

REPORT TO: Employment Learning & Skills & Community Policy & Performance Board

DATE: 14th November 2011

REPORTING OFFICER: Strategic Director Policy & Resources

SUBJECT: Business Planning 2012-15

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 2012-2015 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 Service Objectives and Performance Indicators and targets will be developed by each Department and this information will be included within Appendices to the Directorate Plan.

3.4 These Departmental objectives and measures will form the basis of the quarterly performance monitoring received by the Board during the year. It is proposed that this Departmental information will be reorganised by priority in line with the new performance framework from 2012/13.

3.5 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.

- 3.6 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 2012.
- 3.7 To assist Members in their considerations the Board may choose to invite each Operational Director to give a short presentation setting out the key issues and challenges for their service over the coming 3 years. This could be achieved via a presentation discussion at a scheduled PPB or a less formal briefing/ discussion before a scheduled PPB or at some other time.
- 3.8 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. | November 2011 PPB round |
| Directorate SMT's | To receive and endorse advanced drafts of Directorate Plans | SMT dates to be agreed with all Strategic Directors |
| Corporate Management Team | To receive and comment upon / endorse advanced drafts of Directorate Plans | By Mid December 2011 |
| PPB's | Advanced draft plans including details of relevant departmental service objectives/milestones and performance indicators | January PPB Cycle |
| Executive Board | To receive advanced drafts of Directorate Plans | 9th February 2012 |
| Full Council | To receive advanced drafts of Directorate Plans | 7th March 2012 |

4.0 POLICY IMPLICATIONS

- 4.1 Business Plans form a key part of the Council's policy framework.
- 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.

4.3 Plans also need to reflect known and anticipated legislative changes.

5.0 OTHER IMPLICATIONS

5.1 Directorate Plans will identify resource implications.

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.

6.2 From 2012/13 it is proposed that with the introduction of the new performance framework Departmental Reports now be available to members via the intranet. Also priority based reports for each respective Policy & Performance Board be introduced, containing details stated within the Appendices of the Directorate Business plans.

7.0 RISK ANALYSIS

7.1 Risk Assessment will continue to form an integral element of Directorate Plan development. This report 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 that result from Impact Review and Assessment will be included within Directorate Plans and will continue to be 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