



APPENDIX

AGENDA ITEM:

CABINET: 18 January 2011

**EXECUTIVE OVERVIEW AND
SCRUTINY COMMITTEE:
3 February 2011**

COUNCIL: 23 February 2011

Report of: Assistant Chief Executive

Relevant Portfolio Holder: Councillor Westley

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SUBJECT: DRAFT BUSINESS PLAN 2011-15

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To seek comments and amendments to the draft Business Plan 2011-15 (Appendix A).

2.0 RECOMMENDATIONS TO CABINET

2.1 That the draft Business Plan 2011-15 (Appendix A) be endorsed for consultation purposes.

2.2 That the Business Plan Development and Consultation Arrangements at Appendix B to the report be noted.

2.3 That call-in is not appropriate for this item, as the report is being submitted to the next meeting of the Executive Overview and Scrutiny Committee on 3 February 2011.

3.0 RECOMMENDATION TO EXECUTIVE OVERVIEW AND SCRUTINY

3.1 That the Committee consider the draft Business Plan at Appendix A to the report and the Business Plan Development and Consultation Arrangements at Appendix B and agreed comments be considered by Council on 23 February 2011.

4.0 RECOMMENDATIONS TO COUNCIL

- 4.1 That the draft Business Plan at Appendix A to the report be approved for the purpose of consultation.
 - 4.2 That the Business Plan Development and Consultation Arrangements at Appendix B to the report be noted.
 - 4.3 That it be noted that Council will receive the final Business Plan 2011-2015 for approval at its meeting on 13th April 2011.
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5.0 BACKGROUND AND CURRENT POSITION

- 5.1 Following an informal meeting of Cabinet Members in October to discuss the issues facing the authority, the Executive provided a view as to the direction that the authority's strategic management should take in the future, subject to further discussion and formal consideration by Members.
- 5.2 Senior Members indicated that they aspired to:
 - Maximise all possible efficiencies whilst minimising the impact on the range and quality of front line services, including discretionary, frontline services.
 - Retain the Council's own Chief Executive and Management Team at this stage, with a revised Management Structure which had the capacity to manage change and embrace innovation through developments such as the Locality Working agenda with the County Council, partnerships and joint ventures.
 - Largely retain the management and provision of front line services, e.g. Street Scene, the contact centre/CSP's.
 - Explore the development of public and/or private sector partnerships where the sustainability of the services in the long term, would be better served, or better value for money could be achieved through the economics of scale; and
 - Embrace and drive forward the Locality Working agenda with the County Council, involving on the one hand, the devolution of front line services to WLBC, and on the other the bringing together of support services at the County level.
- 5.3 Development and implementation of a 4 year Integrated Business Plan via the Business Plan Cabinet Working Group, which would consider all possible cost savings, efficiency and re-organisation initiatives, was a key vehicle through which to realise these aspirations.
- 5.4 The Corporate Management Board have subsequently given consideration as to how Members' aspirations could be delivered.
- 5.5 Attached at Appendix A is a draft Business Plan which, once finalised, is intended to provide a strategic framework for the organisation over the next 4 years. The Plan is currently only in draft form, the intention being to finalise the draft, following a consultation period, for consideration by Council in April.

Refinement will be needed following the setting of the Council's budget in February, in the context of the Government's grant announcement which indicates a 25% reduction in grant funding over the next two years, with the possibility of further reductions in year 3 & 4.

- 5.6 The draft Business Plan 2011-15 is accompanied by a Delivery Plan, which will act as an aid to the effective implementation and management of these major projects and programmes. It is intended that once finalised at April Council, the Plan will be monitored and reviewed by Cabinet every 6 months.
- 5.7 Within the context of existing and projected budgets, the Business Plan should provide the strategic direction for the operation of the Council over the next 4 years.
- 5.8 Appendix B details a process for taking the production of the Business Plan forward. It includes plans for communicating with Unions and staff.

6.0 ISSUES

- 6.1 In line with direction provided by the Working Group and set out in the draft Business Plan, work is progressing apace in relation to discussion with:
- The forthcoming JVC on Revenues and Benefits and ICT; and
 - LCC on possible shared service models in relation to Finance and Legal Services.
- 6.2 Furthermore, the Assistant Chief Executive has put in hand a tendering process with a view to speeding up the delivery of Organisational Re-Engineering, and from January will be undertaking work through her Division to develop a methodology for Major Service Reviews, with a view to commencement in April.
- 6.3 In order to maximise the savings that can be delivered from these approaches and to secure successful partnership deals and workforce buy-in, it is viewed as vital that the process outlined in Appendix B is followed. This includes, as Members will see, structured communication with the workforce, and seeking initial expressions of interest, (subject to business case), in voluntary redundancy and options for reduced hours.

7.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

- 7.1 There are no direct implications arising from this report.

8.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 8.1 The draft Business Plan appended to this report will ensure the Council is able to continue to pursue its objectives, within the resources available. It sets out a range of ways in which efficiency savings, income and cost reductions might be achieved in the future.
- 8.2 Officer time will continue to be required throughout the process of refining and delivering the Business Plan.

9.0 RISK ASSESSMENT

- 9.1 The development of the Business Plan and associated processes mitigates against the risks that the Council will not deliver its aspirations within a balanced budget.

Background Documents

There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Report.

Equality Impact Assessment

There is no evidence from an initial assessment of an adverse impact on equality in relation to the equality target groups.

Appendices

Appendix A: Draft Business Plan 2011-15 (version dated 22/12/10)

Appendix B: Business Plan Development and Consultation Arrangements – Process and Timescales.