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

### Executive Board

Date: 22<sup>nd</sup> July 2009

**Subject: Leeds Strategic Plan and Council Business Plan –  
Performance Reporting at Quarter Four 2008/09**

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#### Electoral Wards Affected:

Ward Members consulted  
(referred to in report)

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In  
(Details contained in the report)

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### EXECUTIVE SUMMARY

The introduction of the Leeds Strategic Plan and Council Business Plan in April 2008 and changes to the national performance management arrangements has required significant changes to be made to our performance reporting and accountability arrangements within the council, and additionally across the Leeds Initiative partnership. As a partnership document, the quality and robustness of our performance management arrangements for the Leeds Strategic Plan will be fundamental in forming a key portfolio of evidence in both the organisational and area assessments under the Audit Commission's new Comprehensive Area Assessment (CAA) methodology being introduced in 2009. In addition, the Council Business Plan will provide a strategic overview of how the council is delivering against its high level internally focused priorities, impacting directly on the CAA organisational assessment, and in particular the Use of Resources assessment. Most importantly however, our performance management arrangements will provide the council and our partners with reassurance that the very things we see as being most crucial in delivering improved outcomes across the city are being progressed in an expedient way. When issues are identified it also provides the structure through which remedial action can be channelled. The quarter four performance information has been provided to the Audit Commission and Government Office (GOYH). In addition, the Leeds Strategy Group has also used the quarter four action trackers to determine the focus of peer challenge workshops at its most recent meeting. In order to help Members more readily focus on the most important performance issues facing the city, this report provides a traffic lighted overview of performance plus a brief summary of performance against each theme of both the Leeds Strategic Plan and Council Business Plan. It includes information relating to the: 17 out of 38 Business Plan improvement priorities which are currently rated amber or red; and the 22 out of 47 Leeds Strategic Plan improvement priorities that are currently rated amber or red. Overall 54% of improvement priorities are rated green, 45% amber and 1% red.

## **1.0 Purpose of this Report**

- 1.1 The Appendix to this report summarises the current performance against the improvement priorities in the Leeds Strategic and Council Business Plans 2008 to 2011 as at quarter four.

## **2.0 Background Information**

- 2.1 Executive Board approved a new corporate planning framework for the council in July 2007. The strategic element of this framework includes two high level plans which set the policy objectives for the organisation and our partnership working. These are:

- a) **The Leeds Strategic Plan 2008 to 2011** - which sets out the customer/citizen focused strategic outcomes being sought by the council and its partners for the city. This plan includes our requirements to produce a Local Area Agreement and is the main delivery mechanism for the Vision for Leeds 2004 to 2020.
- b) **The Council Business Plan 2008 to 2011** - which 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.

- 2.2 Both these plans include a set of outcomes, improvement priorities and performance indicators with three year targets. Through our performance reporting and accountability arrangements we need to track our progress against the improvement priorities as well as against the indicators to provide both a qualitative and quantitative picture of performance. This is because the scope of most of the improvement priorities is wider than that of the performance indicator(s) and without some form of contextual reporting we would not be able to capture or monitor this progress.

- 2.3 Within the Leeds Strategic Plan, the 89 performance indicators represent our Local Area Agreement. Furthermore, 30 of the targets within the Leeds Strategic Plan are 'designated' which means they are agreed with government and subject to formal performance monitoring via Government Office (GOYH) and are eligible for performance reward grant. In addition, we have a requirement to actively monitor and manage the performance of all of the 198 national indicators through our accountability process. The council has a statutory obligation to report progress against the national indicator set to government on an annual basis, and this will be crucial in contributing to both the Area and Organisational Assessments informing the overall Comprehensive Area Assessment (CAA) judgement following its introduction in 2009. A key element of CAA will be to challenge the capacity of the council and its partners in delivering their agreed improvement priorities for local people.

