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

***Executive Board***

**Date: 4<sup>th</sup> Nov 2009**

**Subject: Council Business Plan 2008-11 – Mid term review and refresh**

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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**

1. The Council Business Plan 2008-11 is a key element of the Council's planning framework and sets out our business transformation, organisational change and financial planning for the next three years. Following on from the first full year of delivery of the plan a review has been undertaken of the improvement priorities and targets to ensure that they remain fit for purpose and the proposed changes are reported here. As the Business Plan forms part of the Policy Framework in the Constitution these changes need to be formally approved by Full Council, therefore, Executive Board are asked to review these changes and recommend that they go to Council in November for consideration.

## **1.0 Purpose of this Report**

- 1.1 The Council Business Plan is a key element of our strategic planning framework and sets out our business transformation, organisational change and financial plans for the medium term. This report suggests a number of amendments for approval by Members.

## **2.0 Background Information**

- 2.1 The Leeds Strategic Plan and the Council Business Plan 2008-11 are key elements of the planning framework for both the city and the council. These plans are structured around a number of strategic outcomes and improvement priorities; supported by performance indicators and targets which we are using to monitor our progress. The Council Business Plan is regularly monitored in order to provide assurance to the people of Leeds, our Elected Members, the Chief Executive and CLT that the council is delivering against the targets and indicators aligned to the city's strategic outcomes and improvement priorities. The Council Business Plan forms part of the Policy Framework and as such any changes are required to be approved by members.
- 2.2 This is the first time that a separate strategic Business Plan has been produced and used to drive the internal improvement agenda across the organisation. Therefore, it is important that we seek, and act on feedback, to ensure that as an organisation we are agile and able to amend our Business Plan to reflect any key changes in circumstance eg the economic recession. In this way we can ensure our overall strategy remains live and continues to focus on the issues that are most important to the organisation.

## **3.0 Main Issues**

- 3.1 Following on from the first full year of delivery a mid term review has been completed. This review took into account of the performance results for 2008/09 as well as specifically seeking feedback from the senior officers tasked with leading the delivery of the plan. This review included looking both at the improvement priorities themselves as well as reviewing the targets and indicators used to measure performance. Through this process a number of changes have been identified and are set out below for members to consider:

### **Changes to Business Plan Improvement Priorities**

- 3.2 Within the Business Plan there are currently 6 improvement priorities relating to customer focus, however, there are overlaps between these and this has caused some confusion for both delivery and reporting. It is proposed that greater clarity will be achieved by reducing these to 4 improvement priorities. This does not change the essence of the improvements we are seeking; but does simplify them by having less duplication. This will help us as an organisation to focus on the key changes we need to make as the revised priorities more effectively articulate the improvement challenges which we face in this area:

Current Improvement Priority	Proposed Improvement Priority
<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>	<ol style="list-style-type: none"> <li>1. Increase choice so customers can access services in more convenient ways</li> <li>2. Improve our services based on customer feedback</li> <li>3. Develop joined up and person centred services designed around the needs of our customers</li> <li>4. Manage customer expectation and deliver on our promises</li> </ol>

3.3 Specifically, for those priorities that we are suggesting for deletion we believe that “improving our understanding of our customers” is actually already incorporated in 1, 2 and 3. Similarly “enhance the links between front and back office services to deliver excellent end-to-end services” is covered by all the priorities as it is impossible to deliver these changes without enhancing links between the front and back office.

### Changes to Targets

3.4 The setting of rigorous and challenging targets for all key performance indicators is an effective way drive improvements across the organisation. However, targets also need to be realistic and achievable as impossible targets can have a detrimental effect on delivery. The mid-term review looked across the suite of performance indicators aligned to the business plan and a number of proposed changes are set out in detail in appendix 1. Included in this table is supporting context or rationale to support the changes. For example when the Business Plan was introduced there were a number of new, or substantially revised indicators, where baseline information was not available and therefore targets could not be accurately set - these are now provided. In addition, some of the three year targets have also been reviewed in light of the 2008/09 results. Whilst this has resulted in some more stretching targets where performance was particularly good, equally some targets have been revised down to take account of changing external factors eg the impact of the recession or where the targets proved to be unachievable.

3.5 Members will note that targets have been reviewed and revised both for 2009/10 and for 2010/11 but there will be a need to review these again at the end of the second year of delivery of the plan. It is anticipated that there will be a need for further minor amendments to the 2010/11 targets. It is suggested that rather than bringing these minor changes to Full Council that the Chief Executive is authorised to make these final in year changes to the plan. These final changes would still be classified as a key decision and therefore subject to call in. Also at this point work will already be underway to produce the next version of this plan and members will be able to input into this broader revision process, including target setting, at various points throughout 2010/11.

