

Council Business Plan 2008 to 2011

Executive Summary

About the Council Business Plan

The **Council Business Plan 2008 to 2011** is an important high level plan which outlines the ways we want to change and improve our organisation over the next three years. It sets out the internally facing business development, organisational change and process transformation activities that we will be undertaking and it ensures that we have the resources in place to deliver these.

It is the sister document to the **Leeds Strategic Plan 2008 to 11** which sets out our externally facing priorities for improving the lives of the people of Leeds. These priorities are not just for the council but are shared with our partners across the city. By changing the way we work through the Council Business Plan we will be in good shape to successfully deliver the Leeds Strategic Plan. In other words the Business Plan is the **smarter working** that helps us achieve the **better results** of the Leeds Strategic Plan.

Our ambitions within the business plan are structured around three strategic outcomes which are translated into actions through a more detailed set of improvement priorities. These are supported by performance indicators and targets to measure the progress we will make over the next three years. There are also three big ideas which bring together the key themes of the plan and provide a focus for our efforts. These outcomes and improvement priorities are shown on the following pages.

Delivering the Plan

The Council Business Plan is translated into action through annual service plans, team plans and individuals actions and activities across the whole organisation. Everyone has a part to play in fulfilling these ambitions and they can only be achieved by working together. Many of the improvements in the plan do not work on their own and are linked together. For example, to improve leadership we need to make sure our leaders have good skills, are fully trained, are given feedback, and have clear policies to support them. The Business Plan will help us to co-ordinate these changes effectively.

Senior officers from across the council have responsibility for co-ordinating and delivering the improvement priorities and we have arrangements in place to monitor our progress on a regular basis and at the highest level.

Further information

For further information about the Council Business Plan 2008 to 2011 please contact:

councilplan@leeds.gov.uk
0113 224 3462

Or visit the intranet pages of the Policy Performance and Improvement team.

Business Outcome 1

We are a values led organisation and our people are motivated and empowered

BIG IDEA

We will take significant steps to reduce our carbon emissions

By 2011 we want to:

Organisational Design and Workforce Planning

- Ensure we have the right staff, in the right place with the right skills at the right time
- Empower, support and develop our staff and members by embedding core skills and behaviours with performance based appraisals
- Improve understanding and transparency of our decision-making and accountability processes

Leadership

- Improve leadership at all levels including officers and elected members
- Enhance our leadership of the city
- Strengthen communication (skills and mechanisms) at all levels

Democratic engagement

- Strengthen our democratic processes to improve governance and policy making
- Maximise member involvement in policy development, decision making and accountability

Equality Diversity and Cohesion and Integration

- Ensure colleagues reflect the diversity of our communities at all levels
- Ensure fair access to all our services
- Embed equality and diversity throughout the organisation

Sustainability

- Reduce the carbon emissions arising from our buildings, vehicles and operations **BIG IDEA**
- Increase the proportion of socially responsible goods and services that we procure
- Support the achievement of our strategic outcomes through our corporate social responsibility programme

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

BIG IDEA
We will have a one council understanding of our customers

By 2011 we want to:

Information and knowledge management

- Improve our systems and processes to enable us to use our information effectively and efficiently
- Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels
- Ensure we have the right intelligence to inform our strategic planning
- Develop arrangements to protect and share information in line with legislative and regulatory requirements

Customer involvement, choice and satisfaction

- Improve our understanding of our customers
- Increase choice so customers can access services in more convenient ways
- Improve our services based on customer feedback
- Manage customer expectation and deliver on our promises
- Develop joined up and person centred services designed around the needs of our customers
- Enhance the links between front and back office services to deliver excellent end-to-end services

Stakeholder Engagement

- Increase involvement, engagement and participation of all communities especially under-represented groups
- Build trust with local communities to encourage greater engagement

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

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We will explore opportunities for collaboration to support our business transformation aspirations

By 2011 we want to:

Resource Prioritisation

- Deliver our 5 year financial strategy to align resources to our strategic priorities
- Embed sustainability in our resource management processes
- Consider all additional sources of funding available to support our priorities

Efficiency/Value for Money

- Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management.
- Embed value for money at all levels

Commissioning

- Implement a commissioning approach which is based on need, delivers value for money and ensures the best provider.

Service Improvement and Transformation

- Ensure strategic business transformation/improvement activity is prioritised and co-ordinated
- Enhance service improvement capacity to support business change at directorate/service level
- Embed a consistent approach to service planning which clearly links workforce planning, risk, financial and performance management.
- Explore opportunities for collaboration with private and public sector bodies BIG IDEA

Partnerships

- Develop sustainable and effective partnership governance framework

Support services

- Improve quality and efficiency of support services