

REPORT TO COUNCIL

REPORT OF: Chief Executive

REPORT NO. CEX281

DATE: 24th February 2005

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| TITLE: | 2005/6 Review of Corporate Planning Arrangements |
| FORWARD PLAN ITEM: | Yes |
| DATE WHEN FIRST APPEARED IN FORWARD PLAN: | May 2004 |
| KEY DECISION OR POLICY FRAMEWORK PROPOSAL: | Yes |

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| COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION: | All |
| CORPORATE PRIORITY: | All |
| CRIME AND DISORDER IMPLICATIONS: | Detailed in the Report |
| FREEDOM OF INFORMATION ACT IMPLICATIONS: | None |
| BACKGROUND PAPERS: | Previous Reports to Council Minutes from meeting of the Local Area Assemblies and Development and Scrutiny Panels (DSPs) |

Introduction

Corporate Planning Structure

Over the last year the Council has developed the following Corporate Planning Structure:

1. A vision built around the concept of pride. Following the last CPA refresh this vision has been more clearly articulated to become a clear destination for the District to be reached by 2020. This has been achieved by breaking down the vision into the following work streams:
 - a) Performance and Priorities
 - b) Respect and recognition for diversity
 - c) Informing and Involving
 - d) Developing Communities
 - e) Empowering and enabling

A booklet has been produced, describing the key components for each of these “steps” on the path to pride. At the last round of Local Area Assemblies each assembly meeting was consulted in detail on one of these booklets. As a result of their considerations, amendments have been made to the booklets and updated versions are now available on the Council’s intranet.

The latest CPA guidance supports the Council’s approach in seeking to have a well-articulated vision for the community supported by priorities aligned to clear performance measures and resources by being explicit about non-priority services. However the guidance indicates that the best authorities will combine this with the adoption of “ambitions” which will link the Council priorities to the vision. In selecting these ambitions, it is suggested that authorities may wish to have regard to the shared priorities that have been agreed at national level between representatives from Local Government and the ODPM. These are:

Sustainable Communities and Transport
Safe and Strong Communities
Healthier Communities
Older People
Children and Young Persons

It is clear from the guidance that Council will be assessed on the extent to which it has delivered tangible outcomes in each of these areas. This can be seen in the extract enclosed as Appendix A, which is the proposed 2005 Key Lines of Enquiry for corporate assessment:

As is readily apparent these shared priorities have been designed to reflect the activities of Unitary Councils. In two-tier areas it is necessary to differentiate the responsibilities of the District and the County Councils. In addition it needs to be remembered that although the Council should consider these shared priorities, primary reliance should be placed upon determining ambitions, which reflect the desires and expectations of the residents of the District. These views were fairly clearly captured in the consultation process that was undertaken last year regarding the Council priorities.

Proposed Ambitions

In view of this it is recommended that the Council adopt the following four ambitions, which will link the vision with the priorities:

1. Economic Development
2. Community Safety
3. Healthy Environment
4. Community Engagement

The following tables show each layer of our Corporate Planning Framework and explain its purpose. By this approach we can ensure that individual personal development plans are driven by the Council's vision and ambitions.

South Kesteven Corporate Planning Framework

| | What's it for? | Component | What does it say? |
|---|--|-------------------------------|--|
| 1 | To describe the purpose of the Council. | Vision | It is based on the concept of pride, articulated by five steps (P,R,I,D,E) |
| 2 | To identify the key themes needed to achieve the vision. | Ambition | 4 themes reflecting national, local and Council priorities. |
| 3 | The service priorities and performance targets | Priorities | Identifies both step-change (A) and incremental (B) priorities. |
| 4 | To explain what the Council will stop doing in order to invest in priorities | Non-Priorities | Non-priorities (Z) identified and targets set for financial savings. |
| 5 | Identifies the changes needed within the organisation to secure improvement. | Change Management Action Plan | Sets-out requirements by themes with target dates. |
| 6 | Corporate advice and direction for service managers | Corporate Strategies | Covers matters such as Human Resources, Risk, Finance, IT, Management development etc. |
| 7 | Identifies the key indicators and targets used to measure progress | Best Value Performance Plan. | Incorporates targets for each priority and programmes future Best Value reviews. |
| 8 | Sets the framework and measures for the management of each service | Service Plans | Translates priorities and into service targets and considers options for improvement. |
| 9 | Identifies the key development needs and targets for each employee | Personal Development Plans | Captures the outcome from the Personal Development Reviews for every employee. |

