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# Growing Success: A Corporate Plan

Report by the Chief Officers' Management Team

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## 1. INTRODUCTION

- 1.1 The purpose of this report is to provide Members with the opportunity to consider the adoption of a replacement Corporate Plan.

## 2. BACKGROUND

- 2.1 The attached Plan builds on the earlier work considered by both the Overview & Scrutiny Panels and the Cabinet around the Council's priorities and the introduction of a Comprehensive Performance Management Framework (CPMF). The Plan is a key part of the Council's policy framework and has been developed to —

- ◆ support the Community Strategy;
- ◆ provide the context within which the Comprehensive Performance Management Framework will operate; and
- ◆ help in our prioritisation.

- 2.2 Through the Council's established service planning process, the aims and outcomes set out in the Plan will be cascaded throughout corporate and service strategies, service plans and down to the key performance areas of individual employees. The CPMF will be used to monitor and report on contributions towards achieving these priorities and outcomes and will provide better information to allow senior managers and Members to (re-)allocate resources and take action where necessary.

- 2.3 An important part of the corporate planning process is the setting of targets to promote improvement from the current baseline. The development of targets and establishing baselines, where they have not been identified, is being carried out through implementation of the CPMF and it is important that Members have an opportunity to be involved in this process. This view was echoed by both the Overview and Scrutiny Panels in considering the draft plan. It is intended that this work will be undertaken in the first quarter of 2004/05 and be considered by Members in June as part of the development of the Council's Best Value Performance Plan.

- 2.4 The draft Plan has been considered by the Overview and Scrutiny Panels at their meetings in March 2004.

- 2.5 In their discussion on the Plan, the Overview and Scrutiny Panel (Planning and Finance) commented upon the importance of recognising the geographical and social diversity which exists between different parts of the District and suggest that this should be reflected in the new Corporate Plan. Discussion also arose about the

practicality of balancing economic growth to reduce out commuting, with a minimal impact on the environment and quality of life within the District.

- 2.6 Having noted that the Plan would be submitted for approval to the Council meeting in April, Members were informed that when targets were developed, these would provide useful means for the Panel to monitor the Council's performance in future years.
- 2.7 The Overview and Scrutiny Panel (Service Delivery and Resources) commented that the Council needs to be able to demonstrate that the Corporate Plan is linked to the decision making process. Members also commented that there was a high cost associated with collecting data on some of the targets and that they would have preferred to be able to have an input into the targets prior to their submission to the Council.

### **3. RECOMMENDATION**

- 3.1 **The Council is recommended to adopt the Corporate Plan – Growing Success – and to note the processes for the development of baselines and targets.**

### **BACKGROUND INFORMATION**

Report of the Chief Officers' Management Team to Cabinet on 29th January 2004.

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