



---

## Report of the Assistant Chief Executive (Planning, Policy and Improvement)

### Overview and Scrutiny Committee

Date: 8<sup>th</sup> April 2008

Subject: Council Business Plan 2008-11 – Update

---

#### Electoral Wards Affected:

Ward Members consulted  
(referred to in report)

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

---

## Executive Summary

1. The Council Business Plan 2008-11 is a key element of the planning framework and sets out our business transformation, organisational change and financial plan for the next three years. At the heart of this plan are the business outcomes and improvement priorities and these have been revised to reflect feedback from the consultation process and to incorporate key recommendations from the recent corporate assessment. These revised outcomes and improvement priorities are brought back to Scrutiny for information.
2. Another important element of this plan are the performance indicators and targets which we will use to monitor our progress in achieving this plan. In setting ourselves targets which are both realistic and challenging we can ensure that we are expressing a clear desire for change and that improvement is driven across the whole organisation. The performance indicators which will form an important part of this plan are currently being developed and an initial list is presented in this report for early consideration.

## **1.0 Purpose of this Report**

- 1.1 This report provides an update on the development of the Council Business Plan 2008-11. It sets out the revised business plan outcomes and improvement priorities along with the first draft of the performance indicators which will be used to measure our progress in achieving this plan.

## **2.0 Background Information**

- 2.1 The Council Business Plan is a key element of the corporate planning framework for the authority. It sets out what the council needs to do internally to enable the organisation to achieve the Leeds Strategic Plan. That is outlining the business development, organisational change, process transformation and financial planning activities that we will be undertaking over the next three years. At the heart of this plan are the Business Outcomes and Improvement Priorities which were initially drafted from discussions with senior officers across the council. These were then amended as a result of a consultation/challenge process which including input from:

- Trade Unions – via the Joint Consultative Committee;
- Staff – through two focus groups and a written consultation with corporate staff groups representing particular minority groups; and
- Elected Members via all Scrutiny Boards.

- 2.2 At the same time the Audit Commission has been consulting on its proposals for the new Comprehensive Area Assessment (CAA) which will replace the current Comprehensive Performance Assessment (CPA) framework in 2009. As part of this the best value performance indicators, previously used to report our progress, have been replaced by a new set of 198 national indicators. The majority of this national indicator set is focused on the outcomes delivered to local people and very few of them are relevant to the Council Business Plan. However, we can choose to continue to measure best value performance indicators where we think that these are relevant.

## **3.0 Main Issues**

### **Revisions to Business Plan Outcomes and Improvement Priorities**

- 3.1 The feedback from the consultation process has resulted in the restructure and the amendment of the business plan outcomes and improvement priorities. Key changes include:
- The number of outcomes has been reduced from four to three and these improvement priorities have been split across the other three outcomes in order to better align related pieces of work. In particular, the identified improvements around democratic engagement was felt to be strongly interlinked to the overall organisational development work. Similarly the community engagement improvement priorities and the information and intelligence that this provides aligns better with the outcome on business intelligence.
  - It was agreed that outcome around organisational development should not be structured around the council values as the values should underpin everything we do rather than being assigned to any particular outcome. Therefore, this outcome has been re-structured so that it aligns better to the elements of the One Council project.

- Concerns were raised that the business plan outcomes and improvement priorities did not adequately highlight the work still to be done to embed risk management and project/programme management; particularly the need to improve the way we approach, prioritise and co-ordinate major change projects of strategic importance. Additional improvement priorities have been added to cover these areas.
- Some of the improvement priorities were felt to be unclear or ambiguous and the wording of these have been changed to more explicitly set out what we are wanting to achieve.

3.2 In December the Council was subject to a Corporate Assessment by the Audit Commission. Whilst the formal report is still being agreed the feedback given so far has identified a number of areas of weakness and those that are relevant to the Council Business Plan include:

- Ensuring we are engaging with all communities including hard to reach groups
- Linking service plans more clearly to our priorities and embedding business planning
- Improving consistency of scrutiny
- Developing a corporate approach to workforce planning
- Improving consistency of HR practice
- Further reducing absence levels
- Developing programme management capacity
- Embedding performance management and improving the consistency of individual performance management

3.3 Whilst many of these areas were already covered by the draft business plan outcomes and improvement priorities some of the wording has been strengthened to reflect this feedback. The revised business outcomes and improvement priorities are set out in the table below.

