

Title of report: Quarter 4 Budget & Performance Report

Meeting: Cabinet

Meeting date: Thursday 22 June 2023

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 2022/23 and report the provisional financial outturn for revenue and capital budgets for the year ended 31 March 2023, subject to external audit.

To provide assurance that progress has been made towards delivery 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 2022/23 outturn shows a net overspend of £5.6 million after the use of reserves and recovery plan actions.

The proportion of performance measures showing an improvement, or remaining the same compared to the same period last year is sixty-six per cent. At the end of the quarter, seventy-five per cent of actions from the delivery plan are identified as complete or are progressing within planned timescales.

Recommendation(s)

That:

- a) Cabinet review performance and financial outturn for year 2022/23, as set out in the appendices A-F, and identifies any additional actions to be considered to achieve future improvements.**

Alternative options

1. Cabinet may choose to review financial, delivery 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 2022/23 outturn shows a net overspend of £5.6 million (3.2 per cent of budget) after the use of reserves and application of brought forward COVID outbreak Management Fund (COMF) monies against eligible expenditure in year.
3. The table below sets out the cabinet portfolio position at 31 March 2023. Further service detail is available in appendix A.

Revenue Outturn	2022/23 Net Budget	2022/23 Outturn	Variance
Portfolio	£'000	£'000	£'000
Health and Adult Wellbeing	66,310	64,994	(1,316)
Children's and Family Services, and Young People's Attainment	52,930	62,548	9,617
Commissioning, Procurement and Assets	16,809	18,200	1,391
Environment and Economy	2,978	2,906	(71)
Housing, Regulatory Services and Community Safety	1,759	1,409	(350)
Infrastructure and Transport	10,591	10,275	(316)
Finance, Corporate Services and Planning	15,329	13,783	(1,546)
Corporate Strategy and Budget	564	507	(57)
Total Portfolio	167,269	174,622	7,353
Central, Treasury Management, Capital Financing & Reserves	8,639	6,844	(1,795)
Total Revenue	175,908	181,466	5,558

4. The Health & Adult Wellbeing portfolio delivered an underspend of £1.3 million. This comprises staffing pressures and overspends within care provision budgets due to increased client numbers and costs within residential and nursing placements offset by underspends as a result of early delivery of savings and management of other care provision services.
5. The £9.6 million outturn position for 2022/23 in Children's and Family Services and Young People's Attainment reflects the significant pressures facing the Directorate in respect of increases in unit cost prices, inflation and rising demand for placements and transport services in 2022/23.
6. Analysis of expenditure of the Children's Improvement Plan Funding up to 31 March 2023 to report the full year outturn position is included below at paragraph 16.
7. The £1.4 million overspend in Commissioning, Procurement and Assets represents additional expenditure in the maintenance of council properties, agency costs and the impact of the above budget pay award in year, offset by additional trade waste income and reduced operational costs.
8. The Environment and Economy portfolio has delivered a broadly break-even position achieved through the application of COMF grant monies against eligible expenditure in year.
9. The £0.4 million underspend in Housing, Regulatory Services and Community Safety represents additional income arising due to increased activity in regulatory services in year.

10. Infrastructure and Transport has delivered an underspend £0.3 million. This underspend comprises increased parking and transport income and positive variances in energy usage costs and concessionary fares offset by increased expenditure on the Masterplan.
11. Finance, Corporate Services and Planning underspend of £1.5 million which includes a reduction in the bad debt and insurance provisions, an underspend in respect of the cost of the council's pension fund deficit recovery contributions and McCloud judgement liability arising following the triennial actuarial valuation offset by additional agency staff costs in the year and reduced planning application income.
12. Corporate, Strategy & Budget has delivered a broadly breakeven position at 31 March 2023 with no significant variances from budget.
13. Central and Treasury Management budgets achieved a total underspend of £1.8 million which represents positive variances as a result of prudent treasury management activities in line with the approved Treasury Management Strategy. The central, treasury management, capital financing and reserves underspend is detailed in appendix C.
14. The overall Dedicated School's Grant (DSG) deficit at 31 March 2023 is £1.0 million (£0.3 million at 31 March 2022). This deficit sits as a negative unusable reserve on the balance sheet as permitted via a statutory instrument.
15. There is currently a temporary statutory override to ring-fence DSG deficits in the statutory accounts. On 12 December 2022, Government announced its intention to extend the statutory override for the Dedicated Schools Grant for the 3 year period from 2023/24 to 2025/26. It should be noted that this extension provides only a short-term response and a longer term solution to address the shortfall in funding and historical deficits remains outstanding.

