

MEETING:	CABINET
DATE:	14 MARCH 2013
TITLE OF REPORT:	CORPORATE DELIVERY PLAN
REPORT BY:	ASSISTANT DIRECTOR PEOPLE POLICY & PARTNERSHIP

1. Classification

Open

2. Key Decision

This is not a key decision.

3. Wards Affected

County-wide

4. Purpose

To agree the projects within the 2013/14 corporate delivery plan.

5. Recommendation(s)

THAT:

- (a) **the corporate delivery plan 2013/14 be approved;**
- (b) **the additional outcome measures (as detailed in paragraph 10.4 below) be included in the corporate plan to enable more effective monitoring of performance in relation to the council's public sector equality duty, safeguarding, the effectiveness of the adults transformation plan, and broadband delivery;**
- (c) **performance monitoring and delivery assurance arrangements are noted; and**
- (d) **the Overview & Scrutiny Committees to play a role in challenging and assurance of delivery.**

6. Key Points Summary

- The delivery plan supports the priorities identified in the Corporate Plan 2013/15 agreed by Council in November 2012, and provides the basis against which in-year performance can be measured;

- Monitoring and assurance arrangements underpinning delivery have been strengthened and more focus is being placed on achievement of outcomes as opposed to delivery of tasks (although tasks will not be ignored);
- The delivery plan is a living document and will be revised as necessary during the year to reflect and respond to changing circumstances, ensuring that resources continue to be directed to meet priorities.

7. Alternative Options

- 7.1 It is open to Cabinet to amend or revise the proposals, but in doing so regard must be had to ensuring any changes continue to demonstrate how the corporate plan is to be implemented and that the proposals can be delivered within the agreed budget.

8. Reasons for Recommendations

- 8.1 Cabinet is asked to approve the projects that will be used to demonstrate how the priorities in the corporate plan are to be delivered. Quarterly reports will be presented to Cabinet on performance against delivery of the agreed projects and achievement of the corporate plan measures.

9. Introduction and Background

- 9.1 The Corporate Plan is one of a suite of plans and strategies that form the council's Budget & Policy Framework, and is therefore reserved to Council to approve. It incorporates the vision and the priorities for the council and outlines a number of outcomes measures to be achieved to realise those priorities, which are:

- Create and maintain a successful economy;
- Enable residents to be independent and lead fulfilling lives with resources focussed on supporting the most vulnerable; and
- The council supporting delivery through efficient and effective operations that deliver value for money.

The current plan (2013-15) was approved by Council on 23 November 2012 and is at Appendix A. It is supported by a delivery plan which is approved by Cabinet and which sets out the projects against which performance is reported.

- 9.2 This report seeks approval for the proposed 2013/14 delivery plan; and sets out the processes by which Members can be assured that performance is being robustly monitored.

10. Key Considerations

Draft Delivery Plan 2013/14

- 10.1 The draft delivery plan projects are attached at Appendix B; however the plan will remain a live document plan and will continue to evolve through the year. This will in particular enable Cabinet to assure itself that resources are being appropriately applied to meet priorities. It also provides some flexibility to ensure the council meets its new role and responsibilities in relation to public health, and to conclude any outstanding Root & Branch

Review engagement and options appraisal activity.

- 10.2 Given the cross cutting nature of much of the activity, and in line with the overall Health & Wellbeing agenda, it is not proposed to directly align projects to specific priorities or measures within the corporate plan - for example delivery of Broadband across the county not only supports business growth but also enables innovative ways of meeting individual's care needs at home and therefore supports both key priorities.
- 10.3 Although targets are being established to support performance monitoring, it is proposed that Cabinet focuses attention on delivery of outcomes to ensure that activity is best directed to delivering improvement, and focus is not lost on the quality of services whilst savings are being delivered.
- 10.4 Council delegated to Cabinet approval of in-year amendments to the outcome measures. To enable the achievement of the council's public sector equality duty to be monitored the following additional outcome measure is proposed:
- Increase the % of positive responses to questions about diversity, respect and consideration in the quality of life survey

The following additional outcome measures are proposed to ensure that the effectiveness of safeguarding is monitored appropriately:

- Improve the number of children who express an improvement in outcomes following intervention
- % of children's social care practice deemed at least adequate
- % of children's social care visits conducted on time
- % children's social care assessments completed on time
- % social care caseloads less than 25
- % of social care posts filled by permanent staff

The following additional outcome measures are proposed to ensure that the effectiveness of the council's adult transformation programme is monitored appropriately:

- % of people supported to achieve and maintain independence
- % of people completing a period of reablement with reduction or ending of care

The existing measure in relation to Broadband (*Increase the % of broadband connections achieving 2Mbit/s speeds*) be replaced with the following measure to better reflect the outcome being sought:

- Increase broadband coverage for next generation access and universal service standard

Assuring Delivery

- 10.5 The Root & Branch review report to Cabinet in October 2012 stated that, just as the Root and Branch programme is intended to be radical and challenging in approach, so should be delivery. This is essential given the scale of the change that we have to deliver, the size of the savings, the tight timescales that we face and the inevitable risks to delivery.
- 10.6 Accordingly, the concept of excellence in service delivery alongside these reviews was

agreed, including assuring delivery, linking finance to outcomes and dynamic communications.

