



Commission for
Rural Communities
Tackling rural disadvantage

**Corporate Plan
2007/08 - 2009/10**

Corporate Plan

2007/2008 – 2009/2010

Contents

1. Introduction
2. Our role and purpose
3. Our analysis (of the state of rural England)
4. Our work
5. Our resources
6. Our performance

Introduction

This Corporate Plan presents the work of the Commission for Rural Communities (CRC) over the three year period, 2007/2008 to 2009/2010. This is the first full Corporate Plan presented since the establishment of the CRC as an independent body in October 2006 under the Natural Environment and Rural Communities Act (2006).

In this document, we will set out:

- The role and focus of the CRC – summarising our duties as laid out in the NERC Act and our statement of purpose, developed and confirmed by the CRC's independent Commissioners;
- The context for our work – our assessment of the social, economic and environmental conditions across rural England and the key challenges both for Government and for the communities themselves;
- The work of the CRC – the key programmes of activities that will bring together robust analysis, innovative solutions and focused advocacy in generating positive change for England's rural people and businesses;
- The resources required by the CRC over the three year period and;
- The way in which we will assess and report on the organisation's performance.

Our role

The NERC Act (2006) requires the CRC to promote:

- a) awareness among relevant persons and the public of rural needs, and
- b) meeting rural needs in ways that contribute to sustainable development

where 'rural needs' means the social and economic needs of persons in rural areas of England.

The Act also directs the CRC to pay particular regard to:

- a) persons suffering from social disadvantage and;
- b) areas suffering from economic under-performance.

The central functions set out for the CRC in taking on this task are:

ADVOCATE: representing rural needs

ADVISOR: providing information and advice about issues connected with rural needs and ways of meeting them

WATCHDOG: monitoring the way in which policies are developed, adopted and implemented and the extent to which these policies are meeting rural needs.

Taking on this role, the Commissioners of the CRC developed a statement of the organisation's purpose (see over) to guide the work that was done and the way in which the organisation operated.

In delivering its statutory responsibilities and in living up to its purpose, the Commission will function as a Non-Departmental Public Body sponsored by Defra. In this capacity, it will operate within the wider frameworks established by the department for its partner bodies. Hence, over the coming three years, the Commission will need to respond constructively to any changes in these frameworks – for example through the implementation of the current Defra Strategy Refresh.

Our Purpose

Our Aspiration:

England's rural communities should be diverse, thriving and sustainable, where everyone is able to play a full part in society and where no-one is disadvantaged.

We will:

speak up for rural people and communities, especially those experiencing disadvantage, and ensure that policies take full account of rural needs and circumstances, holding government and others to account for their delivery.

We want:

the Commission for Rural Communities to be widely recognized and accepted as:

- an effective national voice and advocate for rural communities
- a source of authoritative and expert advice on rural issues and concerns
- a respected and fair rural watchdog

We will achieve this by:

- listening to rural communities and their representatives
- establishing the facts and strengthening the rural evidence base
- engaging Ministers across Government
- influencing policies and decisions
- challenging government and others at all levels to bring about real improvements
- monitoring delivery and identifying and promoting good practice

We will do this by:

- working closely with a wide range of people and organisations locally, regionally, nationally and internationally
- forming new partnerships and drawing on new areas of expertise
- investing in and developing our staff
- working innovatively and creatively, making full use of new technology and the experience of others
- communicating openly and clearly

Our analysis

Our work needs to be based on a clear understanding of the changes and challenges facing rural England and the people and businesses within it. This understanding needs to recognise the complexity, and localness, of rural needs and circumstances which vary across the regions, across the sparsely and less sparsely populated areas, and between the hamlets, villages and towns.

In the social domain, housing affordability remains a key challenge – with rural people facing the greatest difficulties in acquiring housing in their localities. The Government's response to its Affordable Rural Housing Commission, and to the recent Barker report on the planning system, will be critical in addressing this issue. The inward urban-to-rural migration which, in part, influences housing affordability, is one key element influencing the changing, and ageing, demographics of rural areas. Yet, as shown by the CRC's 2006 Disadvantage Study, there remain many rural people facing disadvantage in many forms. However the challenges that this brings are not always recognised, not least in rural areas themselves. Finally, the provision of services remains a central issue for all people in rural England. Changing patterns of provision, and of use, have led to the withdrawal of some physical services (e.g. Post Offices) causing difficulties to many – not least those without ready access to private transport.

