
REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 10
DATE OF MEETING:	11 OCTOBER 2001	CATEGORY: RECOMMENDED
REPORT FROM:	DEPUTY CHIEF EXECUTIVE	OPEN
MEMBERS' CONTACT POINT:	SALLY KNIGHT (EXT. 5728)	DOC:
SUBJECT:	DRAFT CORPORATE PLAN 2001	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE:

1.0 Recommendations

1.1 Members are asked to consider the contents of the draft Corporate Plan 2001 and to make recommendations to Council at its meeting on 1 November 2001.

2.0 Purpose of Report

2.1 To seek the views of the Committee on the draft Corporate Plan 2001, prior to consideration by Council on 1 November 2001.

3.0 Detail

Introduction

3.1 The Corporate Plan is an important building block in the steps that are being taken to manage the organisations more effectively and to safeguard our long-term financial security.

3.2 A first draft of the Plan is attached at Annexe A. (At the present time, the Plan is not in a final format to reinforce the point that this is essentially a consultation draft.)

Scope and Purpose of the Plan

3.3 The purpose of the Plan is to:

- set out a vision for South Derbyshire
- explain how the organisation will be managed over the next 18 months, the strategy that will be followed, and the implications for services in terms of priorities and methods of provision
- provide a framework for the Council's contributions to partnerships and joint working initiatives

- inform and involve internal and external stakeholders in the work of the Council

3.4 Sections in the Plan discuss

- the relationship of the Corporate Plan to other plans and strategies
- the Council's vision for the future, guiding principles and key aims
- organisational strengths and areas for improvement
- the opportunities and challenges facing the Council
- the delivery of 'Best Value'
- the availability of resources to implement proposals
- the factors that will be critical to the success of the organisation
- Departmental and Service plans
- arrangements for monitoring and reviewing the Plan

3.5 The focus of the Plan is on the next 18 months. This is because local priorities are likely to change over this period with the development of the South Derbyshire Community Strategy. (The linkages between the Corporate Plan and other Council plans and strategies are discussed in more detail in Section 2 of the Plan.)

3.6 The Council's current Vision and Corporate Objectives have also been reviewed as part of the Plan. Changes are needed in order to:

- link the Council's Vision more closely to available resources
- address the new power of 'well being' (Local Government Act 2000)
- provide a relevant framework for services strategies
- support arrangements for good corporate governance

3.7 The proposed new framework is set out in Section 3 of the Plan. This comprises:

- a *Vision* statement
- a set of *Principles* that will guide the Council's actions and govern relationships with stakeholders and partners
- a list of the *Key Aims* that will direct service delivery and help to achieve the Vision
- *Priorities* for service delivery

3.7 Section 4 of the Plan considers organisational strengths and weaknesses. A range of material is examined to gain a picture of where the organisation stands at the moment in terms of performance, capabilities and perceptions by service users and other stakeholders. The Plan concludes:

'It is clear from the various sources that the organisation has turned the corner and we are now starting to move forward.....Progress, however, is uneven and there are a number of corporate and service issues that have still to be addressed...'

3.8 Section 5 reviews the opportunities and challenges faced by the Council in the short/medium term. Reference is made to:

- Local factors (e.g. growing population)
- Implementing the Government's 'modernising' agenda (Best Value, new political structures, Community Strategy etc)
- Partnership working to develop and deliver specific initiatives

- Local factors (e.g. growing population)
- Implementing the Government's 'modernising' agenda (Best Value, new political structures, Community Strategy etc)
- Partnership working to develop and deliver specific initiatives
- Making the best use of our resources
- Delivering better services
- Balancing national standards with local priorities
- Managing change and risk
- Putting in place arrangements for effective corporate governance
- Adopting a new Local Plan for South Derbyshire
- Supporting the National Forest

3.9 The challenge of delivering the Best Value agenda is addressed specifically in Section 6 of the Plan.

3.10 Section 7 discusses the management of resources - financial resources, employees, capital assets and Information Technology in service delivery. The Plan notes that *'these matters are central to plans for rebuilding the organisation..'*

3.11 The final sections of the Plan detail the proposals at a corporate and departmental level for managing 'the business' over the next 18 months.

3.12 Section 8 outlines the actions that must be taken to help the organisation to move forward. These are described as *'Critical Success Factors'* and are listed in Table 8.1.

3.13 Section 9 focuses on the management and provision of services. Departmental and Service Plans are central to this.

3.14 Departmental Plans have been prepared for each of the Council's four departments and can be found at Appendix D to the Plan. Their role is to:

- act as a mechanism for the delivery of the critical success factors and other key tasks identified at the corporate level
- provide a framework for individual Service Plans

3.15 Service Plans are now being prepared for all service areas. The emphasis will be on the contribution that a particular task makes to the achievement of the Council's Key Aims. Service Plans will also set out clearly the standards of service that customers can reasonably expect to receive from the Council.

3.16 Service Plans in turn will be used to set objective and targets for individual employees as part of the Employee Review and Development Scheme.

3.17 Finally, Section 10 explains how the Plan will be monitored and reviewed.

What happens next?

3.18 Under the Council's new constitution, the Corporate Plan forms part of the authority's policy framework and as such, must be approved by Council. Consideration would normally take place at the next available meeting (i.e. on 1 November 2001.)

3.20 To assist this wider debate on the Plan, it proposed to hold a seminar for members on 18 October 2001.

3.21 The Plan will also be considered by the Joint Negotiating Group (prior to this meeting) and there will also be an employee focus group to test whether the views of employees have been reflected in the Plan.

3.22 It is intended that there should be consultation with key stakeholders (including Parish Councils) once a final version of the Plan has been agreed.

4.0 Financial Implications

4.1 These are dealt with in Section 7 of the Plan. Paragraph 7.3 lists the measures that are being taken to secure sound financial management.

7.0 Conclusions

7.1 The Council is one of South Derbyshire's largest businesses. Like all businesses, the authority needs to plan for the future and to have a clear idea about what sort of organisation it should be in order to meet the needs and aspirations of the community. The Corporate Plan is intended to help with this process.

9.0 Background Papers

9.1 The Corporate Plan file contains all background papers.