Children's Improvement Plan Funding

16. Of the £11.5 million Transformation Fund approved by Cabinet, £10.2 million has been spent at 31 March 2023; the remaining £1.3 million will be carried forward to support continued transformation in 2023/24.
17. An analysis of £10.2 million expenditure in 2022/23 is noted in the table below:

Transformation Area	2022/23 Outturn £'000
CP Court Team	519
Assessment Team	928
Corporate Parenting Team	266
Fostering Team	431
Early Help Advanced Practitioners	85
Improvements Leads	181
IRO/CP Chairs	336
Signs of Safety	228
Auditors	1,030
Social Worker Academy	149
Service Managers	931
CiN Teams	851
Newly Qualified Social Workers	64
Managing Practitioners	423

Business Support	166
Social Work posts	98
Advanced Practitioners (Children Looked After)	79
4 Additional Project Teams Equinox	2,468
Social Worker (SEND)	53
Data & Systems Analyst	184
Commissioning Lead	70
Ingson Training	26
Ofsted Investment	591
Total	10,157

Capital Budget

18. The 2022/23 approved capital budget of £99.1 million has been revised to £67.0 million to reflect re-profiled projects of £64.3 million and other approved movements of £5.9 million. The revised capital budget also includes £26.7 million of unspent project budgets brought forward from 2021/22 and £11.5 million of additional grants. A summary breakdown is shown in the Table below.
19. An analysis of the reprofiling of project budgets in line with anticipated delivery is shown in Appendix B, Table c and this presents a reduction of £64.3 million.

	2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000	2025/26 Budget £'000	2026/27 Budget £'000	Total
February 2022 Council Approved Budget	99,094	90,546	44,901	-	-	234,541
Re-profile	(64,299)	(17,225)	37,139	42,984	1,400	0
Other approved movements	(5,951)	5,023	(706)	-	-	(1,634)
21/22 Carry Forwards	26,697	-	-	-	-	26,697
Additional Grants	11,455	28,514	16,425	4,426	170	60,989
Revised Capital Budget	66,996	106,859	97,759	47,410	1,570	320,593

20. The outturn spend position is £46.4 million which represents an underspend of £20.6 million against a budget of £67.0 million. Full details for each project are in Appendix B, Table a. This underspend consists of £1.8 million projects that have delivered below the project budget and a further £18.8 million of budgets to be carried forward to 2023/24. These amounts represent budgets that may not be committed in this financial year for projects which are funded by grants or dependent upon the acquisition of land for housing and therefore budget is retained for delivery in future periods. The full capital programme analysed by project for current and future years can be seen in detail by Appendix B.

Savings

21. Savings of £1.6 million were agreed by Council in February 2022. As at 31 March 2023, total savings of £1.5 million (91 per cent) have been achieved in year, leaving savings of £0.1 million not achieved. The status of individual savings plans can be found in appendix E, a summary of savings plan status per directorate is noted below:
- Community Wellbeing have delivered 100 per cent of their £0.7m savings

- Economy and Environment have delivered 62 per cent of their £0.4m savings
- Corporate have delivered 100 per cent of their £0.5m savings

Hoople Limited Position and Performance at 31 March 2023

22. The financial position and performance of Hoople Ltd is reported at the company's quarterly Board Meeting. Key officer Membership on the company's Board and the newly formed Shareholder Committee ensures that management receive regular reports of the company's trading performance against budget, its financial position and key risks.
23. The company's draft full year outturn position at 31 March 2023 is a profit of £0.041m, outstanding debtor balances of £0.248m (of which £0.195m is represented by debtor accounts raised within 30 days) and cash balances of £4.5 million. The company accounts are subject to external audit and the audited results will be consolidated in the council's group accounts which are included in the statutory financial statements.