## **3.0 Main Issues**

### **3.1 Reporting of information, self-awareness and challenge**

- 3.1.1 A key aspect of a robust performance management framework is to highlight an organisation's self-awareness. This will be a fundamental part of the CAA process where councils will be expected to carry out an annual self evaluation that will be crucial in determining the overall CAA judgement. The joint inspectorates' proposal for consultation, issued in summer 2008, notes that:

*"Councils and their partners, and their representative bodies, are developing approaches to self-evaluation. While we are not making it a requirement of CAA, we do expect that each area will wish to complete an annual self-evaluation and we will take full account of it and any service level self-evaluation. We do not intend to repeat the work carried out already by the council or its partners. We will expect that any self-evaluation is based on verifiable*

*evidence. The more robust the self-evaluation the more reliance we will be able to place on it. CAA will draw as far as possible on the information used by the council and its partners to manage performance and deliver improvements set out in the Local Area Agreement and Sustainable Community Strategy. This approach will minimise the administrative burden imposed by CAA and will make optimum use of self-evaluation.”*

- 3.1.2 The self evaluation will enable both the council and the partnership to work through and be able to demonstrate that it is sufficiently self-aware of key issues and that there are effective plans in place to address any concerns. It will demonstrate that the council and the partnership is aware of where there are gaps in performance that need to be addressed or where more focused attention is needed to ensure that the partnership will deliver its outcomes. It will also highlight where action plans are in place to address these issues. This is important in ensuring self awareness and preparedness to really deliver on improvements.
- 3.1.3 As such, it is important that timely, appropriate and accountable performance information is available to the relevant audiences so that problems in relation to performance and/or data quality are flagged; the focus of improvement activity can be challenged; and that appropriate action is being taken and reported to address areas of under performance.
- 3.1.4 Within the council Lead Officers, usually at Chief Officer level, have the key role in making this happen through co-ordinating the activities of contributors and providing an overview of the progress against the improvement priority for which they are accountable. This overview position is described in a set of detailed action trackers which are prepared at quarters two and four of each reporting year. The action trackers should provide a single source of performance information for the full range of different stakeholders in the accountability process.
- 3.1.5 In addition to Executive Board, key stakeholder bodies reviewing the information in the accountability process are the Corporate Leadership Team (CLT), Scrutiny Boards and the Leeds Strategy Group. The Scrutiny Boards challenge performance to raise standards by examining and questioning the range of actions, activities and decisions, and also considering and challenging the work of partnership bodies contributing to the delivery of improvement priorities. The Leeds Strategy Group provides partner peer challenge and an opportunity to problem solve to improve delivery impact.
- 3.1.6 This report represents the first time that information of this type has been presented to Members. The development and refinement of these reports will be an on-going process as we learn what does and does not work.

## 3.2 **Leeds Strategic Plan - Summary of Progress**

- 3.2.1 *Culture* - Overall progress by the end of quarter four has been good for this theme with two of the three improvement priorities rated green. The City has managed to increase the cultural offer available and significantly increase engagement in it, of greatest impact has been the new City Museum, which has received much praise and high visitor figures. This is supported by increased visitor figures across our other museums and galleries in the city. We have also assembled the site and design team for the new 12,500 seat multi-purpose Arena and work has started on site for the Northern Ballet Theatre HQ. We have secured the approval in principal for a Wellbeing Centre at Holt Park, which signifies an excellent example of partnership working to deliver an innovative project to truly integrate a number of services for local people. The results for the Active People survey show Leeds has made a stepped change against this indicator with an increase of 7%, effectively raising us from 208<sup>th</sup> to 16<sup>th</sup> nationally. However the ‘amber’ rating under this theme relates specifically to the challenge to sustain the growth achieved to date and to develop ways of resolving the resource issues identified within the Recreation portfolio.