Economically, some rural areas continue to be prosperous, often linked to urban centres through commuting and other flows. One challenge for government remains how to harness the vitality and potential of these rural economies in order to make a stronger contribution to wider economic well-being. However, many, often peripheral, areas lag significantly behind regional and national norms. In such areas, low pay is a matter of particular concern as is the state of very small businesses. In lagging, and other, rural areas, land-based industries still play a central role and this sector faces major change, as a consequence of wider global challenges and adjustments in funding arrangements.

Environmentally, rural England shares the wider challenges of sustainability facing society at large. The recent Eddington and Stern reports to the Government highlight, respectively, some of the transport options and economic approaches to climate change that could be adopted in future. Rural England has much to offer in this area, as a test bed for more sustainable approaches to community living, as well as providing the land necessary for key outputs such as food, energy and recreation.

Politically, rural communities share common challenges with their urban counterparts – but with some differences in governance structures (e.g. the 3-tier Parish, District, County arrangements in most rural areas) and in current engagement (rural areas have, on average, higher levels of turnout and participation than urban). The Local Government White Paper, together with the Lyons inquiry, provides an opportunity to develop rural governance structures further, to the benefit of all groups within rural society.

From a governmental perspective, social, economic, environmental and political outcomes across rural England will clearly be influenced by the 2007 Comprehensive Spending Review 2007, which will set the framework for investment and delivery over the next three years.

Our work

In designing both an organisation and a Corporate Plan to meet the requirements of the NERC Act and to deliver the Purpose, the CRC has adopted a flexible internal resourcing model and a programme-focused plan. Our intention is that this will ensure clear focus for our work and will retain appropriate flexibility for the organisation to respond to new challenges as they arise.

The CRC's overall portfolio contains three cross-cutting programmes which are designed to deliver some of the core functions set out for the organisation within the NERC Act. These are complemented by six policy-centred programmes, each addressing specific issues of relevance to the needs of rural communities. All of our work is then supported and enabled by our corporate programmes.

The cross-cutting programmes

The **RURAL ADVOCATE** programme will provide the key means by which we deliver on our aim of being an effective national voice for rural people – through both research and direct engagement with communities. The **RURAL PROOFING** programme focuses on our Watchdog responsibilities, seeking to secure a real step change in the extent to which rural needs and circumstances are recognised in domestic policy and delivery work at national and at sub-national levels. Finally our **21ST CENTURY RURAL ENGLAND** programme will continue the CRC's work to create a clear understanding about the current condition and direction of change across rural England, using this to help build a broad vision for the future(s) for England's rural communities.

The policy programmes

Our work on **SECURING SOCIAL JUSTICE** builds on the CRC's Disadvantage Study. We want to move forward in partnership with others to establish genuine recognition of the implications for rural communities of national policy debates about social justice and their translation into service delivery. We will focus on those aspects which have a clear rural dimension, so that 'rural' should not be a cause of social injustice in resource allocation, opportunity, rights or minimum standards. We also plan to identify and disseminate good practice solutions and to establish advice and support mechanisms which ensure that policy and its implementation does not result in rural people being systematically disadvantaged by where they live. Our **PLANNING FOR SUSTAINABLE COMMUNITIES** programme will maintain our focus on the response to the work of the Affordable Rural Housing Commission and, on a wider canvas, will challenge the tacit assumption that small communities are unsustainable. We intend to make a positive contribution to national debate and action in responding to climate change, developing and promoting a clear view of the ways in which rural areas can contribute to broader sustainable development.

