timescale ★

Percentage of construction materials reused and recycled ★

Percentage of infrastructure proposals where climate and nature impact assessments have been completed ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EC1.1: Introduce policy to ensure that a robust climate and nature impact assessment is conducted for all infrastructure proposals

ALSO SUPPORTED BY:

EN2.1: Complete the **Hereford Transport Strategy Review** and begin implementation of the preferred options

EN2.2: Continue to deliver and extend the Choose How You Move sustainable and **active travel** programme to increase levels of walking and cycling

CO0.3: Implement **capital highway maintenance** projects

CO0.4 Deliver the **asset management plan** to improve road conditions across the county:

CO0.5: Complete the **infrastructure repair** work following the flooding in winter 2019

DELIVERY PLAN

Ambition **EC2 – Use council land to create economic opportunities and bring higher paid jobs to the county**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

(Increase) the average workplace earnings in Herefordshire

(Maintain) low unemployment in all areas of the county

(Increase) the Gross Value Added per head of population in Herefordshire

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council’s performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the money invested and leveraged (both public and private) by council to create economic opportunities ★

(Increase) the number of jobs created (directly and indirectly) as a result of council investment ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EC2.1: Work with partners to develop and implement a £25m **Town Investment Plan** for Hereford, to be funded through the Stronger Towns Fund

EC2.2: Develop & implement **Market Town Economic Development Investment Plans** for each of the five market towns (Bromyard, Kington, Ledbury, Leominster and Ross) to support recovery, growth and jobs

EC2.3: Develop a **Rural Economic Development Investment Plan** to support job creation in rural areas

EC2.4: Continue to support **development of the Hereford Enterprise Zone**, including completion & successful operation of the Shell Store business incubation centre and the Midlands Centre for Cyber Security, to deliver new high-skill job opportunities

EC2.3: Develop Maylord Orchards as a key strategic site; acting as a catalyst for the **regeneration of Hereford City Centre**

Ambition **EC3 – Invest in education and the skills needed by employers**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

(Increase) the percentage of residents with skills at NVQ level 4 and above ★

(Reduce) the percentage of the population with no qualifications ★

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council’s performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the number of HE (Higher Education) students

(Improve) the percentage qualification achievement rate of adult and community learning

(Reduce) the number of hard to fill vacancies ★

(Improve) the percentage qualification achievement rate of provision of HE (Higher Education)

(Increase) the number of apprenticeships and job placements

(Reduce) the number of 18-24 year olds in receipt of unemployment related benefits (claimant count) ★

(Increase) the number of adult and community learning students

(Improve) the percentage qualification achievement rate of apprenticeships

(Increase) the percentage of apprenticeship levy spent ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EC3.1: Enable and support the development & expansion of **higher education** in the county (NMITE, HCA), including through supporting work to increase the availability of student accommodation

EC3.2: Work with partners to expand our **adult and community learning programme**, with a particular focus on those at risk of long term unemployment, and young people at risk of not being in education, training or employment

EC3.3: Provide more **apprenticeships**, including through the council’s direct contracts

Ambition **EC4 – Enhance digital connectivity for communities and business**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year..

(Increase) the percentage of people in Herefordshire using the internet ★

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council’s performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the percentage of premises in Herefordshire able to access a superfast broadband service

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EC4.1: Expand the Fastershire programme to increase delivery of **superfast and ultrafast broadband coverage**, including launch of Stage 5 to reach the remaining 3% of premises at the end of current contracts through Community Broadband Grant

EC4.2: Increase the number of **businesses connected to high speed broadband** by providing bespoke grant support

EC4.3: Undertake feasibility study for a low power **digital infrastructure** that delivers benefits to residents and business and reduce the impact of digital exclusion

Ambition **EC5 – Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

(Increase) the number of visitors to the county ★

(Increase) the quality of life of Herefordshire residents ★

(Increase) the money (£) spent by visitors to the county ★

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council’s performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the number of unique visits to www.visitherefordshire.co.uk ★

The percentage of eligible businesses supporting DBID ★

(Increase) the number of people reached by tourism marketing ★

(Increase) the investment of the council on protecting and promoting our heritage, culture and natural beauty ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EC5.1: Work with private sector partners to support the **growth of the tourism industry** across Herefordshire building on our strengths of outdoor activities, heritage & culture; and support the development of a destination business improvement district

EC5.2: Implement the **Leominster Heritage Action Zone Project**, to act as a catalyst to the regeneration of the town and to attract new visitors

Ambition **EC6 – Spend public money in the local economy wherever possible**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

(Increase) the Gross Value Added per head of population in Herefordshire

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council’s performance and would give us an indication that progress is being made towards the outcome measures above

(Increase the) social value attributable to council procurement ★

(Increase the) Percentage of the council procurement budget spent locally.