3.2.2 *Enterprise and Economy* - At the end of quarter four progress for two of the three improvement priorities in this area were rated green, with the remaining one rated amber. Despite the current economic downturn having an adverse affect and clearly slowing development, we have continued to make progress particularly through close partnership working. Activities to promote the City and attract investment and development are even more critical. Clearly, there is little new development and investment, and although Leeds has seen no major closures to date unemployment in the city has risen in line with national trends. £2.4m of funding has been secured for use by Marketing Leeds to raise the profile of the city nationally and internationally, and the city centre public realm improvement programme is being progressed. The development of the Eastgate Quarters and Trinity Leeds have both been put on hold by the developers for the time being and this will have an effect on local employment. We are continuing to work with both developers on the detail of the schemes to ensure an early start on site when the economy improves. Good progress has been made on the LEGI programme, which supports enterprise in deprived areas; five Enterprise Centres and three Flagship Centres have been successfully opened. The co-location of enterprise providers at White Rose House provides a one stop shop for businesses in Leeds, and is seen as good practice. Whilst the recession has delayed new investment and company expansion, there has been an increasing interest in self employment and new enterprise development. Innovation in the Leeds City Region has been given a boost by the Government support for proposals for a city region innovation fund. This theme is of course linked to other themes including in particular to the skills targets and priorities under the Learning theme, and the worklessness targets under the Thriving Places theme.

3.2.3 *Learning* - Overall progress against the learning outcome area is considered amber. This judgement acknowledges the strong improvements in a number of learning outcomes and the good progress with partnership and transformational activities, while also recognising that some learning outcomes remain too low. The focus on key stage 4 has been rewarded with strong improvement, including headline indicators and improvement areas highlighted by the Joint Area Review. Leeds' results at 5+A\*-C including English and maths GCSE have risen by over 4% points and closed to within 1% point of the national average. Progress with 14-19 partnership initiatives is good and based on this outcomes at 19 have been traffic lighted as green. This will be reviewed once results for qualifications at 19 are known later in 2009. Similarly 2008-09 results are not yet available for the improvement priority for workforce skills. With changes in funding arrangements and the potential impact of the current economic downturn on potential trainees there is a risk to future progress and this, therefore, is reflected in the amber progress rating for this improvement priority. The Learning and Skills Council is the lead partner for this and have identified a number of key actions they are progressing in partnership with Leeds Colleges and Jobcentre Plus and particularly with the Leeds Chamber of Commerce through the Leeds Skills Board. Reducing the numbers of young people not in education, employment or training remains challenging, particularly in the current economic climate. However, robust partnership working, re-commissioning of the Connexions service and improved targeting of support will deliver improvement in the area. Across all learning priorities a central focus is the sustained and consistent acceleration of progress for children, young people and adults from groups most vulnerable to poor learning outcomes. While there are examples of excellent impact and narrowing of performance gaps, a priority is to ensure that learning and good practice are embedded and shared with more consistent progress across all groups and at all ages. While results at the end of primary school remain in line with national comparators there is a commitment with schools to strengthen our improvement strategy for primary education, reinvigorating progress at key stage two and addressing emerging concerns at key stage one. At the foundation stage the gains of 2007 have not continued into 2008, so partnership working around the Early Years Outcome Duty is being further strengthened, including the improved targeting of support.