Our work on **PROMOTING FAIR ACCESS TO SERVICES** will develop new thinking (e.g. on specific rural service solutions) to ensure that service provision meets the needs and circumstances of all rural people. The **STRENGTHENING RURAL ECONOMIES** programme will address the economic needs of rural England, in particular those of poorly performing, often peripheral, areas, seeking to move the focus of government and others onto wider economic well-being. This connects to our new programme on **CONNECTING RURAL COMMUNITIES AND THE LAND** which sets out to understand the changing relationship between the people living in rural England and the land-based sector. Finally our **RENEWING RURAL GOVERNANCE** programme is focused on influencing the new governance framework across rural England, aiming to ensure that rural people and communities have greater say in the changes that affect their lives.

The corporate programmes

Our **STRATEGIC COMMUNICATIONS** programme will ensure that we engage effectively and clearly with partners, stakeholders, media and the wider rural public. Our **STRATEGIC DEVELOPMENT** work will assist the development of a clear direction for the CRC – both in terms of the work that it does and in terms of the capability it develops. Our **CORPORATE SERVICES** will provide professional and efficient corporate support which will ensure that the CRC meets, and exceeds, all governance requirements placed upon it.

The overall portfolio

The CRC will work to identify and exploit the linkages between these programmes, recognising that the Commission has a unique opportunity both to see the connections between the different challenges facing rural England and to set out a coherent set of solutions. In particular, the Commission's broad response to the challenges of climate change will seek to draw upon the organisation's breadth of understanding of circumstances and opportunities across rural England. In all of our work, we will seek to embed a clear focus on practical solutions that can be adopted by government (at national, regional and local levels) and others and by rural communities themselves.

More detailed information on these programmes are set out in Annex 1 which details the programme outcomes, the key targets and the audiences with which the work will engage.

Our resources

Annex 2 presents the planned allocation of the financial resources needed to implement the planned activity over the three-year period of this Corporate Plan.

For 2007/2008, the CRC has a level of baseline funding of £7.6m. This represents a reduction of £1.2m (14%) from the equivalent level of funding in 2006/2007.

Over the subsequent two years, we plan to deliver changes to key areas of cost in order to further reduce (in real and in absolute terms) the level of funding required while still ensuring that the organisation can continue to deliver its statutory responsibilities:

- We will deliver ongoing reductions in Corporate Services costs. Much of the CRC's current cost base has been inherited from the previous Countryside Agency. We have initiated a programme of work to ensure that future processes (and therefore costs) are more appropriate for an organisation that will be less than 10% of the size of its predecessor. Within 2007/2008, initial successes in this work will start to feed through, for example in significant reductions in IT costs. From 2008/2009 onwards, we will also work to secure further cost reductions as a consequence of the organisation's move to a new, consolidated HQ in Gloucestershire.
- As a consequence of the closure of our current London office and a reduction in the overall number of staff, we will see some further reductions in the level of costs associated with staffing.

Our clear intention is to ensure that all of the investment that we make delivers the maximum value – in terms of positive impact on the lives of the people in England's rural communities. Hence, as set out in the CRC Purpose Statement, we will be seeking to put in place significant levels of engagement and collaboration with external groups (at international, national and sub-national levels) in order to deliver the outcomes that we seek. These partnerships will be both with organisations linked to the broad rural 'sector' and with those with interests beyond rural. In that way, we will seek to maximise our impact and to make most effective use of the resources at our disposal.

Our performance

We are committed to open and honest measurement of our performance – this will have three key elements:

i) Programme-specific performance measurement

Each of our programmes will have clearly defined outcomes for which we will define associated indicators in order to assess our performance in each area of activity.

ii) Corporate Performance measurement

One central element of our performance measurement will be gathering the views of key stakeholders about the extent to which we are living up to our purpose and, specifically, about the extent to which the CRC is seen as:

- An effective national voice and advocate for rural communities
- A source of authoritative and expert advice on rural issues and concerns
- A respected and fair watchdog

iii) Impact measurement

Complementing both of the above, we will continue to assess the extent to which our aspiration – that England's rural communities are becoming more sustainable, thriving and diverse – is being realised. This will be achieved through our regular state of the countryside reporting.

Organisational performance measurement will be translated into, and embedded within, individual performance targets across the CRC.

