

MEETING:	CABINET
DATE:	20 JANUARY 2011
TITLE OF REPORT:	JOINT CORPORATE PLAN 2011-2014
PORTFOLIO AREA:	CORPORATE & CUSTOMER SERVICES AND HUMAN RESOURCES

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To invite Cabinet to commend for Council's approval the Council and NHS Herefordshire Joint Corporate Plan vision, priorities and long-term outcomes attached at appendix 1.

Key Decision

This is not a Key Decision.

Recommendation

THAT Cabinet recommends to Council the approval of the Joint Corporate Plan vision, priorities and long-term outcomes as set out at Appendix 1.

Key Points Summary

- The current Joint Corporate Plan (JCP) is out of date and a new one is required for 2011-2014
- The JCP between the Council and NHS Herefordshire (NHSH) has been thoroughly reviewed in line with the timescales of the agreed planning cycle. It will specify what Herefordshire Public Services intends to achieve over the next period.
- The plan has been prepared to be affordable within the medium term financial strategies of the two organisations

Alternative Options

- 1 There are no Alternative Options. The Council's constitution requires there to be an up-to-date Corporate Plan and the joint plan with NHSH meets this need. The revised JCP will provide a sound basis for the performance management of the joint vision, priorities and long term outcomes and forms part of the Council's Budget and Policy

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

Framework.

Reasons for Recommendations

- 2 As for Alternative Options. The constitution requires that the corporate plan is approved by full Council.

Introduction and Background

- 3 The Herefordshire Public Services planning cycle envisages a review of the JCP each autumn with Council approval in February.
- 4 The current plan – *Appendix 2* - was probably the first joint corporate plan in the country but there have been fundamental changes, locally and nationally, in the last 12 months which the plan does not reflect.
- 5 The intention was to produce a more focussed plan that only contained key activities and which reflected the reduced resources available in the period ahead. It needed to make sense as a political & managerial framework, as the basis for demonstrating performance and for public reporting.
- 6 The clear strategic framework of the JCP is the basis for robust operational plans for teams, services and directorates and ultimately the personal objectives for individuals. Like the JCP, this wider planning process is already being streamlined in accordance with the commitment in *Rising to the Challenge* transformation programme to reduce bureaucracy and critically examine all processes for added value

Key Considerations

- 7 The JCP across HPS is now one year old and due for routine review. However, 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.
- 8 There has never been a more important time for a strategic plan which shows precisely what 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 Localisation 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.
- 9 The revised plan is based on six priorities which Cabinet members and Non Executive Directors of the NHS Board have discussed during the current budget making round. The initial long term outcomes also come from these discussions to which have been added the challenges JMT identified during the 'star chamber' process. JMT has considered the plan on three occasions and individual directorate management teams have also contributed to its evolution. During this time Directors have consulted with appropriate Cabinet members and, where appropriate, relevant partnerships. The framework, at *Appendix 1*, is shorter than the current JCP but, more importantly, is fundamentally different. The draft now focuses on Herefordshire

issues rather than the national performance framework and should only contain key activities. Given this clarity the new plan will provide the strategic direction and prioritisation required for the future in a clearer way.

- 10 The draft framework for the JCP which the Council and the Board of NHSH will be asked to approve is attached at *Appendix 1*. All the key issues the public of Herefordshire regard as important, drawn from various consultations, are capable of being covered in the plan; either by the framework directly or within the supporting projects or detailed measures.
- 11 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. *Appendix 1* also includes the HPS vision and the shared values adopted for Council and NHSH employees. The priorities and outcomes are intended to be strategic and long term. Although there are clear connections between many of those listed in *Appendix 1*, they are not repeated for reasons of presentation and clarity. As previously mentioned, the outcomes will be supported by a range of individual projects and detailed measures so that progress can be demonstrated and achievement made clear. These more detailed measures and projects will be agreed through JMT.
- 12 The draft JCP will be discussed by the Herefordshire Partnership Management Group shortly and their comments will be reported at the meeting.
- 13 Following Cabinet's decision the timetable is:
 - NHS Herefordshire Board approves the JCP – January 26
 - Council approves the JCP – February 4

Given the elections in May 2011 and the recently published NHS outcomes framework, it is likely that a JCP "refresh" will be necessary in the early summer to reflect any changes to priorities that may be required. This would also be an appropriate point to consider any changes indicated by the Sustainable Community Strategy. This is currently being reviewed by the Herefordshire Partnership but will be finalised in the spring.