The linkage between these new ambitions and our current priorities is demonstrated in the following table:

| Proposed Ambition: | Priorities that it incorporates | | Shared national priorities that it reflects |
|------------------------------|--|--|--|
| | Category A | Category B | |
| Economic Development | Town-centre regeneration. | Business Development. Planning | Sustainable Communities and Transport. |
| Safer communities | Anti-social behaviour. | Diversity. Vulnerable Persons. Housing Management. Affordable Housing. | Safer and Stronger Communities |
| Healthier Environment | Street Sweeping. Recycling. | | Healthier Communities. |
| Engagement | Access. | Communications. LSP and Community Strategy. | Children and Young People. Older People |

Cabinet Portfolios.

In order to provide clear leadership, focus and accountability it is recommended that after the Council's AGM in May, the portfolios of the Cabinet Members are revised to accord with these new ambitions. This also enables the appointment of "Champions" for particular issues such as procurement or E-Government.

Assuming that the Cabinet remains composed of seven members, the new portfolios would have four that reflect the new ambitions:

Economic Development,
Community Safety,
Healthy Environment
Community Engagement

And three that would be cross-cutting:

Resources and Assets (Champion for procurement and risk management)
Organisational Development (Champion for leadership development)
Strategic Partnerships (Champion for joined-up public services)

The responsibilities of a champion would be:

Championing a strategic approach to the issue by promoting and securing support for the vision
Representing the Council at meetings with external agencies and partners
Review systems
Asking challenging questions especially about value for money and risk management
Ensuring a systematic and effective approach to member engagement
Monitoring performance
Ensuring lessons learnt are captured for the benefit of the organisation
Providing visible leadership to the community on this issue

Ensuring that robust systems are in place to consult with customers
Ensuring that the capacity of the organisations and resources needs are assessed and reviewed
Acting as a change agenda to drive forward improvement
Ensuring sound understanding and communications

Under the Council's constitution the determination of the composition of the Cabinet and the allocation of responsibilities to Cabinet members is a matter for the Leader of the Council. In consultation with the leader, she has indicated that she would be minded to consider the following allocation of titles and responsibilities.

Economic Development

Public conveniences
Street furniture
Car parks
Conservation
Markets
Tourism
Industrial estates
Miscellaneous property
Economic Development grants and assistance
All planning services and policies
Town centre development and partnerships
Industrial development
Agriculture and the rural economy
Liaison with SSPs and TCMPs

Community Safety

Crime and disorder
CCTV
Emergency Planning
Watercourse and dykes
Flood prevention
Housing Management
Private Housing
Licensing
Occupational Health and Safety
Care services
HRA management
Enabling the provision of affordable housing
Homelessness
Housing repairs
Property maintenance
Home safety
Energy advice
Building control
Footway lighting and maintenance
Sustainable rural communities
Police Service liaison

Healthy Environment

Arts centres and development
Community centres
Fairs
Leisure Centres
Parks, Gardens and Recreation Grounds
Playing fields and Play areas
Grass cutting and grounds maintenance
Sports development
Health promotion
Food safety
Noise and pollution control
Contaminated land
Water supplies
Waste management
Street sweeping and litterbins
Recycling
Closed burial grounds
Burial of the destitute
Infectious disease
Graffiti removal
Dog fouling
Animal health and control
Pest control
Rural environment
Health Services liaison
Environment Agency liaison

Access and Engagement

E-Government
ICT
Customer Service and modernisation
Communications
Consultation
Local Area Assemblies
YELLS
Elections
Democratic Representation
Register of Electors
Freedom of information
Data Protection
Printing
Dial-a-ride
Public transport initiatives and concessions
Bus stations
Vehicle management
Courier service
Access to services for rural communities