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EC6.1: Develop and implement a **Social Value procurement policy** to maximise the local benefit of all council spending

Ambition **EC0 – Support an economy which builds on the county's strengths and resources**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

EC0 does not have outcome measures. EC0 is the overarching ambition for the Economy, so the outcomes identified at EC1-6 reflect achievement in this area, so measures like Gross Value Added, Unemployment rates and visitor numbers will reflect the outcome of the overarching theme.

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the number of business engaged and supported ★

The value of grants paid to businesses to support viability, or enable growth ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EC0.1 Develop an **engagement framework for the business sector** that enables the effective coordination of advice and support

EC0.2: Enhance engagement with the private sector through a **Talk Business** programme of communications, networking and events

EC0.3: Provide support to businesses to enable the soonest possible **recovery of the local economy from the impacts of COVID-19**

COMMUNITY

Ambition **CO1 - Ensure all children are healthy, safe and inspired to achieve**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Improve the life chances of disadvantaged children in Herefordshire, meaning that they have a better chance of doing well at school, getting good jobs and secure housing (measured using the social mobility index)

Improve educational attainment and widen further and higher education opportunities (measured using Progress 8 and Attainment 8)

Increase the number of children that are identified as ready for school, for children with and without free school meal status (measured using Good Level of Learning Development)

Maintain a consistent rate of children with Child Protection Plans ★

Reduce the number of children requiring formal social care interventions (measured by the rate of children in need)

Reduce the number of children living with poverty, tooth decay, and obesity

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the percentage of school buildings identified as safe, appropriate and up-to-date

(Reduce) the percentage of school leavers that are (a) not in education, employment or training, or (b) not known

(Increase) the percentage of (a) primary and (b) secondary schools rated good or outstanding by OFSTED ★

(Increase) the percentage of pupil attendance in (a) primary and (b) secondary schools ★

(Maintain) the proportion of schools able to provide online learning ★

(Increase) the number of children seen as part of a 4-6 month health check ★

(Increase) the number of children accessing support with weight management support ★

(Increase) the percentage of child and family assessments completed within statutory timescales ★

(Increase) the percentage of timely (a) Children in Care (b) Child Protection and (c) Child in Need visits ★

(Reduce) the percentage of referrals which are re-referrals (within 12 months of a previous referral) ★

(Reduce) the percentage of all current child protection cases which have previously been on a CP Plan (within 2 years) ★

(Increase) the proportion of audits of children's cases rated as good or outstanding ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

CO1.1: Deliver **schools investment** programme including completion of the expansion of Marlbrook and Mordiford primary schools and development of Brookfield and Peterchurch schools

CO1.2: Work with school leaders locally and nationally to develop and implement an **action plan to support pupils and students** to make the most of their education, particularly at Key Stage 4 and the move into the world of work

CO1.4: Improve the **oral health of children** in the county

ALSO SUPPORTED BY

CO1.3: Work with school and education leaders and other partners to minimise the impact of the pandemic by enabling and implementing a range of support including **online teaching and home learning**

CO2.1: Implement and embed a new Children's **social work model of practice** which provides a strengths based approach to child protection case work (model is known as **Signs of Safety**)

CO2.2: Continue the **improvement of the children's safeguarding system** to ensure children and families get the right support at the right time, including early help and reduce the number of children needing to be cared for by the council

Ambition **CO2 - Ensure that children in care, and moving on from care, are well supported and make good life choices**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Aim to have no more than 320 looked after children by end of 2021

Increase the proportion of care leavers in touch, in suitable accommodation and in Education, Employment or Training (3 separate measures) – 92%, 87%, 57% respectively i.e. good statistical

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council’s performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the proportion of audits of children’s cases rated as good or outstanding ★

