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| MEETING: | OVERVIEW AND SCRUTINY COMMITTEE |
| DATE: | 14 JANUARY 2011 |
| TITLE OF REPORT: | JOINT CORPORATE PLAN 2011 - 2014 |
| REPORT BY: | DEPUTY CHIEF EXECUTIVE |

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To consider the draft Joint Corporate Plan (JCP).

Recommendations

THAT:

- (a) **the Committee consider the draft Joint Corporate Plan and;**
- (b) **make any recommendations it considers appropriate to Cabinet on the proposed content.**

Key Points Summary

- The Herefordshire Public Services challenge and improvement cycle envisages a review / refinement of the JCP each autumn with Council approval in February. Joint Management Team (JMT) has already considered earlier drafts of the plan
- The current plan was arguably the first joint corporate plan in the country but its limitations are rapidly becoming clear. There have been fundamental changes, locally and nationally in the last 12 months which the plan does not reflect. The plan needs a fundamental review if it is to provide the clear strategic direction and prioritisation required for the future.
- This review needs to produce a more focussed JCP which only contains the key activities underway. It needs to reflect the reduced resources available in the period ahead. i.e. it needs to make sense as a political and managerial framework and as the basis for demonstrating performance.
- This clear strategic framework is the basis for robust operational plans for teams, services and directorates as well as personal objectives for individuals. This planning process is already being streamlined in accordance with the commitment in Rising to the Challenge

Further information on the subject of this report is available from
Tony Geeson – Head of Policy & Performance (01432) 261855

transformation programme to reduce bureaucracy and critically examine all processes for added value

Alternative Options

- 1 Not to revise the JCP. This would mean that the plan grew steadily less and less, meaningful as the prime measure of performance and demonstrating change and improvement to the communities of Herefordshire.

Reasons for Recommendations

- 2 So that Cabinet can consider its recommendations to Council with the benefit of the Committee's views

Introduction and Background

- 3 The JCP across Herefordshire Public Services (HPS) is now one year old and due for review. There has been a substantial amount of change in the past 12 months to the extent that the plan requires a more fundamental revision than usual if it is to continue as the prime measure of HPS performance.

Key Considerations

- 4 The intention is to revise the JCP so that it addresses the priorities of Cabinet and the NHS Herefordshire (NHS) Board, is Herefordshire based and reflects reduced resources. The new plan will provide the strategic direction and prioritisation required for the future in a clear way.
5. There has never been a more important time for a strategic plan which shows precisely what Herefordshire Public Services (HPS) aims to achieve in the years ahead. Major organisational changes have now been captured in the Rising to the Challenge and the NHS & Social Care commissioning programmes. The external influences on Herefordshire are becoming clearer with the announcements of the NHS operating framework and the local government financial settlement. The Localism and the Police Reform & Social Responsibility bills have been published along with White Papers on the importance of teaching, healthier lives & healthier people (public health) and the vision for social care.
6. The current draft framework for the JCP is attached at *Appendix1*. This is the level of information that the Cabinet, Board and Council will be asked to approve. The more detailed measures and projects that will drive these priorities and outcomes will be agreed by JMT.
7. The JCP's broad intention is to show how the whole system of public services in Herefordshire is being transformed and, in particular, how HPS is contributing. It aims to provide clarity for officers and members and a public version will also be considered. The current draft is based on the HPS vision and six local priorities that have been discussed by cabinet members and non-executive directors during the current budget making process. The values are those adopted by the Council and NHS for employees.
8. The outcomes should be strategic and long term supported by a range of projects and measures so that progress can be demonstrated and achievement clear. Although there are clear connections between many of those outcomes listed they are not repeated for reasons of clarity.

9. Following this meeting the timetable for approval is:

- Herefordshire Partnership management group – 19 January
- Cabinet commends draft JCP to Council – January 20
- HPS Steering Group – January 26
- NHS Herefordshire Board approves the JCP – January 26
- Council approves the JCP – February 4

Given the Elections in May 2011, it is likely that a JCP “refresh” will be necessary (perhaps in July) to reflect any changes to priorities that may be required.

Community Impact

10 The proposed JCP framework will demonstrate the priorities for delivery across HPS and their relevance to the communities of Herefordshire even more clearly than in the past.

Financial Implications

11 There are no direct financial implications arising from this report. The work programmes designed to deliver the priorities in the JCP are all within the available resources.

Legal Implications

12 There are no legal implications arising directly from this report

Risk Management

13 There are risks in producing any strategic plan at a time of such great change. However without clear intentions to guide activity there is a danger of duplication and wasted effort on lower priority tasks. The potential for further changes has been mitigated to some extent since much of the likely content has already received separate Cabinet or Board endorsement.

Consultees

14 The Joint Management Team, Cabinet Members and non executive directors of NHSH have all considered earlier drafts of the JCP during the current budget making process. All Directorates have considered and commented on earlier drafts of the document

Appendices

15 Appendix 1 Joint Corporate Plan Framework 2011 - 14

Background Papers

- None identified