

REPORT TO: Employment, Learning, Skills and Community Policy and Performance Board

DATE: 12 November 2012

REPORTING OFFICER: Strategic Director Policy & Resources

PORTFOLIO: Resources

SUBJECT: Business Planning 2013-16

WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

- 1.1 To offer a timely opportunity for Members to contribute to the development of Directorate Business Plans for the coming financial year.

2.0 RECOMMENDATION

That the Board indicates priority areas for service development and improvement over the next 3 years.

3.0 SUPPORTING INFORMATION

- 3.1 Each Directorate of the Council is required to develop a medium-term business plan, in parallel with the budget, that is subject to annual review and refresh. The process of developing such plans for the period 2013-2016 is just beginning.
- 3.2 At this stage members are invited to identify a small number of priorities for development or improvement (possibly 3-5) that they would like to see reflected within those plans. Strategic Directors will then develop draft plans which will be available for consideration by Policy and Performance Boards early in the New Year.
- 3.3 Whilst providing a Directorate context each of the Directorate Business Plans will contain appendices identifying specific Departmental activities and performance measures and targets that would provide a focus for the on-going monitoring of performance throughout the year. Directorate Business Plans will be subject to annual review and refresh in order that they remain fit for purpose taking account of any future change in circumstances, including any future funding announcements that may emerge.
- 3.4 It is important that Members have the opportunity to provide input at this developmental stage of the planning process, particularly given the

anticipated funding announcements, to ensure that limited resources may be aligned to local priorities.

- 3.5 It should be noted that plans can only be finalised once budget decisions have been confirmed in March and that some target information may need to be reviewed as a result of final outturn data becoming available post March 2013.
- 3.6 To assist the Board the Operational Director Community and Environment will give a short presentation on the issues and challenges facing the areas that fall within the Boards remit over the period of the next plan and will circulate the outline of that presentation in advance of the meeting.
- 3.7 The timeframe for plan preparation, development and endorsement is as follows:

	Information / Purpose	Timeframe / Agenda on Deposit
PPB	Discussion with relevant Operational / Strategic Directors concerning emerging issues, proposed priorities etc.	October/ November 2012 PPB round
Portfolio Holders	Strategic Directors to discuss with Portfolio Holders emerging issues, proposed priorities etc.	October/ November 2012
Directorate SMT's	To receive and endorse advanced drafts of Directorate Plans	SMT dates to be agreed with all Strategic Directors w/c 3rd Dec. 2012
Corporate Management Team	To receive and comment upon / endorse advanced drafts of Directorate Plans	11thDecember 2012
Portfolio Holders	Strategic Directors to discuss with Portfolio Holders advanced draft plans, including relevant departmental service objectives/ milestones and performance indicators.	Late December 2012/ January 2013
PPB's	Advanced draft plans including details of relevant departmental service objectives/milestones and performance indicators	January 2013 PPB Cycle
Executive Board	To receive advanced drafts of Directorate Plans	7th February 2013
Full Council	To receive advanced drafts of Directorate Plans	6th March 2012

4.0 POLICY IMPLICATIONS

- 4.1 Business Plans form a key part of the Council's policy framework. Plans also need to reflect known and anticipated legislative changes.
- 4.2 Elected member engagement would be consistent with the new "Best value guidance", announced in September 2011, to consult with the representatives of a wide range of local persons.

5.0 OTHER IMPLICATIONS

- 5.1 Directorate Plans will identify resource implications.
- 5.2 Arrangements for the provision of Quarterly Monitoring Reports to Members would continue with each Department being required to produce a report. Key Objectives/ milestones and performance indicators would then be aligned by priority, (in accordance with the new corporate performance framework introduced from 2012/13); and reported in line with the remit of each respective Policy and Performance Board. Departmental Reports would continue to be available to members via the intranet, containing all details stated within the Appendices of the Directorate Business plans.

6.0 IMPLICATIONS FOR THE COUNCILS PRIORITIES

- 6.1 The business planning process is the means by which we ensure that the six corporate priorities are built into our business plans and priorities, and thence cascaded down into team plans and individual action plans.

7.0 RISK ANALYSIS

- 7.1 The development of a Directorate Plan will allow the authority to both align its activities to the delivery of organisational and partnership priorities and to provide information to stakeholders as to the work of the Directorate over the coming year.
- 7.2 Risk Assessment will continue to form an integral element of Directorate Plan development. This report also mitigates the risk of Members not being involved in setting service delivery objectives.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 Those 'high' priority actions in regards to equality and diversity are included as an Appendix within relevant Directorate Action Plans will be routinely monitored through Departmental Performance Monitoring Reports.

9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

There are no relevant background documents to this report.