- 3.2.4 *Transport* - There has been good progress made on each of these priorities although because of a number of increasing pressures we have taken a cautious view and rated three of the four improvement priorities as amber. Specifically, the trend in KSIs (NI47) has flattened but we are progressing various initiatives to address this, including the 'seat belt on' campaign which is a good example which has produced very positive results in Calderdale, and was launched in Leeds in April. We are also working closely with West Yorkshire Police to identify the most appropriate way to enforce the wearing of seat belts. Statistics to date in 2009 show a downward trend in KSIs. Results for the congestion monitoring (NI167) are not yet available for 2008/09 but the 2007/08 results were below the target figures resulting in the authority receiving bonus funding from the DfT. Work has continued with partners to improve the sustainable transport options, including engineering improvements and promotion of walking, cycling and car sharing plus joint working with Metro and the bus operators to improve the quality and reliability of the bus offer. The percentage of non-car journeys into central Leeds in the morning peak period exceeded the 2008/09 target. There are complexities in establishing the relevant information base on local bus passenger journeys, which is the responsibility of Metro, and we will continue to work with them to try and resolve these issues. Time lost during periods of snow and ice resulted in only 94% of planned highway maintenance schemes being completed by the year end, however, at present the targets set for improvements in the overall condition of streets are all meeting or exceeding the targets. Industrial action by Yorkshire Electricity jointers caused a two month backlog of work on the street lighting PFI column replacement programme. A catch up period has been agreed which should bring the programme back on track by December 2009. Advance purchase of street lighting energy was previously identified as a risk and has indeed led to an increase budget requirement, however, this is being managed within the overall service budget.
- 3.2.5 *Environment* - Progress for this overall theme is very good with all of the five improvement priorities currently rated green. The environment theme is very broadly based and progress relies heavily on strong partnership working to ensure that not only does the council address issues in-house, but also that individuals and organisations across the city are encouraged to play their part. The Climate Change Strategy (CSS), agreed by both Leeds City Council and Leeds Initiative's Executives, sets the overall strategic direction for the council; this will be underpinned by supporting action plans. The CSS is complemented by the launch of the Climate Change Charter, which encourages individuals to change their behaviour and reduce their impact on climate change, and the Climate Change Charter, which has the same aims, but which is targeted at companies and organisations. A variety of initiatives have been launched by the council, focussed on reducing carbon emissions from our estate, with a particular emphasis on those areas where greatest improvement can be made e.g. schools (which account for 30% of our emissions). Work with partners is progressing across a diverse range of areas from flood alleviation, to the possible establishment of an Energy Service Company, to the mapping of our Green Infrastructure Networks. The initial results for the new NIs measuring environmental cleanliness, are encouraging and compare favourably with the national picture. Work has continued in the 31 most deprived Super Output Areas, reducing the gap in local environmental quality between the most disadvantaged areas and the rest of the City. However, public perceptions and actual performance appear to differ and there is more to do to understand the reasons for this. In relation to waste management and recycling, we have exceeded our target and are now sending over 30% of household waste for reuse, recycling and composting, helped significantly by the roll out of the garden waste programme which exceeded initial estimates by 38%. Progress is being made with the Residual Waste Solution PFI project to help us to achieve our longer-term aspirations for waste management which will help to protect the environment.
- 3.2.6 *Health and well-being* - KPMG completed an audit of how the Council and NHS Leeds are tackling health inequalities in Leeds. They found strengths within the partnership arrangements and the strategic framework. Their recommendations are consistent with the

direction of travel already determined by the partners. To strengthen implementation the Council and NHS Leeds are in the process of recruiting three jointly funded locality based Health and Well-being Improvement Managers. Results for all age all cause mortality rates results show continued improvement for the whole population in line with the population projection. Performance against targets in many key areas, such as smoking cessation, health checks, increasing levels of physical activity and in tackling obesity, have either met or exceeded targets, Good progress continues to be made in reducing accidental deaths through road traffic accidents and accidents in the home.

Arrangements for Safeguarding vulnerable adults are more effectively coordinated across agencies and disciplines. A formal Memorandum of Understanding was adopted by the Safeguarding Adults Partnership Board on 18th Feb 2009, this document sets out the revised constitution of the partnership, its sub groups as well as the roles, responsibilities and accountabilities of the members. A senior post of Head of Adult Safeguarding has been appointed on behalf of the partnership taking up post in June '09. A formal reporting process has been established with Elected Members regularly receive progress reports through both the Adult Social Care Scrutiny Board and Audit and Governance Committee. A review by the same Care Quality Commission Inspector who lead the 2008 Inspection, confirmed in March 2009 found that actions to improve and strengthen adult safeguarding arrangements were on track.

Measures relating to the proportion of people helped to live independently have changed within the new indicator set. Provisional early comparator information suggests that Leeds is performing well against this indicator. Leeds Adult Social Care exceeded its target at Quarter 4 in relation to the numbers of people in receipt of direct payments. Work to further increase choice and control for people who use Adult Social Care continues with the development and testing of methodologies which enable self directed support to be extended to new and existing service users and carers.