Performance: Economy

24. All the projects are now being captured in detail on delivery dashboard and progress monitored. Of the 22 activities of the delivery plan, 15 are on track or complete (green or blue), 5 are at risk (amber) and 1 are compromised (red).
25. Forty-three per cent (forty-three per cent at Q3) of measures have shown an improvement on the same point last year where comparison can be made. Where targets have been set, seventy-one per cent of performance measures within the theme have met, or exceeded targets.
26. The Big Economic Plan was launched with partners on 2 March 2023, following cabinet approval at the end of January. The Economic Plan has been developed through extensive engagement with businesses and partners over the last 6 months, to create a collaborative partnership strategy which seeks to address the county's long standing economic challenges and realise our great opportunities. The Strategy sets out a 2050 vision for Herefordshire and focusses on 6 'capital' themes. A key recommendation of the strategy is to create a new Economy and Place Board, bringing together public, private, and community representatives from across the county to form a delivery plan and drive forward implementation. The Board will meet in early 2023/24.
27. Over the course of 2022/23 we proactively sought to engage and support businesses from across the county. In the period January to March the council has supported 427 businesses through the Growth Hub, bringing the total to 1,443 for 2022/23. We have also continued to hold quarterly business briefings and six monthly face to face meetings in Hereford, the market towns and the golden valley.
28. The council has also sought significant grant funding for to enable businesses to start and grow. The £6.6m UK Shared Prosperity Fund Investment Plan submitted in July 2022 was approved by government in December 2022. Cross Directorate leads preparing to launch a wide range of grant schemes and procured services from May 2023 such as R&D grants, one to one business support, Festivals and Events grants, creative industries support. The £1.7m Rural Prosperity Fund Addendum submitted in November 2022, approved by government in April 2023. A range of rural area grant schemes will launch in early 2023/24.
29. At the Hereford Enterprise Zone - £5m works to the North Magazine completed, with high level of interest in development ready plots. The £7.4m NMITE Skylon Campus construction was completed, creating the new Centre for Advanced Timber Technology and the Centre for Advanced Manufacturing.

30. The council led Stronger Towns project have also progressed well. The Hereford Museum and Art Gallery has secured £13m of funding from the Towns Fund and the council, final stage detailed application submitted to National Heritage Lottery Fund (£5m), planning and listed building consent applications submitted, Invitation to Tenders published to seek a contractor. The Library and Learning Resource Centre project has secured £3.5m of funding from the Towns Fund and council, the planning application was approved, and contractor procured.

Planning

31. Following extensive engagement the Draft Local Plan (Reg 18) has been produced ready for consultation; the Minerals and Waste Plan has undertaken its Examination in Public stage.
32. The transport modelling work has been jointly commissioned with transportation.
33. 13 evidence base documents have been commissioned to supply the Local Plan production.
34. A further 8 Neighbourhood Development Plans (NDP) have been adopted and 1 awaiting referendum; 3 adopted NDPs have been revised and successful at examination, 1 currently at examination.
35. Overall 2,811 planning applications determined 2022/23; planning permission approved for two substantial solar farms with the ability to power the equivalent of 18,000 homes. In total section 106 monies received 2022/2023 - £5.651 million.
36. The first planning permission issued for 8 dwellings in Luston subject to phosphate credit - £0.064m received; 16 further section 106 phosphate instructions with legal – total phosphate credit value £0.567m.

Performance: Environment

37. Of the 26 activities (Projects) of the delivery plan, 20 are on track (green), 5 are at risk (amber), and 1 is compromised (red).
38. Eighty-nine per cent of measures have shown an improvement on the same point last year where comparison can be made (eight-three per cent at Q3). Where targets have been set, ninety-one per cent of performance measures within the theme have met, or exceeded targets (eighty-eight per cent at Q3).
39. Masterplan for Hereford City has been approved to move to the next stage of development
40. Public Realm Contract - New Operating Model has been the subject of a member led group that has set the course for the development of the next phase of the contract. The new model will see a number of team members transferred to the Council so that the Council has direct access to subject matter experts.
41. Waste Collection Contract – The project has now been sent out to tender and the team have held successful dialogue sessions with the interested contractors
42. Waste Disposal Contract – The team, working with Worcestershire colleagues, have successfully extended and varied the waste disposal contract. This extension not only delivers significant financial savings but has also delivered our 1 per cent to landfill target two years early and will result in further savings when our new collection service launches next year.
43. Local Transport Plan - work has commenced on the Local Transport Plan, the team awaits official guidance from the DfT, but continues to work in the background collecting data etc. The new plan needs to be in place for April 2024.