Community Impact

- 14 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

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

Legal Implications

- 16 There are no legal implications arising directly from this report

Risk Management

- 17 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

- 18 The Joint Management Team, Cabinet Members and Non Executive Directors of NESH have all considered earlier drafts of the plan during the current budget making process. All Directorates have considered and commented on earlier drafts of the document

Appendices

- 19 Appendix 1 Joint Corporate Plan Framework 2011 - 2014. (proposed)
Appendix 2 Joint Corporate Plan Framework 2010 – 2013 (current and being replaced)

Background Papers

None identified

Appendix 1

THE HEREFORDSHIRE PUBLIC SERVICES VISION

Working together to deliver efficient, excellent services and improve outcomes for the people of Herefordshire

We aim to put PEOPLE at the heart of everything we do. Our shared values are

People – treating people fairly, with compassion, respect and dignity, Excellence – striving for excellence and the highest quality of service, care and life in Herefordshire, Openness – being open, transparent and accountable for the decisions we make, Partnership – working together in partnership and with all our diverse communities, Listening – actively listening to, understanding and taking into account people’s views and needs, Environment – protecting and promoting our outstanding natural environment and heritage for the benefit of all.

OUR PRIORITIES ARE TO

1. Creating a thriving economy (People & Place combined)	2. Improving Health Care & Social Care (People focus)	3. Raising standards for Children and Young people (People focus).	4. Promoting self reliant local communities (Locality focus)	5. Creating a resilient Herefordshire (County focus)	6. Commission the right services (Public service focus)
LONG TERM OUTCOMES					
1.1 The regeneration of Herefordshire	2.1 Improving intervention & support for older people and keeping them safe	3.1 Sustainable educational provision throughout Herefordshire	4.1 Vibrant cultural opportunities	5.1 Preserving and enhancing our environment.	6.1 High quality assessments of need
1.2 Delivering & maintaining key infrastructure including actions to reduce congestion.	2.2 A robust & healthy provider market	3.2 Improving intervention and support for children & young people and keeping them safe	4.2 Safe places where people feel secure	5.2 Accessible services and countryside	6.2. Streamlined, working practices
1.3 Growing businesses, jobs & wage levels.	2.3 Financial balance across Herefordshire’s health & social care economy	3.3 Improving performance by early years and primary school pupils including vulnerable groups relative to their peers	4.3 Enhancing local democracy and community engagement.	5.3 A strong regional and national reputation	6.3. High levels of customer and citizen satisfaction
1.4 Developing employment skills, including access to Higher Education	2.4 Developing of a new local commissioning infrastructure	3.4 Reducing child poverty	4.4 Ways of working that reflect the needs and priorities of people & place	5.4 Protecting people’s health & wellbeing.	6.4. A high quality workforce
1.5 Reducing health inequalities for the working population	2.5 Good quality corporate and clinical governance standards are embedded in all services provided	3.5 Families & communities are able to support all children & young people effectively	4.5 A balanced housing market to meet residents needs	5.5 Increasing equality of opportunity	
	2.6 Reducing health inequalities for frail, elderly people	3.6 Reducing health inequalities for children & young people			
	2.7 More people retaining their independence through greater choice and control				

JOINT CORPORATE PLAN 2010-13 FOR HEREFORDSHIRE COUNCIL AND NHS HEREFORDSHIRE

OUR VISION

Herefordshire will be a place where people, organisations and businesses, working together within an outstanding natural environment, will bring about sustainable prosperity and well-being for all

The Council and NHS Herefordshire, working together to deliver efficient, excellent services and improved outcomes for the people of Herefordshire, will take action to tackle the following major challenges for the county:

- **Low pay, low skills and the need for better infrastructure**
- **Avoidable ill-health and accidents**
- **Safeguarding vulnerable children and adults, including the increasing number of people aged over 85**
- **Improving access to affordable housing and key services, especially for those living in rural areas**
- **Doing all we can to combat climate change locally and deal with its impact**
- **Reducing inequalities by improving people's life-chances**
- **At a time of severe constraints on public spending and people's incomes, and growing demand for public services, ensuring excellence and value for money**

OUR PRIORITY THEMES

Economic development and enterprise	Healthier communities and older people	Children and young people	Safer communities	Stronger communities	The environment	Organisational improvement and greater efficiency
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OUR STRATEGIC OBJECTIVES

1. Improve infrastructure and learning and employment opportunities, enabling business growth and sustainable prosperity for all	2. Improve people's health and well-being, and reduce health inequalities, enabling people to be independent and active and to contribute to their local communities	3. Maximise the health, safety, education, economic well-being, achievements and contribution of every child.	4. Make Herefordshire an even safer place to live, work and visit	5. Stronger, vibrant, more inclusive communities in which people enjoy a good quality of life and feel they have influence over their lives and decisions that affect them	6. The protection and enhancement of Herefordshire's distinctive environment, and tackling climate change	7. Being recognised as top-performing organisations that deliver value for money and ensure excellent services
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LONG TERM OUTCOMES

1.1. Higher quality, better paid jobs and reduced unemployment	2.1. People have longer, healthier lives, with reduced inequalities between different groups and localities	3.1. Children and young people are healthy and have healthy life-styles, with less obesity and substance mis-use, and better dental and sexual health	4.1. Reduced levels of crime	5.1. Cohesive communities in which people feel accepted, confident and empowered, regardless of race, disability, gender, sexual orientation, age, religion or belief	6.1. Reduced waste and increased recycling	7.1. The highest standards of leadership, governance and integrity
1.2. Increased participation in learning and higher levels of skills and achievement	2.2. Older people living fulfilled lives as active members of their communities	3.2. Children and young people are safe, secure and have stability	4.2. Reduced levels of anti-social behaviour	5.2. Communities and individuals participating in local decisions and influencing them	6.2. Reduced CO ² emissions and successful adaptation to unavoidable impacts of climate change	7.2. Demonstrable value for money
1.3. More and higher-spending visitors to the county	2.3. Vulnerable people able to live safely and independently in their own homes	3.3. Children and young people are enabled to develop personally, socially and emotionally, and to achieve high standards of educational attainment	4.3. Reduced harm from drugs and alcohol	5.3. Affordable housing appropriate to people's needs and less homelessness, with support for vulnerable people to live independently	6.3. Increased biodiversity	7.3. Streamlined, efficient operations, including the integrated delivery of services across the boundaries of different organisations
1.4. Improved quality & availability of business accommodation and employment land	2.4. Enhanced emotional well-being, with fewer suicides	3.4. Children and young people engage in further education, employment or training on leaving school	4.4. Communities to have enhanced resilience and recovery from emergencies through effective partnership planning and co-ordination	5.4. Fair access to the services residents need, including high quality sporting, cultural and recreational facilities and activities	6.4. Natural resources are conserved and landscape character maintained, with sustainable land management	7.4. High levels of customer and citizen satisfaction
1.5. Better roads, reduced traffic congestion, with more people walking, cycling or using public transport	2.5. Personalised health and social care services, which offer people much greater choice and influence over their care	3.5. Children and young people engage in positive behaviour inside and out of school	4.5. Fewer accidents and injuries	5.5. People are able to participate in, the life of their communities	6.5. Investment in high quality streets, public spaces and the built environment	7.5. A highly skilled, highly motivated workforce that works in effective partnership with other organisations
	2.6. Improved dental health	3.6. Improved access to good quality care and other services for children, young people and their families through the work of Herefordshire's Children's Trust	4.6. People feel as safe as they would like to be			7.6. Highly rated under Comprehensive Area Assessment and World Class Commissioning, and recognised as exemplars regionally and nationally