

Overview of the Framework and Timetable

September 2007

CONTENTS

Introduction and Background

- 1) The Framework for Service Delivery and Resource Planning High Level Timeline
- 2) Key Features and Changes

ANNEXES

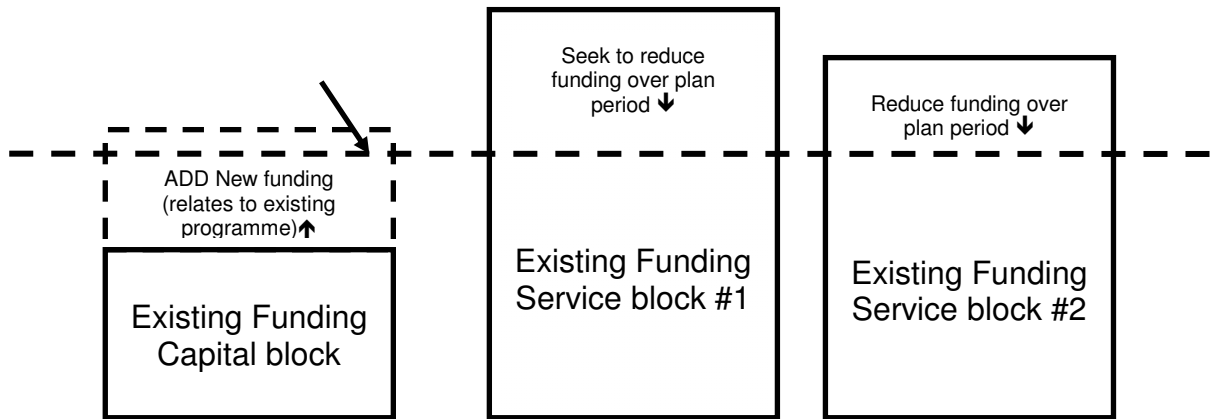
Detailed Timetable and Responsibilities

3) INTRODUCTION AND BACKGROUND

- a) The Council is always striving to improve its corporate management to deliver outcomes based on an alignment between agreed corporate priorities, resources, efficiency and value for money.
- b) As part of the commitment to improve, there have been some changes to the way we are proposing to undertake service planning going forward. These mainly relate to the allocation of resources.
- c) These changes have been made to reflect the revised environment in which the Council works. In particular work with the PCT, revised capital arrangements, value for money checks, the autumn Comprehensive Spending Review and to reflect the LAA framework.

The key objectives of the framework are to:

- d) Ensure that all objectives and targets are an appropriate reflection of priorities as set out in the Corporate Plan.
 - e) Link performance with resources and value for money.
 - f) Set the overall direction for the Council in terms of performance and resource
 - g) Facilitate more focussed performance management with clear accountability.
 - h) Provide a clear framework for member involvement in planning and performance management.
 - i) Demonstrate and evidence prioritisation.
- 4) At the core of this process will be the alignment of service blocks to funding. This will indicate the effects of the service planning targets over a 3-5 year period. This is illustrated in the diagram below:



5) The allocation of funding to blocks will integrate capital & revenue financing and is illustrated in figure 1 below.

Resources (General Grant, Council Tax, Receipts & Specific Grants)					
Children & Young People	Healthier Communities & Older People	Regeneration/ Economic Development	Safer & Stronger Communities	Corporate items – Key income streams, loan charges & pensions	Corporate Services
Above blocks will include the financing of capital investment					

Figure 1

6) Within each block, we will continue with the process introduced in 2006 called **SQUEEZE, HOLD & DRIVE** which relates to performance.

1.8. The integrated service delivery and resources planning framework remains one of the most important management processes for the Council. It sets out what we want to achieve, produces a budget and provides the platform for performance management at the corporate, service, team and individual levels. (See Figure 2 below)

1.9 The timetable for this process is set out in Table 1 below.

Figure 2: Service Delivery Planning - 4 Step Process

1. Priority Check
Performance indicators (national and local) grouped by high level function, by service, by Cabinet Portfolios and prioritised by:
<ul style="list-style-type: none"> > Contribution to the Corporate Plan Improvement Priorities, LAA & Community Strategy > Essential/statutory service provision
Other functions that contribute to sound management of the Council to follow similar process using national/ local indicators.
2. Value for Money Check
Comparative cost and performance established for each service/function (where possible).
3. Direction - Service Planning Parameters
Based on 1 & 2 above, services are asked to SQUEEZE, HOLD or DRIVE both cost & performance in SERVICE PLANNING PARAMETERS. E.g. depending on priority, services that are:
<ul style="list-style-type: none"> > HIGH cost and HIGH performance may be asked to SQUEEZE costs and HOLD performance > LOW cost and HIGH performance may be asked to HOLD costs and HOLD performance > HIGH cost and LOW performance may be asked to SQUEEZE costs and DRIVE performance > LOW cost and LOW performance may be asked to HOLD costs and DRIVE performance
These targets will be set for 2008/09 to 2010/11
4. Planning Delivery
SERVICE DELIVERY PLANS developed at Assistant Director level to set appropriate objectives and targets within the direction set & supported by service team plans & individual objectives.
SERVICE DELIVERY PROGRAMME developed by Assistant Directors' Group to co-ordinate cross service planning & delivery.

Table 1: The Framework for Service Delivery and Resources Planning - High Level Timeline

Period	Activity
August 2007	Budget planning framework developed in more depth.
September 2007	Initial update of financial position to inform revised financial plan parameters.
	Services begin service and financial planning. - New guidance issued. Cabinet to consider this report, formally register framework, actions and agree timetable.
	Chief Executive to consult on service planning parameters with key services affected.
	Cabinet Member (Resources) considers any changes to budget consultation and publications.
	O&S Panel Chairs briefed and a briefing note to all Councillors on the financial position and the new process, including how they can contribute. Letter from the Cabinet to all O&S panels to encourage scrutiny and evaluation of service delivery plans and budget changes for 2008/09.
October 2007	Continue update of Corporate Plan led by sponsor Strategic Directors/Cabinet Members, including progress to date, focus on actions and outcomes that are challenging but realistic given resource constraints.
	Services work on service plans within financial and service planning parameters.
	Anticipated publication of Comprehensive Spending Review 2007 detail.
November 2007	Cut off for any 2008/09 capital projects being approved by PIDG/PPB.
	Consideration by the Strategic Directors Group & Cabinet of the impact of service and budget changes and service planning proposals, including the ideas that will reduce the overall cost base of the Council.
	Service Planning parameters reviewed in the light of response in first draft Service Delivery Plans and service based VFM assessment.
	Papers sent to O&S Panels. These to consider and feedback to the Cabinet on overall strategy and in particular VFM and service/community impact for services within their remit.

Period	Activity
December 2007	Continuation where O&S Panels consider and feedback to the Cabinet on overall strategy and in particular VFM and service/community impact for services within their remit.
	Update for financial settlement, and further review of the overall financial position for 2008/09 and future years
	Review by the Strategic Directors Group & Cabinet of the impact of service and budget changes in light of O&S and financial settlement
January 2008	Cabinet prepare corporate plan update and Budget, drawing from draft service delivery and resource. <i>(For Cabinet February 2008)</i>
	O&S panels to follow up on any issues from November and consider any interim Cabinet response to November feedback
February 2008	Recommendation/Approval of corporate plan and financial plan update and Budget/Council Tax to Cabinet and full Council.
March 2008	Finalisation of Service Delivery Programme and Service Delivery & Resource Plans for approval by Cabinet Members via the Weekly List