44. 20mph Policy and Strategy work commissioned, this will see an appropriate implementation across the county in 2023/24 onwards.
45. Moving Traffic Enforcement – The bid to obtain the necessary powers has been confirmed by DfT, and will see the enforcement of moving traffic offences transferring to HC from police on 27 June 2023.
46. Levelling Up – Levelling Up – As a part of the Government’s levelling up agenda Herefordshire was awarded circa £20m to progress the council's transport aspirations in the City and wider suburbs. The project will deliver:
 - A new Transport Hub for the city. Centred around the existing railway station the new Hub will provide a convenient and easy to use interchange for train, bus, wheelers and pedestrians accessing the city. A new waiting room will allow users to wait in a secure and safe environment, a new bus layby will be created to facilitate easy bus access and a large number of bike racks provided. As a part of the project we will also see a substantial investment in the public realm adjacent to the station, this will allow for new paving, trees and seating for use by all.
 - Cycling Facilities – the project will see new LTN1/20 (Department for Transport’s revised design guide) compliant cycle schemes on Aylestone Hill, Blue School Street, Commercial Road, Great Western Way and Holme Lacey Road and surrounding streets.
 - Safer Routes for School – the project will seek to deliver a number of “school streets” across the city to encourage parents to walk or wheel their children to school rather than dropping off, by car, at the front gate. In addition, and by working closely with resident groups, the project will also look to introduce healthy neighbourhoods, preventing through traffic and encouraging residents who live within the area to adopt more sustainable means to access their local facilities.
47. City Wide 20mph limits – The Levelling up funding will allow for the introduction of a city wide 20mph limit. The scope and scale has yet to be determined as to which roads will be included. The benefits of a 20mph limit will see a reduction in vehicle emissions, both from the tail pipe and from tyre and brake wear, helping those who suffer with respiratory issues and will also make our streets safer for those adopting active travel methods.
48. Marches Clean Growth Programme - is set to assist 60 businesses, and will provide 40 de-carbonisation plans and deliver 750 tCO₂e reduction through 35 grants
49. Beryl Bike - continue to perform well with record winter usage thanks in part to the introduction of additional e-bikes bringing the total number to 72 with more due in the Spring. Funding secured through UKSPF to support the scheme.
50. Climate reserve – the first business conference was held and attracted around 100 businesses. The team will be arranging further events and will continue to focus on the benefits of good carbon management.
51. Tree management plan – Work has commenced on the countywide tree management plan, this will cover the management of all council trees and will include open space, woodlands and the public highway. The document is an overarching one and will contain appendices for specific issues such as Ash die-back.
52. Working with planning the ecology and environment teams are developing the Natural Environment Evidence Base for incorporation in the Local Plan.

53. Wetlands - Work is nearing completion on the Luston wetland which is a global first for the use of Integrated Wetlands to address phosphate pollution and offset development.
54. Public Rights of Way (PRoW) and the Traffic Management Team are integrated into the council. Despite recruitment issues, which are being addressed, the team have delivered the TRO programme plus additional development work, managing the PRoW and working with the parish councils, Parish Footpath Officers, volunteer groups and the public to improve the network. 12 routes were reopened, 10 bridges installed and a subsidence issue addressed.

Regulation

55. In total 282 high risk food hygiene inspections were undertaken in 2022/23, 232 medium risk inspections.
56. The Environmental Protection Team received 2,634 service requests with 2,132 within the target response time, i.e. 81 per cent in time.
57. The two air quality monitoring stations in Leominster and Hereford were installed on time and under budget. These remain fully operational and provide real time data that we hope will shortly be downloadable from our website.
58. All Licensing Act licences were renewed in accordance with our targets up to the end of the year.
59. Overall 288 out of 292 Community Protection Service requests were responded to in time, giving ninety-eight per cent as an average.
60. Trading Standards undertook 245 food standards inspections and 72 animal feed checks, both meeting their annual inspection plan target at year end.
61. Trading Standards also responded to 58 rogue trader complaints in the year, which is at a similar level to previous years.
62. Death rates were higher than the previous year, meaning increased crematorium and cemetery activity.