3.2.7 *Thriving Places* - Although the majority of performance against targets is showing as green, the impact of the economic downturn will continue to affect progress on some of our priorities within the Thriving Places outcome theme, particularly worklessness, financial inclusion, fuel poverty and child poverty. Whilst the claimant numbers for JSA claimants are updated monthly by DWP, the number of Lone Parent and Employment Allowance Support (incapacity benefit) claimants are reported quarterly (6 months in arrears). This makes it difficult to provide an up to date position on worklessness. Although performance against target is showing as green for NI152 and NI153, it is known that the number of JSA claimants (those actively seeking work) has risen from 12,583 in May 2008 to 23,952 in May 2009 while there has been a slight increase in the number of Lone Parent and a slight decrease in the Employment Allowance Support Claimants. Whilst the JSA claimant numbers continue to rise, the rate of increase appears to be slowing. However, it is anticipated that it will increase again over the summer months with young people leaving education and this is reflected in the overall red score for this priority.

The provision of affordable homes will also be affected due to the downturn in the housing market and pressures on the construction industry and, although we have been able to exceed this year's targets, future targets will be difficult to achieve but we are working hard to secure resources from the HCA to continue with our plans and we are also exploring the possibility of using vacant city centre accommodation to add to the overall number of affordable homes available. Good progress is being made through ALMO investment programmes to make Council homes decent but in the private sector it is more difficult to bring homes up to a decent standard which is reflected in the Amber rating. Work is being done with private sector landlords using regulatory powers as well as through practical support and accreditation to improve housing standards and major capital schemes are being delivered to improve housing stock conditions in targeted neighbourhoods.

Serious acquisitive crime performance is reported as red and continues to be a cause for concern, having increased in Leeds over the year compared with significant reductions during the last 5 years. There is no single issue to explain the reason for this and work is being done to gain a better understanding of the issues and compare strategies with similar local authorities that appear to be performing better. Each of the Police Divisions is implementing the Leeds Strategic Burglary Plan and our integrated offender management programme which targets our most prolific offenders will have a positive impact. However, the impact of the current economic climate on crime levels is as yet unknown.

3.2.8 *Harmonious Communities* - Work continues on the programmes of activity linked to the priorities under this strategic outcome theme, focussing on local engagement and capacity building and include strengthening the role of the voluntary, community and faith sectors and developing the role of local volunteers. Steps have also been taken to strengthen the role of Area Committees in determining the needs of their areas by engaging effectively with their local communities. Some performance indicators are still in their baseline year but some of the perception measures within the Place Survey are relevant and show that there has been a reduction the feeling that people get on well together in their local area when compared to the previous Best Value survey results (2006). However, this is contradicted by the results linked to satisfaction with the local area which have held steady so we need to understand more about what is affecting people's perceptions.

### 3.3 **Business Plan Outcome 1 - We are a values led organisation and our people are motivated and empowered**

#### 3.3.1 *Organisation Design and Workforce Planning*

During 2008, the council was successfully re-assessed against the Investors in People Standard, this demonstrates that we continue to have a planned approach to setting and communicating our business aims and developing our people to meet our aims. We signed the "skills pledge" in October 2008, which provides access to government funding which will be used to develop the basic literacy, numeracy and technological skills for our employees. Our Work4Leeds apprenticeship scheme created this year, contributes to our local communities by providing adults and young people with an opportunity to access entry level jobs within the council.

During 2008/9 we saw a reduction in sickness absence of almost 12,000 days, in addition to a reduction in the number of long term sickness absence cases compared to 2007/8. The development (and pilot) of our workforce development approach will enable us to better address links between people, assets and ICT and will (at the same time) provide valuable evidence for our Use of Resources Assessment which is scheduled for 2010.

A new appraisal framework was delivered this year that places greater emphasis on the core skills and behaviours that we expect from staff at all levels to deliver our priorities. We started to work on our talent management and succession planning strategy to ensure that we have the flexibility to respond change for example; demographics (the ageing workforce, the diversity of our local communities) and the need to support high potential staff to progress and succeed managers who are due to retire over the next few years. The council's pay and grading structure was implemented in July 2008 for all employees up to spinal column point 28.