ANNEX 1

DRAFT CRC CORPORATE PLAN PROGRAMMES: 2007/08 – 2009/10

A) THE CROSS-CUTTING PROGRAMMES

THE RURAL ADVOCATE PROGRAMME

	Key Targets		
3 year outcome	2007/08	2008/09	2009/10
<p>The CRC, with its chairman as Rural Advocate, is recognised, respected and influential as an effective national voice for the concerns and priorities of rural communities.</p> <p><u>Key target audiences</u> Prime Minister, Ministers, elected representatives, rural communities and businesses, RRAFs.</p>	<p>Capture and hear the concerns and priorities of rural people and their representatives – focusing particularly on those in marginalised groups, following up (and feeding back on) specific issues where appropriate.</p> <p>Communicate the key issues for rural people – both publicly and to the Prime Minister and other Ministers, identifying the key issues to be addressed by Government and others.</p>	<p>Capture and hear the concerns and priorities of rural people and their representatives, following up (and feeding back on) specific issues where appropriate.</p> <p>Communicate the key issues for rural people – both publicly and to the Prime Minister and other Ministers, identifying the key issues to be addressed by Government and others.</p>	<p>Capture and hear the concerns and priorities of rural people and their representatives, following up (and feeding back on) specific issues where appropriate.</p> <p>Communicate the key issues for rural people – both publicly and to the Prime Minister and other Ministers, identifying the key issues to be addressed by Government and others.</p> <p>Review the value/successes of this programme and the key lessons (e.g, in terms of how we listen to rural communities and follow up issues and concerns).</p>

THE RURAL PROOFING PROGRAMME

	Key Targets		
3 year outcome	2007/08	2008/09	2009/10
<p>Secure a step change in the scope, adoption and effectiveness of rural proofing across, and beyond, government at both national and sub-national levels.</p> <p><u>Key target audiences</u> National and regional government, Parliament, private and third sector organisations.</p>	<p>Monitor, and report on, the Government's performance in meeting its rural proofing commitments.</p> <p>Extend the impact of rural proofing within government (in partnership with Defra) and beyond government – focusing specifically on regulators and on watchdog bodies.</p> <p>Support the rural proofing of key cross-government processes (e.g. those related to spending plans and to target setting) – with a particular focus on the completion and the implementation of the 2007 Comprehensive Spending Review.</p>	<p>Monitor, and report on, the Government's performance in meeting its rural proofing commitments.</p> <p>Extend the impact of rural proofing in areas beyond government – focusing specifically on the voluntary and community sector.</p> <p>Support the rural proofing of key cross-government processes (e.g. those related to spending plans and to target setting).</p>	<p>Monitor, and report on, the Government's performance in meeting its rural proofing commitments.</p> <p>Extend the impact of rural proofing in areas beyond government – focusing specifically on key private sector bodies (e.g. BiTC).</p> <p>Support the rural proofing of key cross-government processes (e.g. those related to spending plans and to target setting).</p>

21ST CENTURY RURAL ENGLAND

	Key Targets		
3 year outcome	2007/08	2008/09	2009/10
<p>There is broad understanding about the current condition and direction of change across rural England in the early 21st century. This understanding provides a springboard for a dynamic, broadly-based vision of the future(s) for England's rural communities.</p> <p><u>Key target audiences</u> Parliament, policy influencers, media, national rural organisations, general public</p>	<p>Report on the state of the countryside, assessing social, economic and environmental conditions and changes in rural England and setting out the key challenges in terms of future sustainability.</p> <p>Summarise currently available views and statements on future visions for rural England, identifying common themes and gaps.</p> <p>Design and promote debate on a process for developing broadly-based visions of a desirable future (or futures).</p>	<p>Report on the state of the countryside, setting out a new baseline for monitoring the delivery of revised Public Sector Agreements across the different types of rural area.</p> <p>Engage with rural people, their representatives and broader stakeholders to stimulate debate and to help develop positive visions for the future of rural England, with particular focus on the challenges generated by ongoing climate change.</p>	<p>Ongoing monitoring of, and reporting on, specific rural indicators and performance measures, adopting new ways of delivering and disseminating our analytical work.</p> <p>Ensure that broader political agendas (e.g. party manifestos) are informed and influenced by the broader rural dimension and, more specifically, by the hopes and aspirations of rural communities.</p>