Performance: Community

63. Of the 48 activities of the delivery plan, 12 have been completed (blue), 24 are on track (green), and 8 are at risk (amber), 1 is compromised (red) and 3 have been paused (violet).
64. Sixty-six percent of measures have shown an improvement on the same point last year where comparison can be made (seventy-one per cent at Q3). Eighty-three percent of reported performance measures within the theme have met, or exceeded targets (ninety-four per cent at Q3).

Children and Young People

65. Ofsted carried out their first monitoring visit in March 2023 that focus on our 'front door' services (the Multi-Agency Safeguarding Hub (MASH) and assessment teams) and noted improvement in a number of areas and improved performance. They observed too that the quality of practice needed to improve considerably but did find examples of good and improving practice among case files sampled. A second monitoring visit focusing on children in need and child protection is expected later in June 2023. Despite the continuing national challenges, additional funding approved for the Children's Improvement Plan has delivered

significant and sustainable improvements across the service in 2022/23. Activity to recruit more social workers has had a positive impact on reducing caseloads but recruiting permanent social workers remains a significant challenge in a very competitive national market. Improvements in practice standards have provided increased opportunities to work more directly with children and young people and for early family engagement. Enhanced management information has been used to drive improvements in working practices to support informed decision making. There has been good overall improvement in visit timescales in all cohorts.

66. The report of the Commission to consider families' experience of children's services in Herefordshire was published on 6 June and provides a unique perspective and important messages for a range of agencies working with families. The panel have posed seven questions for consideration by the council and/or the Herefordshire Safeguarding Children Partnership and a process of reflection and consideration has begun.

Community Wellbeing

67. The Community Wellbeing Directorate delivered an overall underspend of £1.1 million. This comprises staffing pressures and overspends within care provision budgets as a result of increased client numbers and costs within residential and nursing placements, offset by underspends due to the early delivery of savings and close management of other care provision services.
68. Performance against the measures in the delivery plan was on target with two exceptions which reflect the increasing needs of people coming out of hospital. In relation to the rate of permanent admissions to residential care per 100,000 for people aged over 65, the number of admissions increased although the current rate is still below pre pandemic levels. The increase was due to the increased number of people being discharged from hospital with more complex needs which required more specialist support. The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services decreased from 80.9 per cent in 2021/22 to 70.8 per cent in 2022/23. This is due to the increased complexity and acuity of need of people which means that they are unable to remain at home and require more specialist support.

Talk Community

69. Through Round 3 of the Household Support Fund, £1.3 million was allocated to support residents with the cost of living crisis: 6,747 vulnerable households received financial support, 4,900 children in receipt of free school meals received food vouchers during the school holidays, 3,524 households were supported with food and energy costs, 115 care leavers received vouchers to help with energy and heating costs, 575 families in need were supported with food vouchers and 200 pensioners received a one-off payment towards energy costs. A local welfare provision has been set up within customer services to provide emergency payments to the most in need; 197 applications have been received so far.
70. During the Easter Holidays Activity Fund (HAF) programme, 38 providers offered a total of 3,190 spaces for children eligible for free schools meals. 350 places were booked on the HAF family open day with 25 providers offering activities and 7 businesses supplying free food and drink.
71. 'Winter of Wellbeing' events were held by 12 organisations supporting over 1,000 vulnerable families. These have run alongside 17 cost of living roadshows around the county, taking financial advice and support out into our communities.
72. The Healthy Lifestyle team launched an in-patient Stop Smoking Service within Wye Valley Trust where all patients admitted to hospital are offered a personalised stop smoking package with

access to Nicotine Replacement Therapy (NRT) as well as on-going community support following discharge.