<b>Business Outcome 1 - We are a values led organisation and our people are motivated and empowered</b>	
Delivered through	Business Improvement Priorities
Organisational Design and Workforce Planning	<ul style="list-style-type: none"> <li>• Ensure we have the right staff, in the right place with the right skills at the right time</li> <li>• Empower, support and develop our staff and members by embedding core skills and behaviours with performance based appraisals</li> <li>• Improve understanding and transparency of our decision-making and accountability processes</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>• Improve leadership at all levels including officers and elected members</li> <li>• Enhance our leadership of the city</li> <li>• Strengthen communication (skills and mechanisms) at all levels</li> </ul>
Democratic engagement	<ul style="list-style-type: none"> <li>• Strengthen our democratic processes to improve governance and policy making</li> <li>• Increase member involvement in policy development, decision making and accountability</li> </ul>
Equality Diversity and Community Cohesion	<ul style="list-style-type: none"> <li>• Ensure colleagues reflect the diversity of our communities</li> <li>• Ensure fair access to all our services</li> <li>• Embed equality and diversity throughout the organisation</li> </ul>

Sustainability	<ul style="list-style-type: none"> <li>• Reduce the carbon emissions arising from our buildings, vehicles and operations</li> <li>• Increase the proportion of socially responsible goods and services that we procure</li> <li>• Support the achievement of our strategic outcomes through our corporate social responsibility programme</li> </ul>
----------------	--

**Business Outcome 2 - We are an intelligent organisation, using good quality information to deliver better outcomes**

Delivered through	Business Improvement Priorities
Information and knowledge management	<ul style="list-style-type: none"> <li>• Improve our systems and processes to enable us to use our information effectively and efficiently</li> <li>• Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels</li> <li>• Ensure we have the right intelligence to inform our strategic planning</li> <li>• Develop arrangements to protect and share information in line with legislative and regulatory requirements</li> </ul>
Customer involvement, choice and satisfaction	<ul style="list-style-type: none"> <li>• Improve our understanding of our customers</li> <li>• Increase choice so customers can access services in more convenient ways</li> <li>• Improve our services based on customer feedback</li> <li>• Manage customer expectation and deliver on our promises</li> <li>• Develop joined up and person centred services designed around the needs of our customers</li> <li>• Enhance the links between front and back office services to deliver excellent end-to-end services</li> </ul>
Stakeholder Engagement	<ul style="list-style-type: none"> <li>• Increase involvement, engagement and participation of all communities especially hard to reach groups</li> <li>• Build trust with local communities to encourage greater engagement</li> </ul>

**Business Outcome 3 – Our resources are clearly prioritised to provide excellent services and value for money.**

Delivered through	Business Improvement Priorities
Resource Prioritisation	<ul style="list-style-type: none"> <li>• Deliver our 5 year financial strategy to align resources to our strategic priorities</li> <li>• Embed sustainability in our resource management processes</li> <li>• Consider all additional sources of funding available to support our priorities</li> </ul>
Efficiency/Value for Money	<ul style="list-style-type: none"> <li>• Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management.</li> <li>• Embed value for money at all levels</li> </ul>
Commissioning	<ul style="list-style-type: none"> <li>• Implement a commissioning approach which delivers value for money and ensures the best provider.</li> </ul>
Service Improvement	<ul style="list-style-type: none"> <li>• Ensure strategic business transformation/improvement activity is prioritised and co-ordinated</li> <li>• Enhance service improvement capacity to support business change at directorate/service level</li> <li>• Embed a consistent approach to service planning which clearly links workforce planning, risk, financial and performance management.</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>• Develop sustainable and effective partnership governance framework</li> </ul>
Support services	<ul style="list-style-type: none"> <li>• Improve quality and efficiency of support services</li> </ul>

## **Performance Management**

- 3.4 At the same time as the outcomes and improvement priorities have been under consultation a draft set of performance indicators have also been developed through a series of workshops. These workshop considered the new national indicator set, existing best value and corporate plan indicators as well as looking at some new local indicators. This process produced a broad range of performance indicators which are currently being reviewed, defined and refined by the relevant service areas. In some areas, particularly for those indicators which are new, these discussions are on-going and therefore it should be stressed that the current list is still very much work in progress. However, it would be helpful to get members early views on this list especially thoughts on the coverage, balance and if there are any significant gaps. Appendix 1 sets out these indicators in a balanced scorecard format which shows how they would link to the strategic plan and allows us to consider whether we have the right balance in terms of the types of indicators.
- 3.5 As part of the development of these performance indicators, service areas have also been asked to make their initial suggestions for targets for the next three years. However in most cases work is still on-going to develop and agree these targets. In order to ensure that the target setting process is robust and rigorous the Resources Scrutiny Board has reviewed these initial indicators and targets (where available) and they have identified a small number of targets for more detailed examination at their meeting in April. At this meeting relevant officers will be asked to attend to present the background and context to these indicators and their rationale for the targets.

## **4.0 Implications For Council Policy And Governance**

- 4.1 The Council Business Plan forms part of the Council's Budget and Policy Framework as set out in the Constitution. All scrutiny boards have considered the initial draft outcomes and improvement priorities. Resources Scrutiny Board are asked for their input into the developing performance indicators and targets to support the delivery of the Council Business Plan. Formal approval of the Council Business Plan will be through Executive Board (11<sup>th</sup> June) and Council (2<sup>nd</sup> July).

## **5.0 Legal And Resource Implications**

- 5.1 The financial element of the business plan has been approved through a linked but parallel process which aligned with the annual budget. The five year financial plan will be incorporated into the business plan prior to its formal approval.