#### 3.3.2 *Leadership*

The new appraisal framework takes account of the leadership development needs of staff, at all levels, within the organisation. The framework, which makes explicit links to the council's aspirational culture and values, is currently being rolled out across all of our services and is seen as one of the key drivers leading to improvements in our leadership.

The Member Development Strategy was also revised and developed to address the leadership development needs of our Members. The Strategy has been developed to clearly define the desired skills, competencies and behaviours which we expect from all our Members.

In terms of leadership of the city progress remains good in relation to the delivery of the city wide improvement priorities in the Leeds Strategic Plan. However, the recession is likely to adversely affect some of our priorities and targets but the partnership has taken additional steps to fast forward some initiatives and develop new ones to tackle issues like worklessness. The Strategic Planning and Policy Board is now fully functional and providing direction to the council's role in planning and policy development for the city.

### 3.3.3 *Democratic Engagement and Decision Making.*

Good progress has been made in a number of areas, in particular the profile of Scrutiny Inquiries, the delivery of the Ethical Action Plan and the embedding of the new local assessment regime for Member conduct matters. The Annual Audit and Inspection Letter states that "corporate governance is sound".

However, recently some compliance issues have been identified with officer decision making under delegated and sub-delegated authority. A recent audit has revealed that some officers are unaware of the constitutional requirements involved in decision making and in some cases, this has undermined the democratic processes through which elected members can call in decisions. In other cases, through lack of entry on the Forward Plan, this has prevented the public from having sufficient knowledge of forthcoming key and major decisions so that they can make representations to be taken into account by the decision maker. The necessary remedial work to address these issues together with an appropriate review and monitoring programme is being overseen by the Corporate Governance and Audit Committee.

### 3.3.4 *Equality, Diversity and Community Cohesion*

We have started to deliver against this priority outcome through the Equality Board and in particular are continuing to develop our work plans to reflect the range of activities which need to take place to improve the representation of BME staff and women (who are in the top 5% of earners). The employee data capture exercise undertaken during 2008 (with around 20,000 returns) has provided a more accurate picture of the make up of our workforce, which has resulted in more accurate reporting against the Business Plan performance indicators.

During 2008/09 the council (including Education Leeds and ALMOS) achieved Level 4 of the Equality Standard. The standard recognises the importance of fair equal treatment in local government services and employment. We have started to use the standard to help us fully embed equality (in particular age disability, gender, race, religion or belief and sexual orientation) into all of our council policies and practices.

Considerable progress was made to embed equality and diversity and to ensure fair access to all our services. An indication of this is the achievement of Level 4 of the Equality Standard and the increased numbers of impact assessments which are being published on the internet. There is ongoing work with partners and the establishment of the Leeds Equality Network, although very much in its formative stage could have an impact on furthering the agenda in the city.

### 3.3.5 *Sustainability*

During 2008/9 we have established the baseline data and targets for future years for the new National Indicator 185 which measures the carbon emissions arising from Council buildings, vehicles and operations. The main sources of carbon emissions have been identified and analysed. Various actions and projects have been commenced to reduce



them. These actions are being drawn together to form a new corporate strategy with an action plan.

We have continued to embed social responsibility into our procurement processes and particular achievements were successful use of the Socially Responsible Procurement Toolkit; support for local small and medium sized enterprises and voluntary and faith sector organisations; support for local communities through the Community Benefits Charter; engagement with a diverse supply base which includes small and medium sized enterprises, black and minority, women and disabled-owned companies

Our commitment to Corporate Social Responsibility (CSR) continues to be evidenced through a number of the supporting key activities such as; the Employer Supported Volunteering Programme, Slivers of Time and the Energy Guardians scheme. The Health Check undertaken by our External Auditors (KPMG) during 2007/8 (published March 2009), highlighted the good progress that the council have made on the CSR scheme since the start of the initiative in 2007. From a shortlist of 5 authorities, the Council won the "Creating Better Futures" Award for our CSR project (Leeds By Example).

