

## **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)
<b>Directorates</b>	<b>130,355</b>	<b>142,221</b>	<b>11,866</b>	<b>958</b>	<b>9,915</b>	<b>1,951</b>
Central, treasury management, capital financing & reserves	26,762	24,849	(1,913)	(1,430)	0	(1,913)
<b>Total Revenue</b>	<b>157,117</b>	<b>167,070</b>	<b>9,953</b>	<b>(472)</b>	<b>9,915</b>	<b>38</b>

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.

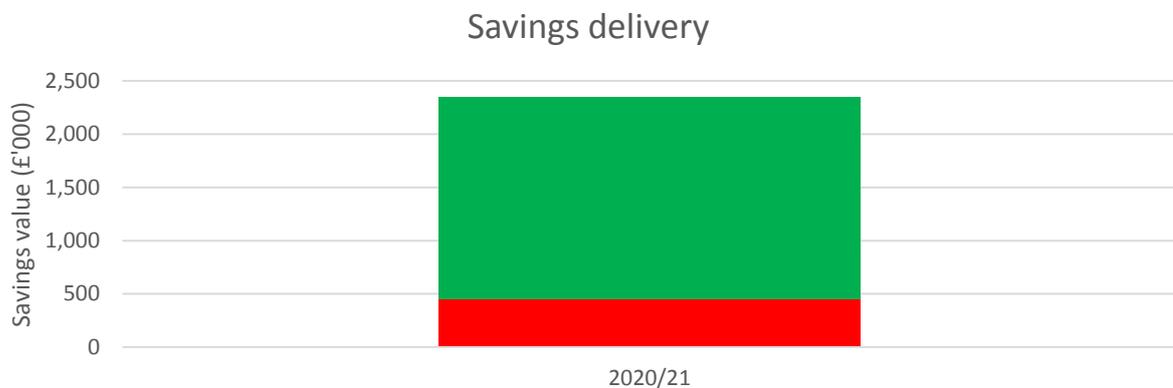
### *Capital budget*

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.

	<b>2020/21 Budget £'000</b>	<b>2021/22 Budget £'000</b>	<b>2022/23 Budget £'000</b>	<b>2023/24 Budget £'000</b>	<b>Total</b>
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 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 and SWTP	(2,133)	(12,047)	(16,906)		(31,086)
Additional Grants	16,274	(2,671)	-	-	13,603
<b>Revised Capital Budget</b>	<b>90,016</b>	<b>79,178</b>	<b>64,728</b>	<b>21,113</b>	<b>255,035</b>

### ***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 it's 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 <a href="https://nmite.ac.uk/">https://nmite.ac.uk/</a>
BRAVE	The councils project to manage the COVID-19 response for people homeless, or at risk of becoming homeless throughout the pandemic