B) THE POLICY PROGRAMMES

SECURING SOCIAL JUSTICE

	Key Targets		
3 year outcome	2007/08	2008/09	2009/10
<p>Acceptance of a shared understanding of what securing social justice means - for rural communities, particular groups within them and for individuals - which can be integrated into policy and its implementation.</p> <p><u>Key target audiences:</u> Central government departments with responsibility for policies relevant to social justice; Opinion-formers such as think-tanks, academics and political advisers; Service providers and infrastructure bodies, such as local government and 'third sector' organisations</p>	<p>Build a coalition of social justice stakeholders (incl non rural) to raise awareness, gain wider understanding and to collect good practice.</p> <p>Produce and promote a rural social justice framework / position statement for CRC with support of the coalition.</p> <p>Follow up the Disadvantage Study priorities for action focusing on actions identified to help individuals to overcome disadvantage.</p>	<p>Develop and deliver a solutions-based advocacy programme with the coalition designed to secure social justice for people in rural communities.</p> <p>Define and advocate rural social justice 'principles' derived from our framework, with measurable goals/ standards against which to 'rural proof' policy and delivery.</p> <p>Explore specific aspects of rural social justice (e.g. wrt specific social groups or particular policy measures), identifying, evaluating, disseminating good practice/solutions, especially those delivering real improvements at a local level</p>	<p>Complete a major review, reporting on progress in achieving social justice goals across the rural domain and a range of key policy areas.</p> <p>Establish CRC as a centre for excellence in providing on-going advice and support to government and to a well-established coalition of stakeholders on the rural social justice agenda.</p>

PLANNING FOR SUSTAINABLE RURAL COMMUNITIES

	Key Targets		
3 year outcome	2007/08	2008/09	2009/10
<p>Achieve a better understanding of the case, and the criteria, for sustainable rural communities and ensure that this understanding is reflected in the wider policies of government and in the attitudes of decision-makers.</p> <p><u>Key target audiences</u> Sustainable Development Commission, DCLG, DfT, Defra, Housing Corporation/Communities England, Natural England, Regional Assemblies, local planning, transport and housing authorities. National rural and other organisations (e.g. CPRE, CLA).</p>	<p>Generate an informed policy debate on what constitutes sustainable rural communities.</p> <p>Influence the Government response to the Barker and Eddington reviews to ensure rural needs are recognised and addressed.</p> <p>Monitor and report on the progress in implementing the recommendations of the report of the Affordable Rural Housing Commission and take action to promote understanding and solutions that meet the need for more affordable housing.</p>	<p>Produce an authoritative best practice guide on where rural communities can contribute to sustainable development; in order to inform and influence work at all levels.</p> <p>Ensure that planning, transport and housing policies (and local decisions), embed the agreed criteria for rural sustainability.</p>	<p>Provide ongoing support and advice on the specific solutions that will increase the sustainability of rural communities, sharing these solutions both with communities themselves and with relevant agencies</p> <p>Produce a broad review of the development of planning, housing and transport policies and the extent to which they have met the needs of England's rural communities.</p>

PROMOTING FAIR ACCESS TO SERVICES

	Key Targets		
3 year outcome	2007/08	2008/09	2009/10
<p>Greater account is taken of rural needs and circumstances by those funding, planning and delivering services in rural areas, across all sectors</p> <p><u>Key target audiences</u> National (Defra, DCLG, DTI, DFES, DoH, HMT), regional and local government, public, private and voluntary/community sector providers.</p>	<p>Influence Government to adopt a refreshed approach to standards for rural services.</p> <p>Inform and influence Government's strategic approach to public service delivery – with specific focus on the role of public service choice in rural areas.</p> <p>Identify key rural services issues and solutions associated with significant life events.</p> <p>Influence the implementation of the review of the Post Office network by providing advice on rural services and models of good practice.</p>	<p>Propose a robust set of standards for rural services to be adopted across appropriate tiers of government and service providers.</p> <p>The rural dimension is reflected in government's longer-term strategies for, and allocation of resources to, public service provision.</p> <p>Propose appropriate rural solutions for adoption by service providers.</p>	<p>Provide the first review of the delivery against new service standards across rural England.</p> <p>Encourage the adoption of appropriate rural solutions working with service providers across different sectors.</p>