## **6.0 Conclusions**

- 6.1 The development of the Council Business Plan is on-going and performance indicators and targets which will be used to measure the delivery of this plan are at an early stage of development.

## **7.0 Recommendations**

- 7.1 It is recommended that OSC:
- consider the draft list of business plan performance indicators and give their views on the overall balance and coverage.

### Citizen/Strategic Outcomes (Leeds Strategic Plan/LAA Indicators)

Culture Indicators <span style="float: right; color: green;">●</span>	Environment Indicators <span style="float: right; color: green;">●</span>
Economy & Enterprise Indicators <span style="float: right; color: orange;">●</span>	Health and Wellbeing Indicators <span style="float: right; color: orange;">●</span>
Learning Indicators <span style="float: right; color: green;">●</span>	Thriving Places Indicators <span style="float: right; color: green;">●</span>
Transport Indicators <span style="float: right; color: red;">●</span>	Harmonious Communities Indicators <span style="float: right; color: green;">●</span>

#### Customer First

➤ Avoidable customer contact <span style="float: right; color: green;">●</span>
➤ Fair treatment by local services <span style="float: right; color: orange;">●</span>
➤ Overall resident satisfaction <span style="float: right; color: green;">●</span>
➤ Volume of total transactions delivered through self service <span style="float: right; color: green;">●</span>
➤ % complaints responded to within 15 days <span style="float: right; color: red;">●</span>
➤ % letters from the public responded to within 10 working days <span style="float: right; color: green;">●</span>
➤ % emails from the public responded to within 10 working days <span style="float: right; color: green;">●</span>
➤ % telephone calls answered as a proportion of calls offered <span style="float: right; color: orange;">●</span>
➤ % those making a complaint who are satisfied with the handling of their complaint <span style="float: right; color: green;">●</span>
➤ Accessibility of Council Buildings <span style="float: right; color: green;">●</span>
➤ % people who think LCC allow residents a say in what it does <span style="float: right; color: green;">●</span>

#### Value for Money/Resources

➤ CO2 emissions <span style="float: right; color: green;">●</span>
➤ Maintain our external EMAS accreditation <span style="float: right; color: orange;">●</span>
➤ Delivery of Medium Term Financial Plan <span style="float: right; color: green;">●</span>
➤ Use of Resources Score <span style="float: right; color: green;">●</span>
➤ Out-turn of corporate budget <span style="float: right; color: red;">●</span>
➤ % income from council tax, NDR, housing rents and sundry debtors collected by authority in year <span style="float: right; color: green;">●</span>
➤ Level of cashable efficiency savings <span style="float: right; color: green;">●</span>
➤ % of budget spent through corporate framework agreements and corporate contracts <span style="float: right; color: red;">●</span>
➤ % debt recovered <span style="float: right; color: green;">●</span>

#### Business Improvement/Excellence

➤ Equality standard level <span style="float: right; color: green;">●</span>
➤ Voter turn out in local elections <span style="float: right; color: orange;">●</span>
➤ % major projects assured by PAU being delivered: a) on time, b) on budget and c) realised benefits <span style="float: right; color: red;">●</span>
➤ Direction of Travel score <span style="float: right; color: orange;">●</span>
➤ % IO programme project milestones achieved vs those planned <span style="float: right; color: green;">●</span>
➤ % staff who feel they have access to the information and systems to do their job efficiently <span style="float: right; color: green;">●</span>
➤ Data Quality measured by: <span style="float: right; color: green;">●</span>
a) number of key systems using a corporately agreed monitoring framework and defined metrics to measure data quality <span style="float: right; color: red;">●</span>
b) % strategic indicator set (LSP, CBP & NI) where we have "no concerns" on data quality <span style="float: right; color: red;">●</span>
➤ % of eligible decisions available for call in <span style="float: right; color: red;">●</span>
➤ % key decisions which did not appear in the forward plan <span style="float: right; color: green;">●</span>

#### Valuing our Colleagues

➤ Staff sickness (average No. days per FTE) <span style="float: right; color: green;">●</span>
➤ Staff turnover <span style="float: right; color: orange;">●</span>
➤ % staff who feel valued as an employee <span style="float: right; color: green;">●</span>
➤ % staff who have had an appraisal <span style="float: right; color: green;">●</span>
➤ % staff who feel they are involved in contribution to the direction of the organisation <span style="float: right; color: red;">●</span>
➤ % of staff who feel that the council communicates well with them <span style="float: right; color: green;">●</span>
➤ % of top earners who are: <span style="float: right; color: orange;">●</span>
a) women <span style="float: right; color: green;">●</span>
b) from BME communities <span style="float: right; color: green;">●</span>
c) Disabled <span style="float: right; color: red;">●</span>
➤ % staff with disability <span style="float: right; color: green;">●</span>
➤ % staff from BME communities <span style="float: right; color: green;">●</span>
➤ Level of Investors in People accreditation <span style="float: right; color: green;">●</span>

