

# REPORT TO COUNCIL

**REPORT OF:** STRATEGIC DIRECTOR

**REPORT NO.** SD6

**DATE:** 26<sup>th</sup> OCTOBER 2006

<b>TITLE:</b>	DRAFT CORPORATE PLAN
<b>FORWARD PLAN ITEM:</b>	Yes
<b>DATE WHEN FIRST APPEARED IN FORWARD PLAN:</b>	16 <sup>th</sup> June 2006
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	Policy framework proposal

<b>COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:</b>	Councillor Linda Neal , Leader of the Council	
<b>CORPORATE PRIORITY:</b>	All	
<b>CRIME AND DISORDER IMPLICATIONS:</b>	None	
<b>FREEDOM OF INFORMATION ACT IMPLICATIONS:</b>	This report is available via the local democracy link on the Council's website <a href="http://www.southkesteven.gov.uk">www.southkesteven.gov.uk</a>	
<b>INITIAL EQUALITY IMPACT ASSESSMENT</b>	Carried out and appended to report?  No	Full impact assessment required?  No
<b>BACKGROUND PAPERS:</b>	None other than published papers.	

## **1. INTRODUCTION**

- 1.1 The aim of this report is to present the draft Corporate Plan for consideration by members of the Council and to receive feedback and comment before the plan is finalised.
- 1.2 The report details the purpose of the Corporate Plan showing how it dovetails with other plans, such as Service Plans, outlines the approach to corporate planning, and highlights the steps taken to review and refresh the council's vision before inclusion within the Corporate Plan .

## **2. RECOMMENDATIONS**

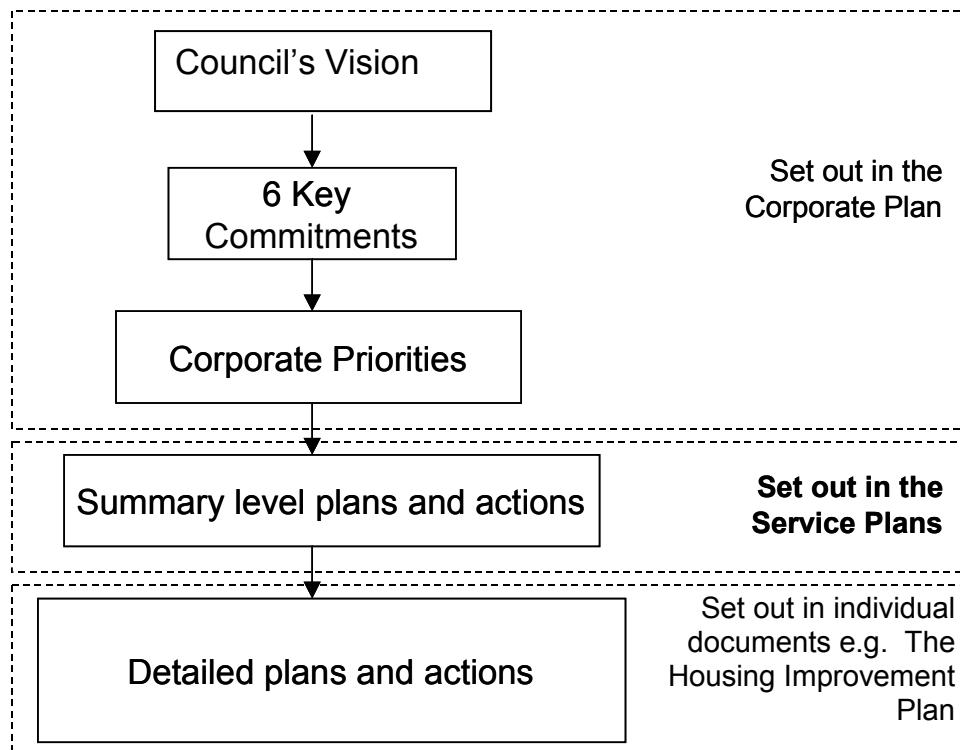
- 2.1 That Council considers and approves the draft Corporate Plan for 2006 to 2009 .In doing so agrees that any further minor contextual amendments to the plan be delegated to the Chief Executive in consultation with the Leader prior to publication.