73. Working with health, housing, police, fire and rescue, VCSE, leisure and the culture sector we have held two Cost of Living workshops to consider how we can work together to support people affected by the increase in costs. A system action plan has been scoped to consider immediate support through the Household Support Fund and also planning for the winter and as a system we can support people across Herefordshire.

Homelessness

74. Emergency overnight accommodation was successfully delivered, in partnership with a faith based voluntary sector provider, during the winter months and at time of severe weather. Nearly 900 bed nights were delivered at the winter shelter and others were supported into alternative overnight accommodation who would otherwise have been at risk of sleeping rough.

Cultural Services

75. The bid to the National Lottery Heritage Fund of £5m was made in February 2023 to complete the funding package for the new museum. Planning permission and listed building consent for the museum was also submitted. The process for selecting the contractor to deliver the relocation of the City library was finalised and a branding and marketing company to support both projects was appointed.

Public Health

76. In relation to substance misuse services, there have been positive trends across the four treatment outcomes (opiate, non-opiate, alcohol and alcohol non-opiate), with performance for successful treatment for opiates and alcohol non-opiates in the top quartile nationally and the remaining two areas in the second quartile nationally.
77. Needs assessments for children and young people, sexual health and substance misuse have recently been completed which will inform future commissioning intentions and local delivery plans.
78. The number of eligible residents who were invited for a NHS Health Check significantly increased from 2,753 in Q3 to 5,603 in Q4 – this represents 9.6 per cent of the eligible population. 20 per cent of people are required to be invited in any one year. 1,623 people received a NHS Health Check in Q4.

Performance: Corporate

79. A set of measures of corporate performance, which have been selected as an indication of the overall health of the organisation, are included in Appendix F. For measures which have baselines in 2021/22, sixty-four per cent are showing an improvement (fifty-seven per cent at Q3). Fifty-three per cent of measures which have targets set are meeting or exceeding target (fifty-three per cent at Q3).
80. The council continues to manage Freedom of Information and Environmental Information Regulation requests within timescales, achieving over ninety-six percent through the course of the year.
81. The measure used to report completion of mandatory training during 2022/23 combined completion of all modules as a whole and masked the higher completion rate for individual modules which was an average of over 93.3 per cent For the coming year the measure has been

changed to report the completion rate of each of the mandatory training modules, which will provide assurance that the modules are being completed to a satisfactory rate.

82. In respect of sickness absence, rates have been reported within Appendix F for information, although no target or direction of travel has been reported as comparison would be skewed were any comparison made with absence rates during the peak of the Covid pandemic. However, recent absence linked with the pandemic have reduced and it is felt that the figures in 2022/23 are robust enough to enable a target to be set and comparison to be made. The workforce strategies in place should enable the council to positively manage absence.
83. The revenue budget outturn for the year was an overspend of £5.6 million. This is an improvement from the forecast at the end of the last quarter.

Community impact

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

Environmental Impact

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

Equality duty

87. 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.

88. 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 which are:

- Address social issues that impact on equality

- Promote our values and acceptable standards of behaviour
- Make fair and equitable decisions
- Recruit fairly and support our workforce
- Make our services accessible
- Provide tailored support

89. 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.

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

Legal implications

91. There are no direct legal implications arising from this report.

Risk management

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

Resource Implications

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

Consultees

94. None in relation to this report.

Appendices

Appendix A - Revenue outturn

Appendix B – Capital outturn

Appendix C - Treasury Management outturn

Appendix D – Debt write offs

Appendix E - Savings outturn

Appendix F - Delivery Plan dashboards

Background papers

None Identified

Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published

Governance Sarah Buffrey, Democratic Services Officer Date 06/06/2023

Finance Click or tap here to enter text. Date Click or tap to enter a date.

Legal Sean O'Connor Date 05/06/2023

Communications Luenne featherstone Date 05/06/2023

Equality Duty Click or tap here to enter text. Date Click or tap to enter a date.

Procurement Lee Robertson Date 09/06/2023

Risk Kevin Lloyd Date 05/06/2023

Approved by Click or tap here to enter text. Date Click or tap to enter a date.

[Note: Please remember to overtype or delete the guidance highlighted in grey]

Please include a glossary of terms, abbreviations and acronyms used in this report.