

Meeting:	Cabinet
Meeting date:	Thursday 28 February 2019
Title of report:	Corporate delivery plan 2019/20
Report by:	Cabinet member finance and corporate services

Classification

Open

Decision type

Non-key

Wards affected

All wards

Purpose and summary

To agree the activities within the corporate delivery plan 2019/20.

The delivery plan has been reviewed and updated to include new initiatives and projects for 2019/20 which will support achievement of the council's corporate plan priorities.

Recommendation(s)

That:

- a) **the draft corporate delivery plan 2019/20 at Appendix 1 be approved.**

Alternative options

1. Cabinet may: amend or revise the proposals, but in doing so regard must be made to ensuring any changes continue to demonstrate how the corporate plan 2016-2020 is to be implemented and that the proposals can be delivered within the agreed budget.

Key considerations

2. The council's corporate delivery plan is designed to demonstrate how the priorities for the council will be delivered during the coming year, by articulating the key activities to be completed during the coming 12 months (along with the measures that will be used to record progress/achievement towards meeting those priorities).
3. The corporate delivery plan 2019/20 is attached at appendix 1. It is aligned to the four corporate priorities agreed in the corporate plan 2016-2020 and direct and underpins the work that the council undertakes:
 - enable residents to live safe, healthy and independent lives;
 - keep children and young people safe and give them a great start in life;
 - support the growth of our economy; and
 - secure better services, quality of life and value for money.
4. The corporate delivery plan 2019/20 is a key document to ensure that the council has a co-ordinated approach across all directorates to delivering these four key priorities. The delivery plan will remain a live document and will continue to evolve throughout the year, enabling cabinet to assure itself that resources are being appropriately applied to meet these priorities
5. This corporate delivery plan has been redeveloped following a review of progress against last year's delivery. This is a reflection of the plan, do, review, revise processes set out in the council's Performance Risk and Opportunity Management Framework. The delivery plan has been reviewed and updated to include new initiatives and projects for 2019/20. Key additions to the plan are:
 - Further emphasis on prevention activity to keep people well with a focus on technology, community and early diagnosis of health conditions through NHS healthchecks
 - Expansion of nursing care capacity within the county with a particular focus on the needs of people with dementia
 - Improvements to the urgent care system to support hospital discharge
 - Development of services and support to children and families at high risk of moving into the Looked after Care system (edge of care services)
 - Development of speech and language services for under 5s to support school readiness
 - Further development of the economic strategy for the county to attract external investment
 - Commence construction of student accommodation to support higher education provision in the county
 - Development of Ross Enterprise Park
 - Commence construction of the southern link road and continue development of proposals for walking, cycling and public space improvements in the South Wye area as part of the South Wye Transport Package
 - Develop proposals for a transport hub at the train station and improvements on Commercial Road, Blueschool and Newmarket Street as part of the Hereford City Centre Transport Package
 - Progress developments within Hereford City, including improvements to the Edgar Street ground, bring forward sites for development and progress a city centre multi-storey car park
 - Redesign of space at central and satellite offices to enable the council to reduce cost and maximise use of facilities and resources

6. Progress in achieving the activities identified as part of the 2018/19 corporate delivery has been monitored on an ongoing basis and progress to date appears elsewhere on the cabinet agenda. The final outturn will be reported to cabinet in June as part of the end of year budget and performance report. Any activities that will not have been completed are incorporated into the 2019/20 corporate delivery plan.
7. Progress in achieving the priorities will be monitored on a regular basis and will be reported to cabinet as part of the quarterly budget and performance report.

Community impact

8. In accordance with the adopted code of corporate governance, Herefordshire Council achieves its intended outcomes by providing a mixture of legal, regulatory and practical interventions. Determining the right mix of these is an important strategic choice to make to ensure intended outcomes are achieved. The council needs robust decision-making mechanisms to ensure our outcomes can be achieved in a way that provides the best use of resources while still enable efficient and effective operations. The corporate delivery plan 2019/20 demonstrates how the council intends to achieve its vision for the people of Herefordshire, and continues to draw from the evidence base available through Understanding Herefordshire.

Equality duty

9. 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.
10. The Equality Act 2010 established a positive obligation on local authorities to promote equality and to reduce discrimination in relation to any of the nine 'protected characteristics' (age; disability; gender reassignment; pregnancy and maternity; marriage and civil partnership; race; religion or belief; sex; and sexual orientation). In particular, the council must have 'due regard' to the public sector equality duty when taking any decisions on service changes.
11. Improving equality of opportunity and access, and reducing inequalities, underpin the corporate plan, and consequently the corporate delivery plan. Individual elements of activity within the corporate delivery plan will undergo equality impact assessments as an integral part of their planning and implementation.

Resource implications

12. There are no direct implications arising from this report. The resource implications of any decisions necessary to implement activities within the corporate delivery plan will be set out within the relevant decision report. Proposals within the corporate delivery plan 2019/20 will be delivered within the budget agreed by Council on 15 February 2019, and include activities to deliver the savings required for a balanced budget.

Legal implications

13. 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 the corporate delivery plan will be set out within the relevant decision report; while the plan itself 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

14. The corporate plan and associate delivery plan are integral elements of the council's performance, risk and opportunity management framework (PROM). Risks associated with each objective and project are entered onto the relevant service or directorate risk register and escalated as appropriate. The corporate risk register is a living document and reviewed regularly by management board, cabinet and audit and governance committee.
15. The financial challenge and capacity to deliver the corporate priorities, whilst delivering the necessary savings, remains a significant risk; this will be mitigated by applying our Performance, Risk and Opportunity Management Framework ensuring that there is regular monitoring.

Consultees

16. None.

Appendices

Appendix 1 corporate delivery plan 2019/20

Background papers

None.