STRENGTHENING RURAL ECONOMIES

	Key Targets		
3 year outcome	2007/08	2008/09	2009/10
<p>Sub-national economic agencies understand, and demonstrate commitment to improving the economic well-being of rural residents and businesses, especially in areas of poor performance.</p> <p><u>Key target audiences</u> HMT, DTI, DWP, DfES, RDAs, local authorities and representative bodies e.g. CLA, Chambers of Commerce, FSB</p>	<p>Make the rural case for shifting the focus of economic intervention to one of economic well-being, highlighting the importance of non-labour income and expenditure patterns.</p> <p>Work with partners (Defra, RDAs and others) to ensure that rural areas benefit from the new structures and processes that government are introducing to raise skills and learning, reform benefits and improve employability.</p> <p>Work with the Efra Committee and Defra to secure favourable outcomes from the HMT-led review of economic interventions and from CSR07, especially for areas of poor economic performance.</p>	<p>Develop work on economic well-being and propose specific measures and milestones.</p> <p>Build and advocate innovative solutions to increase the effectiveness of rural labour markets.</p> <p>In partnership with sub-national economic organisations, develop a renewed vision for peripheral and poorly performing rural economies.</p>	<p>Identify solutions to address the challenges of detached / peripheral economies, exploring opportunities for new forms of rural enterprise, enhanced competitiveness and innovation by existing firms.</p> <p>Highlight and lead a creative debate about interventions (incentives, taxation, support, etc) that would assist detached or weak rural economies.</p>

CONNECTING RURAL COMMUNITIES AND THE LAND

	Key Targets		
3 year outcome	2007/08	2008/09	2009/10
<p>To achieve greater clarity and understanding about the interrelationship between rural communities and the land in responding to new challenges and in ensuring the future distinctiveness and sustainability of rural areas.</p> <p><u>Key target audiences</u> Government - Defra, Dti, DCLG - media, national rural organisations, environmental bodies</p>	<p>Drawing on our previous research, produce an authoritative, agenda-setting view on the meaning, value and future of connectedness of rural communities (and society) to the land, linking together issues such as governance, ownership, new forms of land use and the role and value of the land-based sector.</p> <p>Monitor the finalisation and implementation of the RDPE from the perspective of rural communities.</p>	<p>Identify and share key examples of best practice and promote solutions that can establish / maintain positive connections (between rural communities and the land sector) across the different types of rural area within England.</p> <p>Complete an early review of the implementation of the RDPE (from the perspective of rural communities) and use this evidence to contribute to the debate on the future of CAP reform.</p>	CLOSE/REVIEW

RENEWING RURAL GOVERNANCE

	Key Targets		
3 year outcome	2007/08	2008/09	2009/10
<p>The CRC achieves a positive influence on the inclusion, representation and effectiveness of rural people, communities and their representatives within political and other governance processes.</p> <p><u>Key target audiences</u> DCLG, Regional assemblies, LGA, NALC, CALC, voluntary sector and service commissioning bodies</p>	<p>Build on the CRC's participation inquiry and other work, in responding to initiatives arising from the Local Government White Paper, the Lyons Review, the 3rd Sector Review and other emerging opportunities for encouraging and enabling positive change.</p> <p>Review national and international experience and best practice to inform new approaches to inclusion, representation and governance across rural England.</p>	<p>Build on the previous year's work to deliver a broad influencing programme of work that will ensure rural communities take maximum advantage of emerging opportunities.</p> <p>Build and communicate specific solutions that can be adopted by communities in developing local inclusion and representation and in increasing the effectiveness of governance at local and regional levels.</p>	<p>Deliver a full programme review, including an analysis of the outcomes of our influencing and other work, to inform the CRC's future work.</p>