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

#### 3.4.1 *Information and Knowledge Management (IKM)*

Overall progress in this area is good with agreement being reached by Executive Board on key issues such as the funding for the enabling infrastructure for Business Transformation (which includes a number of the key technologies required to deliver this priority) and agreement to adopt the Information Governance Framework which establishes the policies and procedures required to enable more appropriate records management, information compliance, information security, data governance and information sharing

Although from a relatively low base the council has also made steady progress in developing its strategic intelligence capacity with its partners. The publication of our first JSNA is the most obvious example of this work and this data now supports the decision making of the city partnership. Modest progress has been made in creating a repository for strategic intelligence and this is currently held and accessible via the Leeds Initiative website.

Progress remains good with regard to performance management. There are routine and robust arrangements in place to track progress against the Leeds Strategic Plan priorities and partners are engaged in this process although it is acknowledged that more needs to be done in this regard and future work programmes reflect this need. Data quality is generally good and external audit verifies this.

#### 3.4.2 *Customer Involvement, Choice and Satisfaction*

The high level Performance Indicator results in this area are overwhelmingly positive, and indicate significant progress both in core performance and in developing a more consistent or 'One Council' approach for putting customers first. The council now has a high-level baseline for levels of recorded avoidable contact, from which we will now develop into council-wide action plans.

The council has significantly increased (doubled) its original target for the volume of self-service transactions, and has strong expectations of new self-service options being well-used by citizens in 2009/10. The council has also improved its overall performance on complaints handling within the stated service standard, rising from 69% to 72%, although the improvement has fallen slightly short of the 76% target. Directorates under-performing are developing action plans to improve their performance.

In addition, the council has improved its performance in responding to letter and email correspondence within stated times, to 85% and 93% respectively. The council has also improved its overall call answer rate on publicly advertised telephone lines, and

performance will further improve when under performing lines are transferred to the corporate contact centre during 2009/10.

#### 3.4.3 *Stakeholder Engagement*

The council continues to carry out a huge amount of consultation and engagement work aimed at increasing the involvement of local people in decision making e.g consultations on specific projects, Place Survey, Tell Us survey, Citizen Panels etc. The results of these consultations inform the way in which we plan and deliver services and are an important source of strategic intelligence. However, we still continue to strive to coordinate this work in a more effective way both within the council and across the partnership but this work is still in its early stages. There have been some delays in progressing the Equality Assembly - these delays have been addressed and progress is in a forward direction.

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

#### 3.5.1 *Resource Prioritisation*

Overall good progress has been made in this area which is evidenced by the improved score in the externally assessed Use of Resources assessment. We achieved a level 4 which is the highest score possible. Much of this work was delivered through the annual budget process and the 2009/10 budget was agreed by Council in February. Progress has also been made in terms of developing a five-year financial plan, clearly the effects of the economic downturn are significant and an exercise is underway to review the financial strategy. However, the current economic climate is having a positive impact on external borrow rates where the council's average for 2008/09 is 4.35% compared to 4.51% last year for short term borrowing rates.

During 2008/09 all areas of debt collect for council tax has increased. Non-domestic rates collection has declined since 2007/08 due to a number of contributory factors including the introduction of 100% liability for empty properties, increased insolvency levels and the effects of the current economic situation.

#### 3.5.2 *Efficiency/Value for money*

Good progress had been made in establishing a value for money programme (VFM) which has clearly defined projects and tracks VFM activities aimed at delivering efficiencies. The corporate approach introduced this year, provides a consistent way of determining our priorities and clear links to service plans and budgets. Going forward, the delivery of the council's efficiency targets is a significant challenge but is crucial if resources are to be aligned fully to strategic priorities. Although not finalised the forecast 2008/09 year-end position for efficiencies is £24.3m. However a significant piece of work is ongoing and should in time deliver further efficiencies.