10.7 As reported to Council in February, the Leadership Team has developed this objective and agreed a number of changes to address the delivery challenges:

Delivery Challenge	Assurance
Leadership	<ul style="list-style-type: none"> • New Senior Leadership Team Delivery Board in place from February 2013 • Monthly meetings to focus on overall delivery plan, track progress, provide challenge and take decisions about resources/priorities • Monthly review of Directorate Delivery Plans at DMTs • Monthly update to Cabinet Members • Quarterly performance report to Cabinet
Delivery plans	<ul style="list-style-type: none"> • Delivery Plans for each project linked to change/savings • Standard format based on learning about “what good delivery looks like” • Plans include: actions and milestones, accountabilities, cross council contribution, resources and risks • Sign off by Assistant Directors/Directors/Chief Finance Officer • Delivery Plans inputted to P+ system
Programme management	<ul style="list-style-type: none"> • Master programme plan for all delivery plans (currently circa 140) maintained jointly by the corporate programme office and corporate finance team • Highlight reports and action required reported to Delivery Board, Directors and Chief Finance Officer
Capacity and capability;	<ul style="list-style-type: none"> • Resource requirements assessed in delivery plans • Skills and knowledge will be reallocated across the Council by Leadership Team to deliver agreed priorities • This will require decisions about stopping or deferring other things to focus on priorities • Additional external capacity and expertise will be brought in on business case basis as required
Profiling savings	<ul style="list-style-type: none"> • Savings will be profiled month by month to allow monitoring and early identification of any risks to delivery • Assurance statements will be linked to monthly budget monitoring reports • Process will be supported by Internal Audit
Performance management	<ul style="list-style-type: none"> • Accountabilities for delivery will be built into individual objectives for senior managers and performance managed as part of monthly 1:1s • New competency framework is being introduced to improve appraisals and individual development
Risk management	<ul style="list-style-type: none"> • Delivery plans include key risks to delivery with mitigation • Programme plan for the Delivery Board includes overall assessment of risks, linked to the corporate risk register
Contingency planning	<ul style="list-style-type: none"> • Further options for in year savings will be developed from March onwards to provide mitigation against slippage if necessary and/or pump priming delivery

Communications	<ul style="list-style-type: none"> • Monthly updates to employees from the Delivery Board • Change Champions network will be used for informal feedback • Updates to Members through the quarterly Cabinet performance report • Improved profile of performance on the website and wider digital channels
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10.8 Cabinet is asked to note the actions put in place by the Leadership Team to assure delivery of savings and to identify any other areas where assurance needs to be increased. Cabinet may wish to request the Overview and Scrutiny Committees to play a role challenging and assuring delivery.

11. Community Impact

11.1 The delivery plan demonstrates how the council intends to achieve its vision for the people of Herefordshire and draws from the evidence base available through Understanding Herefordshire.

11.2 Council leadership and activity also contributes to the achievement of a range of broader multi agency strategies including the Health & Wellbeing Strategy, the strategic plans of the adults and children’s safeguarding boards, the Community Safety Strategy, and the Community Strategy. The main objectives of these strategies are linked into our own corporate plan outcomes; whilst the overall achievement of these strategies will be monitored and assured by the relevant accountable multi agency bodies, the council’s contribution to delivery will be monitored through the normal performance monitoring processes.

12. Equality and Human Rights

12.1 Increasing equality of opportunity and access, and reducing inequalities are clearly articulated outcomes within the agreed corporate plan. Individual elements of activity within the delivery plan undergo equality impact assessments as an integral part of their planning and implementation.

12.2 In demonstrating due regard to the council’s Public Sector Equality Duty, in our decision making processes we will ensure that individual directorates and service areas assess the potential impact of any proposed project, leading to fairer, transparent and informed decisions being made.

12.3 To better monitor performance against this duty an additional outcome measure is being proposed (see paragraph 10.4 above)

13. Financial Implications

13.1 Proposals within the draft delivery plan will be delivered within the budget agreed by Council in February 2013, and include projects and activity to deliver the savings required for a balanced budget.

14. Legal Implications

14.1 In taking its decision in relation to the delivery plan, Cabinet will be aware that the

implementation of these projects may have an impact on the affected users. However it is not committing itself to the implementation of specific policies or projects until it has carried out a full and detailed assessment of the likely impact as and where necessary. Those decisions will in turn address further equalities, consultation and practical matters without their outcome having been predetermined by the approval of either this delivery plan or the budget agreed by Council.

15. Risk Management

- 15.1 The corporate plan and its delivery plan are integral elements of the council's risk management framework. Risks associated with each objective and project are entered onto the relevant service or directorate risk register and escalated to the corporate register as appropriate. The corporate risk register is reviewed by the leadership team at the regular performance meetings and any significant risks are reported to Cabinet as part of the quarterly performance report.
- 15.2 The financial challenge and capacity to deliver the transformation necessary to both improve outcomes for people and deliver savings remains the most significant risk; performance and delivery monitoring and assurance processes have been strengthened, and the support of the Overview and Scrutiny Committees in the assurance process would be welcomed.

16. Consultees

- 16.1 The development of the delivery plan is informed by the evidence base already gathered during the year and which includes user, resident and partner feedback where available, and which this year includes the outcome of the Your Community Your Say engagement undertaken throughout the autumn/winter period and building on the Quality of Life survey results in 2012.
- 16.2 The consultation undertaken immediately before Council set the budget in February provided a range of views which included insights into opportunities for meeting the budget pressures as well as ways in which proposals may need to be implemented to minimise any adverse impacts; these views will continue to inform delivery planning and implementation through the year and will be further enhanced by specific stakeholder consultations on individual projects as appropriate.

17. Appendices

- 17.1 Appendix A - Council Corporate Plan 2013/15
Appendix B - Draft Corporate Delivery Plan 2013/14

18. Background Papers

- 18.1 None identified.