C) THE CORPORATE PROGRAMMES

STRATEGIC COMMUNICATIONS

	Key Targets		
3 year outcome	2007/08	2008/09	2009/10
The CRC's role and remit is widely understood and recognised, with the organisation being seen as a knowledgeable and responsive body by partners, media, stakeholders and the wider rural public.	<p>Reposition the CRC brand as an ideas and solutions orientated organisation through a new communications strategy.</p> <p>Implement that strategy to ensure that CRC communicates effectively with key stakeholders – including the national media.</p>	<p>Undertake stakeholder survey of CRC brand and performance (to compare with 2007 benchmark study)</p> <p>Maintain and develop communications with key stakeholders and continue to deliver an increasingly responsive communications capability to enable the CRC to engage effectively with changing public issues and agendas.</p>	<p>Review the communications strategy, incorporating feedback received.</p> <p>Further increase the national profile of the CRC and the Rural Advocate and establish the CRC brand more widely (e.g. within the European Union) in order to support ongoing work on exchange of good practice and solutions</p>

STRATEGIC DEVELOPMENT

	Key Targets		
3 year outcome	2007/08	2008/09	2009/10
The CRC sets out and delivers a clear strategy for the organisation – both in terms of the work that it does and in terms of the capability it develops, both within the organisation and beyond.	<p>Analyse the broad scope of recent changes and future challenges / opportunities (of particular relevance to the communities of rural England) in order to help identify the priorities and programmes within the 2008/2009 Corporate Plan.</p> <p>Define a clear strategy for the establishment and development of the CRC's resource base (internal capabilities and external partnerships), using this to inform the rebuilding of the organisation.</p>	<p>Develop the strategic analysis underpinning the future work of the Commission, informing the development of the Corporate Plan.</p> <p>Complete the first phase of the development of the CRC, putting in place an appropriate, responsive balance between internal and linked capabilities.</p>	<p>Develop the strategic analysis underpinning the future work of the Commission, informing the development of the Corporate Plan.</p> <p>Continue the development of the CRC, investing in skills and in relationships. Review the organisational resource model.</p>

CORPORATE SERVICES

	Key Targets		
3 year outcome	2007/08	2008/09	2009/10
The Commission's activities are underpinned by professional, efficient and effective corporate support. The Commission meets, and exceeds, all governance requirements placed upon it.	<p>Determine and provide an effective combination of internal and contracted resources to meet the CRC's corporate services requirements.</p> <p>Establish a robust performance measurement structure for the CRC and produce an initial Annual Review.</p>	<p>Deliver increased efficiencies in the provision of CRC's Corporate Services.</p> <p>Report on the CRC's performance openly and objectively through an Annual Review.</p>	<p>Deliver further efficiencies in the provision of CRC's Corporate Services.</p> <p>Report on the CRC's performance openly and objectively through an Annual Review.</p>

ANNEX 2

DRAFT CRC CORPORATE PLAN RESOURCES 2007/08

	<u>2007/2008</u>			
	<u>Programme (£)</u>	<u>Staff (£)</u>	<u>Overheads (£)</u>	<u>TOTAL (£)</u>
Policy programmes	940,000	990,000	280,000	<u>2,210,000</u>
Cross-cutting programmes	660,000	540,000	150,000	<u>1,350,000</u>
Corporate programmes	338,000	1,748,100	1,953,900	<u>4,040,000</u>
TOTAL	1,938,000	3,278,100	2,383,900	<u>£7,600,000</u>

Notes:

- The proposed level of expenditure represents a reduction from both the funding envisaged within the Rural Strategy (£10m) and the CRC budget in 2006/2007 (£8.8m).
- The Corporate Programmes line covers the CRC (and the Rural Advocate's) Private Office, the CRC London Office, the Business Management function (which delivers all Corporate Services for the organisation) and the CEO and management team. All of these resources will also contribute to the delivery of the policy and cross-cutting programme outcomes.
- The above figures are different in some detail from those formally presented to the CRC Commissioners and subsequently submitted to Defra for approval. The changes made have been at Defra's request to ensure consistency with their guidelines re the definitions of Overheads and Staffing costs. There has been no change to the total planned expenditure for 2007/2008.

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