## **3. DETAILS OF REPORT**

### **Background**

- 3.1 The Corporate Plan sets out the Council's revised vision, ambitions and corporate priorities for the next 3 years. The Corporate Plan is attached in draft form at Appendix 1. All authorities in England and Wales are required to publish certain corporate planning and performance information annually, and make this available to the public. Until now at South Kesteven this has taken the form of a Best Value Performance Plan which in the past had to be produced in line with a prescriptive and detailed set of reporting requirements.
- 3.2 Councils now have more freedom and flexibility to undertake their corporate planning and reporting more in line with their organisational need. Ideally a Corporate plan should be a high level document from which anyone visiting the organisation for the first time could glean the key facts about:-
  - the make up of the district;
  - the organisation and how we work;
  - highlights of what we have achieved as a council to date;
  - how we have set about agreeing our priorities;
  - what we plan to do to deliver our priorities
- 3.3 The finer details of how this plan will be delivered will be cascaded and incorporated into other plans and documents such as service plans, improvement plans and individual objectives set via the appraisal process. This process is known as the "Golden Thread " and will help ensure that we focus our attention and resources on the delivery of our priorities, delivering what the community has said is important to them, thus ultimately making a difference to local people. How the plan relates to other planning documents is illustrated below.

## **The Corporate Plan's relationship with other documents**



- 3.4 When formulating the Corporate Plan it must be ensured that the Council's higher-level ambitions and priorities have been determined in consultation with local people, members and staff, and that they are all properly engaged in this process.
- 3.5 In addition when developing its longer term objectives the Council needs to ensure that there is liaison with the Local Strategic Partnership (LSP) to produce a Community Plan. The Community Plan differs from the Corporate Plan in that it is owned by all partners
- 3.6 The council is currently working as part of the LSP to shape and deliver the Community Plan, and the Council's Corporate Plan will help deliver the partnership objectives. Our approach to Corporate Planning will therefore need to be flexible in order to ensure that it meets any emerging Community Planning commitments.

## **The Content of the Plan**

- 3.7 Vision
- 3.8 The council has signalled its desire to continue to improve, to respond to residents and to be recognised as an excellent council in relation to the quality of services provided and the way the organisation is managed. To achieve this objective the council took the opportunity to revisit and refresh its overall future vision.
- 3.9 Previously, in 2004, the council agreed that the authority's vision would be "to ensure that the residents of South Kesteven are proud of their district and their Council".

This was supported by five core values which were:

Performing  
Respecting  
Informing  
Developing  
Enabling

3.10 Residents' surveys in both 2005 and 2006 indicated a high level of public support for this concept (93%). However, although the public seemed to support the concept, there was a lack of connection between residents feeling proud of where they live and feeling proud of their council. A recent residents' survey report showed that whilst 75% of residents feel proud of their community, only 48% said they are proud of the council.

3.11 In addition, in February 2006, the council commissioned a CPA refresh. This review noted that although the council had consulted and agreed on its vision, values, ambitions and priorities it highlighted that:-

*"There is a confusion of messages regarding ambition and core values. In addition both staff and some partners and residents expressed some concern regarding the ambiguity of the term "Pride"."*

3.12 In the light of this information from both residents and external inspectors, coupled with feedback from managers and frontline staff, it was agreed that a consultation process would be undertaken to refresh the vision and clearly articulate the organisation's vision for the future considering a variety of issues including:-

- the way the council is currently perceived by residents
- the kind of council we should like to be to deliver services effectively
- the likely developments in policies regarding local government
- the advances in technology for engaging and serving residents

3.13 Staff, managers and members were all involved in this envisioning process and it was considered that the concept of pride and the values that supported it should be replaced and that the council's vision should be redefined, which builds on work initiated and carried out by members during summer 2005.