(Increase) the percentage of staff employed within childrens social care that are permanent employees ★

(Increase) the percentage of children and families surveyed who reported that their social care intervention was positive and made a difference ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

CO2.1: Implement and embed a new Children’s **social work model of practice** which provides a strengths based approach to child protection case work (model is known as **Signs of Safety**)

CO2.2: Continue the **improvement of the children’s safeguarding system** to ensure children and families get the right support at the right time, including early help and reduce the number of children needing to be cared for by the council

Ambition **CO3 - Build publicly owned sustainable and affordable houses and bring empty properties back in to use**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Improve Herefordshire's house affordability ratio, making accommodation more affordable to local people

Reduce the number of households living in fuel poverty

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the number of affordable houses delivered with 450 homes built by March 2022

(Increase) the number of affordable net zero carbon houses (from April 22 onwards) ★

(Increase) the number of empty properties brought back in to use★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

CO3.1: Develop feasibility and options for the development of **council owned homes and confirm the model for delivery**

CO3.2: Submit planning application for the first site of Council owned **affordable net zero carbon housing**

Ambition **CO4 - Protect and improve the lives of vulnerable people**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Reduce the number of people in Herefordshire identified as homeless (taken from the annual rough sleeper count)

Increase the proportion of adults requiring formal care services who are supported in their own homes

Reduce the number of people admitted to hospital for unplanned events

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the number of people engaging with the Healthy Lifestyle Trainer Service

Reduce the rate of admissions to care homes for clients aged under 65

(Reduce) the rate of admissions to care homes for clients aged over 65

(Increase) the number of new tenancies developed for independent living★

(Increase) the number of new dwellings of extra care developed★

(Reduce) the local count of Herefordshire homelessness★

(Increase) the number of cases where homelessness has been (a) prevented and (b) relieved★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

CO4.1: Develop and adopt **new models of care accommodation** to support vulnerable young people, people with learning disabilities and older people

CO4.2: Develop and deliver a community meal offer (**Talk Community Kitchen**) that provides healthy meals to the local community and offers skills and training opportunities for young people and those at risk of long term unemployment

CO4.3: Develop **Right Support, Right Time for Families** through our Talk Community approach and building on strengths within local communities

CO4.4: Embrace the principles of "no second night out" and "housing first" through developing a model of delivery that prevents homelessness

CO4.5: Develop the council owned **Hillside Care Centre** to be a fully digital, dementia friendly and environmental care home

CO4.6: Develop and implement an **all ages, whole system commissioning strategy** that improves outcomes for people and families and maximises the use of resources

Ambition **CO5 - Use technology to support home care and extend independent living**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Increase the proportion of adults requiring formal care services who are supported in their own homes

Reduce the number of people admitted to hospital for unplanned events

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

Reduce the rate of admissions to care homes for clients aged under 65

Reduce the rate of admissions to care homes for clients aged over 65

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

CO5.1: Develop a new **Independent Living Services** offer for Herefordshire residents

CO5.2: Develop our **assistive technology** offer to enable people to maximise independent living including the delivery of a demonstration centre at Hillside Care Centre and an online catalogue

Ambition **CO6 - Support communities to help each other through a network of community hubs**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Improve community resilience in Herefordshire (measured by the community wellbeing survey)

Improve the mental wellbeing of Herefordshire residents (measured by the community wellbeing survey)

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

Establish a baseline for the volunteer capacity in Herefordshire

Increase the number of talk community hubs active in the county to 50 by March 2022

(Increase) the number of people engaging with Talk Community hubs ★

Increase the number of hits on the Talk Community Directory (previously WISH) ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

CO6.1: Support communities to improve community resilience through development of a network of **community led hubs** throughout the county

CO6.2: Develop **integrated service hubs** within communities to tackle inequalities, meet the needs of the local community and that make best use of council and community assets

ALSO SUPPORTED BY

CO0.1: Improve the overall mental and **physical health and wellbeing** of residents of all ages with a more diverse and increased level of support that helps people to make healthy food and lifestyle choices

Ambition **CO0 – Strengthen communities to ensure everyone lives well and safely together**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

CO0 does not have outcome measures. CO0 is the overarching ambition for the Community, so the outcomes identified at CO1-6 reflect achievement in this area, so measures like the rate of children in need, house affordability and community resilience will reflect the outcome of the overarching theme.

