

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE RESOURCES AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

15 MARCH 2017

REPORT OF THE CHIEF EXECUTIVE

DIRECTORATE BUSINESS PLANS 2017-18

1. PURPOSE OF REPORT

- 1.1 This report presents extracts of the Council's draft directorate business plans for 2017-18 for the Committee to comment.

2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER PRIORITIES

- 2.1 The business plans have been developed to implement the commitments in the Council's Corporate Plan 2016-20 reviewed for 2017-18 as well as other service priorities. This Corporate Plan also sets the Council's well-being objectives under the Well-being of Future Generations (Wales) Act 2015.

3. BACKGROUND

- 3.1 On 1st March 2017, Council approved both the Corporate Plan 2016-20 reviewed for 2017-18 and the Medium Term Financial Strategy (MTFS) 2017-18 to 2020-21.
- 3.2 Directorate business plans are developed each year to implement and support the Corporate Plan, the MTFS, other strategic plans and service priorities in line with the Council's Performance Management Framework.
- 3.3 To enable effective scrutiny of the business plans, each directorate has provided an extract of their business plan comprising:
- the action plans and performance measures section linked to the Corporate Plan priorities that includes key milestones and targets for performance
 - the resources section that includes finance and staffing data and identifies potential impact on workforce planning and demand for assets; and

A copy of the latest corporate risk assessment has been attached to show corporate risks that each director owns.

4. CURRENT SITUATION / PROPOSAL

- 4.1 An extract from each directorate business plan has been attached. In each extract, Corporate Plan indicators have been highlighted in yellow. These indicators have already been approved by Council. They have been included for information only and to show all indicators in context. It should be noted that full business plans are more comprehensive and diverse in appearance, reflecting the diversity of services each directorate provides as well as carrying out corporate commitments.

Action Plans and Performance Measures Section

- 4.2 In order to provide the key information for Corporate Performance Assessment (CPA) and the performance management system, the action plans and performance measures section is prepared to a common corporate format. For each commitment in the Corporate Plan, directorates set out:
- the milestones that will be taken to achieve them, and the target date for completion;
 - measures they will use to assess performance with targets set for 2017-18; and
 - responsible officers for the milestones and measures.
- 4.3 To reflect the synergy between the Corporate Plan, directorate business plans and the transformation programmes, the action plans and performance measures section identifies the associated transformation projects and programmes.
- 4.4 In addition each measure has been assigned an indicator type that will be used to support monitoring of performance throughout the year.
- 4.5 Some targets in these draft plans will be updated when the final performance of 2016-17 is known. There is also a new performance framework in the Social Services and Wellbeing (Wales) Act 2014. This means that there are new performance indicators and measures. National debate continues over definitions of some indicators, which has made target setting for 2017-18 difficult. Business plans are intended to be 'live' documents that are amended to reflect changes in services throughout the year.

Monitoring Progress

- 4.6 Progress against the commitments and performance indicators in the business plans are monitored on a regular basis by directorate management teams. Corporate commitments and related key performance indicators are monitored quarterly by the Council's Corporate Performance Assessment (CPA) panel attended by Corporate Management Board, Heads of Service and Cabinet Members, and scrutinised by this Committee.

5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES

- 5.1 Developing and implementing directorate business plans forms part of the Council's Performance Management Framework and will ensure our improvement priorities are embedded into delivery at every level of the organisation.

6. EQUALITY IMPACT ASSESSMENT

- 6.1 An Equality Impact Assessment was conducted on the Corporate Plan last year. Specific changes to policy or practice identified in the directorate business plans will need a separate equality impact assessment.

7. FINANCIAL IMPLICATIONS

- 7.1 The directorate business plans are prepared to support the Corporate Plan, which is aligned with the MTFS.

8. RECOMMENDATION

- 8.1 The Committee consider this report and comment on the attached extracts of draft directorate business plans for 2017-18 (Appendix A-E).

Darren Mepham
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Background Documents - None