3.14 The Revised Vision:  
Considering the input of members and staff the vision has been redefined as follows :

**"Shaping the future together to develop a place where people really matter and being recognised (by residents) as a council that provides brilliant services "**

This vision also incorporates the following aspirations:-

A Council that is **open and honest**;  
A Council that demonstrates **a passion for service**;  
A Council that **gets things done** efficiently and effectively.

This redefined vision and aspirations are reflected within the Corporate Plan.

#### **4. CLEAR DIRECTION**

- 4.1 The Corporate Plan sets out what we intend to do between 2006 and 2009 to continue our improvement journey. That is to improve the way we run our business and raise the quality of services. It summarises our key objectives, priorities and actions necessary to deliver the council's corporate priorities over the next three years. The Plan also provides an essential reporting link between the council, government, our partners and the public, both visitors and local communities.
- 4.2 Officers and members require a high degree of clarity in the organisation's aims and objectives and thus the target audience for the Corporate Plan is predominantly internal. However, our partners, peers and local residents also need to understand our ambitions and future plans.
- 4.3 To try to facilitate a better understanding and a shared ownership of what the council is trying to achieve, the Corporate Plan has been written using non local government language wherever possible. The format and style has also been developed to encourage readability and ease of use with extensive use of images keeping the text informative but concise. This is in line with the recent working group which was established by the Resources Development and Scrutiny Panel to consider ways of engaging and involving more members in the service and financial planning arrangements of the organisation.
- 4.4 Importantly the draft plan has been developed in conjunction with a cross section of staff from all levels of the organisation. They have contributed and researched best practice elements to be included and helped to develop a flavour of "South Kesteven" within the plan. This is a demonstration of the Council's one team approach to service improvement and will help to gain ownership across the organisation of the objectives and actions contained within the plan.

#### **5. A FOCUS ON PERFORMANCE**

- 5.1 The plan also highlights a range of performance information which can be used to assess the Council's progress in meeting its aims and objectives. Targets are being developed to reflect the Council's agreed and recently refined corporate priorities.
- 5.2 Detailed information regarding priorities and targets is contained in a separate document which forms Part II of this suite of plans. These two documents, together with detailed actions and performance targets in Service Plans will comprise the focus of our business plan for the next three years.

#### **6. CONSULTATION AND CUSTOMER IMPACT** **Consultation**

- 6.1 The corporate planning framework the council has put in place has already ensured wide consultation in the formulation of priorities which are included within the corporate plan.

## **Customer Impact**

6.2 The vision, ambitions, plans and targets outlined within the Corporate Plan will have a substantial impact on local people. Progress against these plans and targets will therefore be reported to the Management Team, Cabinet Members and the relevant DSP on a regular basis.

## **7. POLICY IMPLICATIONS**

7.1 The ambitions and plans set out within the Corporate Plan have been developed in line with the Budget and Service Planning process that has already taken place. However, the content of the Corporate Plan will be developed over the year to ensure that the council continues to progress and to take on board the feedback of local residents and stakeholders and that it continues to respond to its changing environment.

## **8. FINANCIAL/RESOURCE IMPLICATIONS**

8.1 Resources for the plans and actions proposed within the Corporate Plan have been approved or will be approved via the budget setting process. As the corporate planning process is dynamic, action plans may change during the course of the year and any requirements for additional resources would be considered through the appropriate body/committee.

## **9. COMMENTS OF SECTION 151 OFFICER**

9.1 The Corporate Plan is the council's overarching strategy document, identifying the council's Short and Medium term plans, based on the council's approved vision and priorities. It is a key document to inform resource allocation decisions, as outlined in the council's Medium Term Financial Strategy (MTFS).

9.2 The Corporate Plan once approved will form part of the council's budgetary and policy framework. As a result, the Corporate Plan together with other corporate strategies and plans, such as the MTFS and the Asset Management Plan will drive resource allocation decisions in the future, to ensure the effective use of resources in line with council priorities.

## **10. COMMENTS OF MONITORING OFFICER**

10.1 The requirements relating to the content of the best value performance plan were revoked by statutory instrument in 2003. There is no legal requirement for a document in this form, however, it is essential that such an overarching document is published to inform all of the matters contained in the report.

## **11. CONTACT OFFICER**

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