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) employee engagement (council workforce)

(Improve) the resident engagement and overall satisfaction with the council

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

CO0.1: Improve the overall **mental and physical health** and wellbeing of residents of all ages with a more diverse and increased level of support that helps people to make healthy food and lifestyle choices

CO0.2: Improve the capacity and capability of **data management** and use of systems to drive efficiencies and maximise user experience

CO0.3: Implement **capital highway maintenance** projects

CO0.4: Deliver the **asset management plan** to improve road conditions across the county

CO0.5: Complete the **infrastructure repair** work following the flooding in winter 2019

CO0.6: Complete the review of **governance arrangements** and implement new arrangements and constitution

CO0.7: Development of a **communication strategy and engagement framework** that supports the delivery of the County Plan and improves the involvement by residents and key stakeholders in the development of services and ongoing direction of travel

CO0.8: Development and delivery of the **SafeHerefordshire** campaign to support the fight against the pandemic and ensure key messages are being targeted effectively

CO0.6: Effectively **manage COVID-19 outbreaks** through the development and implementation of the Outbreak Control Plan

Ambition **EN1 – Minimise waste and increase reuse, repair and recycling**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Reduce the average kilograms of waste per person

Increase in the percentage of waste sent for recycling

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Reduce) the average kilograms of waste per person

(Increase) the percentage of waste sent for recycling

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EN1.1: Develop a new **waste strategy** that drives the environmental ambition of the council, delivers value for money and meets residents' expectation. The new strategy will inform the future commissioning of waste collection and disposal in Herefordshire

Ambition **EN2 – Improve and extend active travel options throughout the county**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Improve average journey time in Hereford during the morning peak ★

Reduction in the Annual Average Daily Traffic flows (in Hereford, and rural) ★

Increase the level of bus patronage ★

Increase the number of cycles journeys made (taken from cycle network) ★

Increase the usage of electric vehicle charging points in Herefordshire ★

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the total kilometres cycled using Beryl's Bikes ★

(Increase) the number of children trained through Bikeability ★

(Increase) the total kilometres of cycle route within the county ★

(Increase) the total number of bus journeys within the county ★

(Increase) the total number council installed charging points ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EN2.1: Complete the **Hereford Transport Strategy Review** and begin implementation of the preferred options

EN2.3: Significantly increase **electric vehicle charging infrastructure** by leveraging private sector investment through the development of a concession contract

EN2.2: Continue to deliver and extend the Choose How You Move sustainable and **active travel** programme to increase levels of walking and cycling

EN2.4: Explore feasibility for the development of a **cycle super highway**

Ambition **EN3 – Build understanding and support for sustainable living**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Reduce county carbon emissions (per head of population)

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

Reduction in KWh in business emissions through the provision of grant assistance from Business Efficiency Programme ★

Increase the total number of signatories to the Herefordshire Climate and Nature Partnership ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EN3.1: Create a **new countywide climate & ecological emergency partnership, strategy and action plan** to improve biodiversity and achieve countywide carbon neutrality by 2030

EN3.2: Introduce supplementary planning guidance on **environmental building standards** to ensure all new buildings are compatible with our climate and nature goals

Ambition **EN4 – Invest in low carbon projects**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Reduce the county's carbon emissions (per head of population)

Reduce the number of houses living in fuel poverty

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the number of households that have had a significant impact on their carbon footprint as a result of council intervention ★

(Increase) the £ and percentage of investment that contributes significantly to climate and nature goals ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EN4.1: Support the most vulnerable people in our communities by providing **energy efficient** and more **affordable heating**

EN4.2: Develop new domestic building retrofit programmes to further improve the **energy efficiency** of Herefordshire's housing stock, reducing carbon emissions, improving wellbeing and tackling fuel poverty

Ambition **EN5 – Identify climate change action in all aspects of council operation**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Reduce the council's carbon emissions

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Reduce) the energy consumption across all council operations ★

(Increase) the KWh saved as a result of capital investment and grants ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EN5.1: Reduce the council's own carbon footprint through implementing our **Carbon Management Action Plan**

EN5.2: Improve the **environmental and energy efficiency standards** of Council buildings through the introduction of:

