

REPORT TO: Children and Young People Policy & Performance Board

DATE: 3 January 2013

REPORTING OFFICER: Strategic Director Policy & Resources

PORTFOLIO: Resources

SUBJECT: Business Planning 2013-2016

WARDS: Borough wide

1. **PURPOSE OF THE REPORT**

1.1. To provide an update on Business Planning for the period 2013-16 and to consider the Directorate priorities, objectives and targets for services for this period that fall within the remit of this Policy and Performance Board.

2. **RECOMMENDED: that Board Members pass any detailed comments that they may have on the attached information to the relevant Operational Director by 18th January 2013.**

3. **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.

3.2 PPB input to the business planning process and the setting of priorities for the Directorate is an important part of this process. Key priorities for development or improvement in 2013-16 were discussed with Members at a briefing meeting on 3rd December 2012 and are proposed to be :

- Integrating Commissioning
- Child's journey through the continuing of need
- Improving opportunities for our most vulnerable young people
- Driving economic prosperity

In addition, three overarching themes to effectively manage resources to deliver services in terms of workforce, asset management – finance, physical capacity, low carbon economy and to address child and family poverty are also proposed.

These are now reflected in the draft plans now available for consideration by the Policy and Performance Board. On page 15 of the draft , example business critical issues within the four overarching priorities are provided , and the linkages across priorities that again show cross working.

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 Comments additional to those made following the PPB meeting should be made to the relevant Operational Director by 18th January 2013 to allow inclusion in the draft business plan. Appendix A, provides a short summary of how issues raised at the briefing meeting on 3rd December 2012 with Elected Members are covered within the document and the work of the Directorate.
- 3.5 The draft Directorate Business Plan will be revised following member comments during January and will go to Executive Board for approval on 7th February 2013, at the same time as the draft budget. This will ensure that decisions on business planning are linked to resource allocation. All Directorate plans will be considered by full Council at the 6th March 2013 meeting.
- 3.6 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.

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 COUNCIL'S 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

- 9.1 There are no relevant background documents to this report.

APPENDIX A

Comments made by Elected Members at the Briefing Meeting on 3rd December 2012 to discuss the Children & Enterprise Directorate Business Plan 2013/16

Issue	What is in place/Changes
Child & Family Poverty – needs to also be seen as a cross-cutting priority	<ul style="list-style-type: none"> • As well as being cited as a Business Critical Issue (BCI) within section 4.2, Child & Family Poverty is now also a cross-cutting overarching theme in line with workforce and asset management.
Free Schools/ Academies	<ul style="list-style-type: none"> • Referred to at several points within Directorate Plan draft, for example is highlighted as one of the Directorate's key challenges to consider during the next 12 months and the latest national policy developments are included
'Journey from Early Help to Safeguarding' in vision suggests safeguarding as a goal	<ul style="list-style-type: none"> • This priority and the text in the vision has been amended to avoid any misinterpretation
Style of priority table in Section 4.2 leads to lack of clarity between where one BCI ends and the next begins in some cases	<ul style="list-style-type: none"> • Table on page 15 has been amended to separate each BCI through the use of cells for clarity.
Language in priority table is "officer speak"	<ul style="list-style-type: none"> • Attempt has been made to simplify language, use more plain English
Raise significance of text on Children in Care and Care Leavers	<ul style="list-style-type: none"> • Text in Section 3.1 ('Overall Directorate Strategic Direction') has been reordered so this is now at the first set of information in terms of outcomes achieved in 2012-13.