

From: Graham Gibbens, Cabinet Member for Adult Social Care

Anu Singh, Corporate Director of Adult Social Care and Health

To: Adult Social Care Cabinet Committee – 9 March 2018

Subject: **DRAFT ADULT SOCIAL CARE AND HEALTH DIRECTORATE BUSINESS PLAN 2018-19**

Classification: Unrestricted

Past Pathway of Paper Adult Social Care and Health Directorate Management Team - 21 February 2018

Future Pathway of Paper Cabinet - April 2018

Electoral Division: All

Summary: This report presents the Adult Social Care and Health Directorate Draft Business Plan for 2018-19 (Appendix 1 to this report). This sets out the high-level priorities for the coming financial year. The paper also describes the agreed Business Planning process for 2018-19.

Recommendations: The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the draft Directorate Business Plan 2018-19 for the Adult Social Care and Health Directorate, prior to the final version to be approved by the Corporate Director and the Cabinet Member.

1. Introduction

- 1.1 This paper presents the draft Adult Social Care and Health Directorate Business Plan 2018-19, as well as the arrangements for developing and approval of Business Plans as agreed by the Cabinet Members in December 2017. The draft Business Plan is attached as Appendix 1 to this report.
- 1.2 The Directorate Business Plan is intended to provide a high-level summary of the Directorate priorities, along with a brief assessment of progress on 2017-18 priorities. In addition, the Business Plan includes information about the Directorate's operating environment, along with finance and staff resourcing, key risks, organisational development priorities and key performance management information.
- 1.3 The Directorate Business Plan will be approved by the Cabinet Member and Corporate Director. Final approval by the Leader and Cabinet Members will be made following consideration by the Adult Social Care Cabinet Committee.

2. Policy Framework

- 2.1 The priorities set out in the Adult Social Care and Health Directorate draft Business Plan are intended to support the overall objectives of the County Council as set out in *'Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement 2015 -2020* and *'A Commissioning Framework for Kent County Council: Delivering better outcomes for Kent residents through improved commissioning'*.
- 2.2 The Directorate Business Plan identifies key priorities in respect of service delivery, modernisation plans and integration to meet the current and future challenges. This is in the context of KCC's new operating framework, the *'Medium Term Financial Plan 2018 – 20'* and *'Your life, your well-being a vision and strategy for adult social care 2016 - 2021'*.
- 2.3 In July 2017, the Corporate Management Team (CMT) agreed a new Strategy and Policy Control Framework, which will be formalised in the Constitution in due course. To support this new approach, it was agreed that the 2018-19 business plans explicitly state any new strategies and policies which are due to be developed and agreed in the year ahead, in scope of the new Strategy and Policy Register.

3. Financial Implications

- 3.1 The KCC Budget 2018-19 sets out the funding allocated to the Adult Social Care and Health Directorate. A breakdown of the total allocation along divisional and key service lines can be found in the approved budget book.
- 3.2 The Councils' Medium Term Financial Plan 2018-20 which also influences the delivery of the business plan priorities provides further contextual information and financial implications for the medium-term period.

4. Requirements for Directorate Business Plans 2018-19

- 4.1 The business planning process is a balance of iterative improvements. It is agreed that for 2018/19 only minor adjustments to the current business plan structure are made. This will provide consistency, continuity and clear requirements at a time of significant change, financial and operational demands and limited capacity.
- 4.2 Given the level of continued change within the organisation and operational demands, it is proposed that the business plan structure is kept largely consistent with the 2017-18 process, with improvements focused on the activity tables. The required business plan structure is outlined below:

Figure A: Agreed structure for directorate business plans 2018-19

A.	Directorate structure and purpose
B.	Progress on the 2017-18 directorate priorities
C.	Directorate priorities for 2018-19
D.	Directorate operating environment
E.	Risks and opportunities
F.	Services provided by the directorates (<i>table</i>)
G.	Significant commissioning activity (<i>table</i>)
H.	Significant service activity (<i>new table</i>)
I.	Resources (<i>table</i>)
J.	Organisational development
K.	Performance indicators and targets (<i>table</i>)
L.	Monitoring and review

5. Legal Implications

- 5.1 KCC's statutory obligations as a council with adult social care responsibilities are defined in the relevant legislation such as the Care Act 2014, the Mental Capacity Act 2005, and the Mental Health Act 1983.

6. Equalities Implications

- 6.1 Measures in the Business Plan will be taken forward in a way that is consistent with KCC duties under the Equality Act 2010 and KCC's Equality and Human Rights Policy.

7. Next Steps

- 7.1 Following final changes, including comments expressed by the Adult Social Care Cabinet Committee, the final draft version of the Adult Social Care and Health Directorate Business Plan for 2018-19 will be cleared by the Corporate Director and the Cabinet Member for Adult Social Care. All Directorate Business Plans will be collectively agreed by the Leader and Cabinet. The approved Business Plans will be published on the County Council's website.
- 7.2 In support of their oversight role in an evolving strategic commissioning authority, the Business Planning process requires the Directorate to provide revised information to assist Members to better identify forthcoming issues they may wish to explore in more detail. Relevant Information about this is set out in sections G and H of the draft Business Plan.
- 7.3 The agreed Business Planning process also requires that Divisional Business Plans should be developed. It is the responsibility of the relevant Director to ensure that Business Plans are produced for their Divisions. Divisional level plans must be approved by the Corporate Director in consultation with the Cabinet Member. Furthermore, the Divisional Business Plans have to be published on KNet for reasons of accessibility and transparency.

7.4 The Division level Business Plans will identify key actions and milestones for business-as-usual priorities and, they will also reflect the actions and milestones necessary to deliver key projects and changes associated with modernization plans as set out in the Directorate Business Plan.

8. Conclusion

8.1 The Adult Social Care and Health Directorate Draft Business Plan 2018-19 provides high level summary information about the functions that are in the Directorate and its eight top-level priorities for 2018-19. The Business Plan sets out how the Directorate will be contributing to KCC's strategic operating framework objectives and outcomes that are described in KCC's '*Strategic Statement*', the '*Commissioning Framework*' and '*Your life, your well-being- a vision and strategy for adult social care*'.

9. Recommendations

9.1 Recommendations: The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the draft Directorate Business Plan 2018-19 for the Adult Social Care and Health Directorate, prior to the final version to be approved by the Corporate Director and the Cabinet Member.

10. Background Documents

None

11. Report Author

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