- a) new minimum standards for energy efficiency
- b) a plan for investing in energy efficiency and renewable energy measures for existing buildings
- c) a plan for achieving net zero carbon for all council new-build buildings

Ambition **EN6 – Seek strong stewardship of the county’s natural resources**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Increase flood resilience

Reduce levels of phosphate pollution in the county’s river (measured by the number of rivers meeting phosphate tolerance levels)

Improve the air quality within Herefordshire

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council’s performance and would give us an indication that progress is being made towards the outcome measures above

Phosphate reduction as a result of the introduction of new wetlands★

The number of properties with a reduced risk of flooding as a result of the council’s support and intervention★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EN6.1: Construct the first of up to eight **integrated wetlands** as tertiary treatments for waste water treatment works to reduce phosphate levels within the River Lugg catchment area

EN6.2: Develop & implement **supplementary planning guidance** on intensive livestock units to protect water quality in our rivers

EN6.3: Continue to support the River Wye and Lugg pilot **Natural Flood Management Project** to reduce flood risk to communities within Herefordshire

Ambition **EN7 – Protect and enhance the county’s biodiversity, value nature and uphold environmental standards**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Increase & protect biodiversity★

Increase tree cover in the county ★

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council’s performance and would give us an indication that progress is being made towards the outcome measures above

(Increase the) percentage of road verges managed for wildlife ★

Increase the number of trees planted as a result of direct council intervention★

(Increase the) percentage of planning applications submitting a full ecology checklist ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EN7.1 Develop & implement a new **nature strategy** to enhance and protect biodiversity across the Council’s estate

Ambition **EN0 – Protect and enhance our environment and keep Herefordshire a great place to live**



Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

EN0 does not have outcome measures. EN0 is the overarching ambition for the Environment, so the outcomes identified at EN1-7 reflect achievement in this area, so measures like the rate of Herefordshire’s carbon footprint, air quality and fuel poverty will reflect the outcome of the overarching theme.

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council’s performance and would give us an indication that progress is being made towards the outcome measures above

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EN0.1: Develop the evidence base for the update of the **Core Strategy** and confirm programme for new plan following enactment of the planning white paper

Risk Reference	Risk Description	Opened	Risk score before controls (LxC)	Risk score after controls (LxC)	Residual Risk trend (6 months)	Risk Owner
CV1 109	Risk to the vulnerable people in Herefordshire (children not in education, not in social care)	Apr-20	20 (5*4)	6 (2*3)		Director Adults & Communities, Director Childrens & Families
	Ability to carry out business as usual to support vulnerable people in the community	Apr-20				
	National focus is largely on protecting the NHS, which might result in poor practices generating increased (long term) pressures on social care	Apr-20				
	Assurance that Care Home are effectively managing the COVID risks and contamination control within their settings	Apr-20				
	Adequacy of Infection Protection control	May-20				
	Testing availability	Sep-20				
	Increase in infection rate	Sep-20				
Patchy test and trace communication and service	Oct-20					
CV2	Risk to our staff	Apr-20	25 (5*5)	8 (2*4)		AD People
Availability of PPE	Apr-20					
Staffing levels will make BAU, and COVID responses under pressure	Apr-20					
Risk of infection/death to frontline staff working in the community	Apr-20					
Working from home H&S and well being	Apr-20					
Risk to BAME workforce	May-20					

	Covid secure workplaces	May-20 Aug-20			
	Testing availability				
	Risk to social work practice as supervision continues to be remote	Oct-20			
	Risk of up to 20% of social care staff being unwell following covid-19 vaccine.	Nov-20			
	Long term implications of Covid and return to BAU	Feb-21			
CV3	Risk to the council's finances	Apr-20	25 (5*5)	20 (4*5)	Chief Finance Officer
110	A reduction in council tax income	Apr-20			
	A reduction in business rate income	Apr-20			
	A reduction in income for other sources, such as car parking	Apr-20			
	Additional unbudgeted spend including PPE @ significant cost	Apr-20			
	Uncertainty over central government support and unavoidable costs	May-20			
	Timing deadline for central government support	Jun-20			
CV4	Risk to the local economy	Apr-20	20 (5*4)	25 (5*5)	Director Economy & Place
	Local economy will suffer as a result of the COVID measures	Apr-20			
	Increased likelihood of businesses failing	Apr-20			
	Delays in progressing some of the key council developments which will increase the capacity to	Apr-20			
	Market failures for LA services	Jun-20			
	Impact for market towns not covered by specific grants	Jun-20			
	Increased unemployment	Jun-20			
	Ability for transport services to provide covid secure service and still be viable	Jun-20			
	Difficulty in recruiting in some areas ie agriculture	Jun-20			

