

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

21ST AUGUST 2007

BUSINESS PLANNING TEMPLATES 2008/09

Responsible Portfolio Holder	Roger Hollingworth, Leader of the Council
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive

1. SUMMARY

- 1.1 To seek approval from Cabinet for the approach to business planning 2008/09.

2. RECOMMENDATION

- 2.1 It is recommended that the Board:-

- consider the departmental service business plan template set out in Appendix 1;
- consider the VFM scoring matrix set out in Appendix 2;
- consider the annual planning and performance cycle set out in Appendix 3; and the timetable for reviewing the medium term financial plan (Appendix 4);
- note that the first draft service business plans (including budget bids and savings) will need to be completed by 30 September and that Portfolio Holders will meet with their Heads of Service in early September to provide a policy steer and again at the end of September to review the first drafts; and
- make recommendations to Cabinet on any identified improvements to the service business planning process.

3. BACKGROUND

- 3.1 The Council's approach to performance management has improved over the last 2 years. Service business plans form a key element of the Council's performance management framework (see Council Plan 2007/2010). The production of the 2007/08 service business plans was somewhat muddled, due to a number of changes being made to the Cabinet approved template

mid process. These included changes by the Improvement Director, Lead Official and changes to reflect equalities and value for money. These changes have improved the template and 2008/09 should be about consolidating these changes, not making further changes. Heads of Service were asked to provide feedback on the 2007/08 process. Given the number of changes, the feedback was surprisingly positive and includes (the area under each bullet is the suggested response):-

- a desire to keep and build on team plans;

The report submitted to Corporate Management Team did include recommendations on improving team plans, but these have been rejected. The Assistant Chief Executive will need to discuss this issue further with Corporate Management Team and bring forward an alternative approach.

- linking team plans to PDRs;

See previous comment..

- a clearer timetable for production and publication of business plans;

See paragraph 3.2 below and Appendix 3

- maintain and build on the VFM templates;

Culture and Communities amended the original corporate template and this was identified as best practice by the Improvement Director. The approach of a VFM action plan, VFM scores and targets and self assessment has been built into the corporate template.

- maintain and build on the links to the medium term financial strategy;

The Council Plan Part 1 (September Full Council) report will have a financial aspect this year, including savings targets for each department. Appendix 6 of the template builds in the simple templates that were used last year after the project management methodology approach was found to be too much for small bids. Full business cases will now only be requested by the Head of Financial Services after initial consideration of Appendix 6.

- ensuring there is a 3 year as well as one year focus;

The Service Strategy section addresses this concern as does the three year departmental budget section.

- no new sections;

One new section has been introduced. Heads of Service are asked to complete a Cabinet Forward Plan for their service business plan. This was agreed at Operational CMT.

- creating links to the Cabinet Forward Plan

See previous point.

- reduction in number of templates; and

Approximately 10 sub-sections have been removed, compared to the original template approved for 2007/08.

- merging of templates e.g. key deliverables, value for money, customer first, equalities etc.

The balanced scorecard, used in the Council is a single merged approached and this could be used in the service business plans; however, in order to keep change to a minimum and build on last year's progress, this suggestion has been rejected, but will be considered in future years.

3.2 Corporate Management Team have agreed a annual cycle of reports (see Appendix 3). Service business planning forms an important part of this cycle, making the link, between the Council's strategic plans and service delivery in each department. They are part of the "golden thread". The specific timetable for 2008/09 service business planning is as follows:-

Date	Action	Comment
17 August 2007	Issue template and guidance.	After approval at Leader's.
25 September 2007	First draft service business plans to ACE.	To bring together into single report to CMT.
02 October 2007	Dedicated CMT on service business plans.	CMT will need to be extended.
17 October 2007	Detailed budget options to go forward to Leader's.	Based on Appendix 6.
31 October 2007	Quality checklist on plans returned to Heads of Service.	Best practice approach from Rotherham MBC.
14 March 2008	Service business plans finalised and sent to ACE.	
31 March 2008	Service business plans placed on Intranet.	Council Plan will be published on Internet on same day.
30 April 2008	Team plans and PDRs completed and returned to ACE and Training and	Should we consider supporting team managers with away

	Development Manager.	days in January/February?
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3.3 Annual service business plans will be completed within the more strategic three year timetable for the medium term financial strategy. For information, this timetable is set out in Appendix 4.

4. FINANCIAL IMPLICATIONS

4.1 See sections 5.3 and Appendix 6 of the template.

5. LEGAL IMPLICATIONS

5.1 None.

6. COUNCIL OBJECTIVES

6.1 Appendices 1 and 6 have been updated to reflect the draft new priorities 2008/2011 as per the Council Plan Part 1 report.

7. RISK MANAGEMENT

7.1 Each department must complete a risk register and action plan based on their business plan key deliverables. This is an excellent approach.

8. CUSTOMER IMPLICATIONS

8.1 This section has been simplified and the Customer First Officer will attend each departmental management team away day to help improve these standards, so that they can be published in December 2007 in line with the Improvement Plan 2007/08.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Two new sections were added last year and these have been maintained in the updated template.

10. OTHER IMPLICATIONS

Procurement Issues: None.
Personnel Implications: Team Planning.
Governance/Performance Management: Service business planning is a key part of the Council's performance management template.
Community Safety including Section 17 of Crime and Disorder Act 1998: None.

Policy: When determining their key deliverables, departments will need to consider the policy context within which they operate.

Environmental: None.

11. OTHERS CONSULTED ON THE REPORT

Please include the following table and indicate 'Yes' or 'No' as appropriate. Delete the words in italics.

Portfolio Holder	At Leader's Group.
Chief Executive	Yes.
Corporate Director (Services)	Yes.
Assistant Chief Executive	Yes.
Head of Service <i>(i.e. your own HoS)</i>	Yes.
Head of Financial Services <i>(<u>must</u> approve Financial Implications before report submitted to Leader's Group)</i>	Yes.
Head of Legal, Equalities & Democratic Services <i>(for approval of any significant Legal Implications)</i>	Yes.
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	Yes.
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	No.

12. APPENDICES

- Appendix 1 Service Business Plan Template 2008/09
- Appendix 2 VFM Self Assessment Form
- Appendix 3 Annual Cycle of Reports
- Appendix 4 Timetable for Review of the Medium Term Financial Plan

13. BACKGROUND PAPERS

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