Resources and Assets

Council tax collection
Non-Domestic rates
Audit and accountability
Special expense areas
Grants and subscriptions
Risk management
Finance and accountancy
Budget preparation and Council tax
Procurement
Liaison with ODPM on resources

Organisational Development

Human resources
Training and development
Community Leadership
Organisational development
Performance management
CPA and Best Value reviews
Scrutiny arrangements
Member's induction and development programme
Liaison with IDEA

Strategic Partnerships

Community Strategy
Local Strategic Partnerships
Annual Stakeholder Conference
East Midlands Regional Assembly
Lincolnshire Local Government Association
Welland partnership
Shared service partnerships

Clearly the determination of portfolio responsibilities is a matter for the Leader, however I have addressed it in this report since it has implications for the DSP remits.

Development and Scrutiny Panels

Since the imposition of the new system the Council has sought a close alignment of DSP with Cabinet portfolios. This makes it easier for the DSP to exercise both its scrutiny and policy development roles. In order to continue this approach it is recommended that there are similar changes to the names and responsibilities of the DSPs. Assuming the number of DSPs remains at five, the names and responsibilities of the new DSPs that would be appointed at the AGM in May would be as follows:

| Development and Scrutiny Panel | Cabinet Portfolios |
|---------------------------------------|--|
| Economic Development | Economic Development |
| Community | Community |
| Healthy Environment | Healthy Environment |
| Engagement | Engagement Strategic Partnerships |
| Resources | Resources and Assets Organisational Development |

The responsibilities would be identical to that set out above for Cabinet members.

Review of Priorities

In accordance with the timetable agreed by Cabinet on Monday the 7th of February, the priorities are currently being reviewed by Cabinet and will then be considered by the DSPs before being reported to Council for determination at the AGM on the 28th April.

Recommendation

That the articulation of the Council's vision of pride as set out in the five booklets available on the intranet is approved.

That the Council approves in principle the new ambitions and consequential adjustments to DSP remits so that appointments to these panels can be made at the Council's AGM in April.

Duncan Kerr
Chief Executive

APPENDIX A

Extract from Key Lines of Enquiry for CPA 2005

“What has been achieved?

Themes and key questions

Sustainable communities and transport

- 5.1.1** What has the council, with its partners, achieved in its ambitions for the economy and labor market?
- 5.1.2** What has the council, with its partners, achieved in its ambitions and priorities for the local housing market?
- 5.1.3** What has the council, with its partners, achieved in its ambitions for the local environment?
- 5.1.4** What has the council, with its partners, achieved in its ambitions for and through transport?

Safer and stronger communities

- 5.2.1** What has the council, with its partners, achieved in its ambitions for reducing and preventing crime and the fear of crime?
- 5.2.2** What has the council, with its partners, achieved in its ambitions for reducing antisocial behavior (ASB)?
- 5.2.3** What has the council, with its partners, achieved in its ambitions for reduction in the harm that drugs and alcohol cause to society?
- 5.2.4** What has the council, with its partners, achieved in its ambitions for reducing accidents and making people feel safer?
- 5.2.5** Is the council well prepared for internal or external emergency situations?
- 5.2.6** What has the council, with its partners, achieved in its ambitions for building stronger communities?

Healthier communities

- 5.3.1** What has the council, with its partners, achieved in its ambitions for the promotion of healthier communities and the narrowing of health inequalities and are these achievements recognized by the local population?
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Older people

- 5.4.1** What has the council, with its partners and with older people, done to develop a strategic approach to older people as citizens that goes beyond health and social care and covers the areas that older people say are most important?
- 5.4.2** What has the council, both corporately and with its partners, done to undertake meaningful engagement with older people and their representative groups on all aspects of the strategic approach to older people and service provision?
- 5.4.4** What has the council, with its partners, achieved in its ambition to deliver a comprehensive, co-ordinated range of services to older people?

Children and young people

Normally (when the Joint Area Review (JAR) and corporate assessment are happening at the same time), the description and judgement of the Council's and its partners' contributions to the quality of outcomes for children and young people will be summarised from the JAR report. In the exceptional circumstances where the two processes do not take place at the same time, the Ofsted/CSCI annual performance assessment for

children and young people's services will form the basis of this section of the report."