	Uncertainty of pandemic on top of flooding this year	Jun-20 Sep-20			
	Local lockdowns in other areas				
CV6	Risk to the Shield, BRAVE and other vulnerable groups COVID response	Apr-20	20 (4*5)	6 (2*3)	Director Adults & Communities
	Due to numerous lists being issued from health, there is a risk that some people are missed and not contacted	Apr-20			
	Fragile processes have been developed to support immediate resolution, which rely too heavily on individuals and single points of failure.	Apr-20			
	Sufficiency of foster care places	Jun-20			
	Availability of volunteers and shield buddies as normal duties resume	Jun-20			
	impact of public realm changes for the visually impaired	Jun-20			
	Increase in infection rates	Sep-20			
	Testing ability	Sep-20			
	Tatchy test and trace communications and service	Oct-20			
CV7	Risks to Communications and national messaging	Apr-20	9 (3*3)	6 (2*3)	AD Corporate Support
	Herefordshire council might not agree with the national messaging	Apr-20			
	The requirement to respond to the national governments decisions quickly poses a risk to the council	May-20			
	Messages not understood due to unclear messaging and different counties/welsh border.	May-20			
	Inaccessible communications not reaching audience	Jun-20			

111

CV8	Risk to delivery of Strategic Objectives	Apr-20	20 (4*5)	16 (4*4)	Chief Executive
	Transformational projects stalling due to inability to build/develop/transform services	May-20	[Greyed out]		
	HE ability/pressures	Jun-20			
	Lockdowns and further restrictions	Sep-20			
CV9	Risk of non compliance with advice/guidance by general public	Jun-20	25 (5*5)	15 (3*5)	[Greyed out]
	Non compliance by members of public	Apr-20 Jun-20	[Greyed out]		
	Pressure on council enforcement resources				
	Not securing court orders	Aug-20 Sep-20			
	Increase in infection rates		[Greyed out]		
Risk from international travel and non-compliance with quarantine requirements on return.	Apr-21				
CV10	Risk of larger outbreaks leading to wider lockdown	Jun-20	15 (3*5)	15 (3*5)	[Greyed out]
	LA not have powers for wider lockdown	Jun-20	[Greyed out]		
	Community tensions rising	Jun-20			
	Local authority and local system capacity being overwhelmed if multiple large outbreaks occur simultaneously	Jul-20			
	Increase in infection rate	Sep-20			
	School reopening	Sep-20			

		Apr-21		
	Variant of concern spread within the county			
CV11	Missed education for Herefordshire learners	Jun-20	25 (5*5)	25 (5*5)
	Impact of lack of learning /virtual learning capability	Jun-20		
	Parental and school tensions	Jun-20		
	Non-attendance for september return	Aug-20		
	Schools returned and preparing for virtual learning	Sep-20		
	Ability to catch up on missed education	Sep-20		
CV12	Lack of digital inclusion /IT	Jun-20	12 (4*3)	12 (4*3)
	Superfast broadband not accesible to all	Jun-20		
	Digital inclusion - feeling more excluded	Jun-20		
	Cyber security risk increasing given increase of matter online	Jun-20		
	IT still within the council having an impact on delivery	Nov-20		
CV13	Risk to the Council's reputation	Nov-20	25 (5*5)	12 (3*4)
	Introduction of local rapid testing at scale places expectations on council to make this an effective, well-run service for an estimated 6-12 months. No clear national policy yet from end of June.	Nov-20		
	Development of contact tracing and compliance services at a local level will be necessary to control and mitigate infection spread. This has been of poor quality nationally, and damaging to national government.	Nov-20		
	There is already an expectation that the local authority will support the effective roll-out of vaccinations to health and care staff: likely that this will extend to the wider population in the new year.	Nov-20		

