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| Meeting: | Cabinet |
| Meeting date: | 26 November 2020 |
| Title of report: | Delivery Plan 2020/22 (April) |
| Report by: | Leader of the Council |

Classification

Open

Decision type

Key

Wards affected

All wards

Purpose and summary

To agree proposals for the council's Delivery Plan 2020-22. Each year Cabinet is required to produce a delivery plan which sets out how the strategic ambitions within the council's County Plan will be delivered and monitored.

Recommendation(s)

That:

- (a) Cabinet approves the Delivery Plan, as set out in appendix A**

Alternative options

1. Cabinet may choose to make amendments to the current proposals. It is open to Cabinet to recommend alternatives to the projects and initiatives and associated measures identified in the delivery plan. Any alternatives would need to be in line with the County Plan 2020-24 priorities and within agreed 2020/21 budget.

Key considerations

2. The County Plan 2020-24, alongside the Medium Term Financial Strategy, provides the overarching policy framework within which decisions will be taken and resources allocated over the next 4 years.
3. The County Plan 2020-24 was developed through a process of engagement and consultation with the public and key stakeholders and was agreed at Council on 14 February 2020. It sets out the key strategic ambitions for the county and the success measures which will be used to monitor progress.
4. The delivery plan would normally be developed and agreed in April but due to the extraordinary circumstances of the COVID-19 pandemic, the delivery plan has been delayed to ensure plans incorporate activities that address the ongoing impact of the pandemic.
5. It is proposed that this delivery plan covers the 18 month period of November 2020 to April 2022, recognising the delay in the production of the plan and the medium to longer term nature of the projects and work programmes.
6. The delivery plan identifies the work programme that progresses the ambition within the County Plan with a focus on the environment, our communities and our economy. Each of the projects contribute to one or more of the objectives set out in these priority areas. This is denoted through the coloured symbols against each of the projects.
7. Whilst there are a number of projects planned, the proposed top priorities for delivery in the coming years are:
 - **Delivery of affordable homes built to strong environmental standards**
 - **Improving the digital connectivity of the county**
 - **Creating jobs and skills that enable our residents to earn higher wages**
 - **Creating a modern and resilient transport network within the City and County**
8. This delivery plan forms a key part of the council's performance framework. Reporting on progress against this plan will form the basis of the budget and performance reports each quarter.
9. Each of the projects identified within the delivery plan will be delivered within the council's project management methodology and overseen by the new programme management officer (PMO). This will enable a greater level of internal scrutiny and oversight to ensure projects at risk are identified early and appropriate action taken.
10. The projects and activities have been grouped within a programme to allow for easier location of the work, allocation of associated resources and where the work sits within the organisation.

Community impact

11. The County Plan 2020-24 and supporting delivery plan, have taken into account the key characteristics of Herefordshire, as outlined on Understanding Herefordshire (the council's Joint Strategic Needs Assessment – available [here](#)). Factors such as Herefordshire's rurality, the aging population profile and social mobility for our young people, all have impacts on individuals, our communities and provide challenges for service delivery. These

challenges are recognised and are the key drivers at the heart of the County Plan 2020-24 and associated delivery plan.

12. As part of the County Plan 2020-24, one of the three strategic ambitions is to “strengthen communities to ensure everyone lives well and safely together”; this delivery plan identifies the programmes of work which will develop this ambition over the next 18 months.
13. Talk Community is the council’s strategic approach to developing our partnership with communities and the business sector. The delivery plan sets out a number of key projects and initiatives that builds on and strengthens support at a local level. These include the development of a network of community hubs including larger hubs that will bring together services and support that meet the needs of the local community.
14. Talk Community also provides a critical operational response during times of crisis, this has been clearly demonstrated during the floods and the ongoing pandemic. Work detailed in the delivery plan sets out our work to increase the number of volunteers to ensure community resilience and also the support to bring funding into the county for the voluntary sector.

Environmental Impact

15. The delivery plan sets out a number of projects and initiatives that will deliver against the ambition set out in the County Plan 2020-2024. These include:
 - Reviewing the current waste collection and disposal contracts to inform a future waste strategy and delivery arrangements
 - Construction of integrated wetlands as tertiary treatments for waste water treatment works to reduce phosphate levels within the River Lugg catchment area
 - Deliver the River Wye and Lugg Natural Flood Management Project to reduce flood risk to communities within Herefordshire
 - Improve public buildings through grant aided environmental improvements
 - Support for the most vulnerable people in our communities by providing energy efficient and more affordable heating including project to deliver 575 first time central heating (FTCH) systems to fuel poor residents across Herefordshire
 - Improve our carbon footprint with our environmental performance e.g. Beryl Bikes, Council electric cars and vans and Hereford Heat network to provide more efficient heating to public & private buildings in the area of the new link road
 - Reduce energy costs by vacating buildings the council operates from and decrease staff travel by moving to home working where possible
16. In addition to those specific projects related to the environment ambition in the County Plan, all projects will be expected to reflect on their environmental impact and details will be set out in the individual decision reports.
17. Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire’s outstanding natural environment.

Equality duty

18. 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;
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

20. Improving equality of opportunity and access, and reducing inequality, underpins both the County plan and the delivery plan. Individual projects will undergo equality impact assessments as an integral part of their planning and implementation.

Resource implications

21. The recommendations of this report have no direct financial implications. The resource implications of any necessary decisions required will be set out within relevant decision reports. Proposals within the delivery plan 2020/22 will be delivered as part of the budget agreed by Council on 14 February 2020, and include activities to deliver the savings required for a balanced budget.

Legal implications

22. There are no legal implications arising directly from the recommendations of this report. The legal implications of any decisions to be taken by the executive in implementing delivery plan will be set out within the relevant decision report; this plan sets the direction of travel, specific activities identified within the plan will require specific decisions of the executive as and when they are brought forward for detailed consideration.

Risk management

23. The County Plan and associated Delivery Plan are integral elements of the council's performance management framework. Risks associated with objectives and projects are

entered onto the relevant project or service risk registers and escalated as appropriate. The corporate risk register is a living document and reviewed regularly by Management Board, Cabinet and Audit and Governance Committee.

24. The financial challenge and capacity to deliver the corporate priorities particularly during the pandemic, remains a significant risk; this will be mitigated by ensuring that there is regular oversight and monitoring as detailed in the performance and risk framework.
25. There is a significant risk that future outbreaks of COVID-19 and subsequent lockdowns could severely impact the council's ability to deliver the work programme within the timetable.

Consultees

26. The County Plan 2020-24 was developed following an extensive consultation process with the public and key stakeholders. The County Plan 2020-24 was also reviewed by scrutiny committees, Group Leaders and full Council as part of the developments and approval processes.
27. This delivery plan has not been subject to consultation as the plan is setting out how the County Plan ambitions, which have been consulted on, will be delivered. The projects identified within the plan will be subject to their own decision making processes which may require consultation.

Appendices

Appendix A Draft Delivery Plan 2020-22

Background papers

None