#### 3.5.3 *Commissioning*

Improvements in commissioning/procurement process continued to be made in 2008/09 with particular achievements including developments in e-procurement, in process review, training, governance and working towards a 'One Council Approach to Commissioning' (OCATC) Framework.

#### 3.5.4 *Service Improvement and Transformation*

The introduction of the council-wide service planning guidance, Challenge Events and a more rigorous and comprehensive quality assurance (QA) exercise with detailed written feedback for the 2008-09 plans means that there are now more robust processes in place for developing and tracking the quality of service planning across the authority. This process also means that resources and capacity can be better concentrated in areas that need the most support to

complete their plans and to embed a stronger culture of service planning. However, there are still some key service areas which need to significantly improve the quality of their service planning or where plans have not yet been finalised for this financial year.

#### 3.5.5 *Partnerships*

Good progress has been made in establishing the minimum requirements for governance arrangements for our significant partnerships within our revised Governance framework and to develop the register of what are our significant partnerships. This next steps over the coming year are to establish the extent of compliance with these minimum standards and to ensure any gaps identified through the monitoring processes are addressed. However, more work is also required to launch and embed the toolkit and the monitoring processes.

#### 3.5.6 *Support Services*

During 2008/09 the Support Services Review project continued to deliver efficiencies with in excess of £4m cashable efficiencies secured over the last 2 years, exceeding the original business case targets. This work has also resulted in improved quality and consistency of HR and Financial services and providing a firm foundation for further development and generation of efficiencies. The Business Support Centre (BSC), a shared services centre for HR and Financial transactional operations, has been created and continues to make significant inroads to improving the quality of services whilst driving out economies of scale. The independent review by KPMG in December 2008 concluded that the development of support services in Leeds is "at the forefront of local authority efficiency programmes and this is commendable".

The creation of the new Corporate Property Management (CPM) service within the Corporate Landlord project (part of the Council Change Programme) was achieved successfully with no disruption to on-going services and has created an organisation which is now demonstrating improved property maintenance and management on a corporate wide basis. In co-ordination with strategic asset management in City Development this will provide better use of assets and make a major contribution to modernising business practices, thereby generating further efficiencies.

### **4.0 Implications for Council Policy and Governance**

4.1 Effective performance management enables senior officers and Elected Members to be assured that the council is making adequate progress against our stated priorities and provides a mechanism for them to challenge performance where appropriate. Effective performance management also forms a key element of the organisational assessment proposed under the new CAA methodology. The CAA will examine and challenge the robustness and effectiveness of both our corporate performance management arrangements and those across the partnership.

### **5.0 Legal and Resource Implications**

5.1 The implementation of these new performance reporting arrangements is achievable within current resources across the organisation as they essentially replace an existing similar process.

### **6.0 Conclusions**

6.1 The development of the partnership approach of the Leeds Strategic Plan, the introduction of a Council Business Plan and the changes resulting from CAA have required us to review and revise our council performance management framework and associated reporting processes. As a result, this has seen a significant change in identifying lead and contributory officers and partners with accountable roles for each improvement priority within the Leeds Strategic Plan and Council Business Plan as appropriate.

- 6.2 At quarter two each lead officer/partner has completed an action tracker against each of the improvement priorities. Over 50 in total across the two plans. This has significantly increased the amount and quality of performance information produced and subsequently presented to Elected Members and Partners in order for them to fulfil their role effectively through Executive Board, Scrutiny Boards and the Leeds Strategy Group.
- 6.3 As the lead partner for the Leeds Strategic Plan (incorporating the LAA) it is fundamentally important that the council can demonstrate to partners, GOYH and through the CAA that it has an integrated, robust performance management framework that is fit for purpose.

## **7.0 Recommendations**

- 7.1 Members of Executive Board are asked to note and comment upon the quarter two performance report in respect of the Leeds Strategic Plan and Council Business Plan 2008-2011.

### **Background Papers:**

Performance Report Action Trackers  
Council Business Plan 2008-11  
Leeds Strategic Plan 2008-11