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

- 4.1 The amendments to the improvement priorities set out in this report are largely cosmetic to allow for greater clarity and to streamline reporting mechanisms and as such do not represent a change of policy or governance. The changes to targets are to reflect the successes and difficulties encountered in delivering strategic change across the organisation and to reflect external circumstances over which we have no control

## **5.0 Legal And Resource Implications**

- 5.1 There are no legal implications and the resource implications of the changes to the targets, eg reduction in income collection, have been fully accounted for within the budget setting processes.

## **6.0 Conclusions**

- 6.1 The Council Business Plan 2008-11 is an important high level strategic plan. Its delivery directly supports the achievement of the Leeds Strategic Plan 2008-11 by ensuring that the organisation is in good shape and has the resources in place to support our priorities. These amendments ensure that this document remain live and reflect the changing circumstances and experience gained during the first year of implementation.

## **7.0 Recommendations**

- 7.1 Members of Executive Board are asked to:
- approve the proposed changes to the Council Business Plan 2008-11;
  - recommend that Members of Full Council approve these amendments at their meeting on 18<sup>th</sup> November 2009; and
  - authorise the Chief Executive to review and update any performance targets for the final year of the plan.

## **Background Papers**

Council Business Plan 2008-11

## APPENDIX 1: Changes to Council Business Performance Indicators and Targets

NB: Where applicable the current targets are show in brackets below the revised targets

Ref	Definition	Revised 09/10 Target (current target)	Revised 10/11 Target (current target)	Comments/Rationale
BP-05A	% income collected by authority through % Council Tax collected in year	96.40% (96.70%)	96.40% (96.75%)	Targets revised to reflect impact of the recession and are to maintain performance within the current climate
BP-05B	% income collected by authority through % non-domestic rates collected in year	97.50% (98.65%)	97.50% (98.70%)	Targets revised to reflect impact of the recession and are to maintain performance within the current climate
BP-05D	% income collected by authority through % sundry debtors income collected within 30 days of invoice issued	96.80% (97.50%)	96.80% (97.75%)	Targets revised to reflect impact of the recession and are to maintain performance within the current climate
BP-08	Volume of total transactions delivered through customer self service	1,250,000 (565,000)	1,400,000 (621,500)	Targets revised upwards as a result of good performance in 2008/9 where the target was substantially exceeded.
BP-10	Percentage of letters from the public that receive a substantive response within 10 working days	90% (85%)	95% (95%)	Targets revised upwards as a result of good performance in 2008/9 where the target was exceeded.
BP-11	% of customer emails sent to publicly advertised email addresses that receive a substantive response within 10 working days	95% (85%)	95% (95%)	Targets revised upwards as a result of good performance in 2008/9 where the target was exceeded.
BP-14A	% services which are accessible as assessed by self assessment (this self assessment judgement is based around progress in completing Equality Impact Assessments and implementing the actions arising from these)	100% services are mainly accessible (none set)	100% services are mainly accessible (none set)	Performance indicator has been developed during 2008/9 and the self assessment is based around completion of Equality Impact Assessment and related action plans.
BP-14B	% services which are accessible as assessed by independent audit	Deleted		Indicator to be deleted as the approach has not yet been agreed as it was dependent upon BP-14a. Indicator to be revisited when the Business Plan is revised in 2011.
BP-24	% local authority staff with disability	4.0% (3.7%)	4.1% (3.8%)	Target revised up to reflect improved performance in 2008/09.

Ref	Definition	Revised 09/10 Target (current target)	Revised 10/11 Target (current target)	Comments/Rationale
BP-26	liP Accreditation	Yes (level 1)	Yes (level 1)	The definition for this indicator has been amended as the council has been assessed against the liP standard (rather than the liP profile) therefore the result is "yes" rather than the level of accreditation.
BP-27	The level (if any) of the <b>Equality Framework</b> for Local Government to which the authority conforms	Working Towards Excellent (level 4)	Working Towards Excellent (level 5)	Indicator definition amended to reflect the withdrawal of the Equality Standard and its replacement with the Equality Framework. Targets set accordingly but a gap analysis is still underway to map across to the new Framework
BP-28	Implementation of the Equality and Diversity Scheme Action Plan	50% (none set)	100% (none set)	2008/09 was the baseline year and targets have now been set to ensure the delivery of the scheme action plan over the next two years.
BP-32	Direction of Travel	Deleted		Indicator deleted as this assessment is no longer carried out under CAA.
BP-33	IO Programme project milestones achieved as a % of those planned to be achieved.	Deleted		Indicator to be deleted as the IO programme no longer exists and has been incorporated into Business Transformation. Contextual information on progress will be provided within the action trackers
BP-35	Percentage of service areas audited where Information Governance Arrangements are assessed as being 'compliant' with corporate policy.	Deleted		No audits of service areas have taken place during 2008/09 as the policy framework is not fully in place yet. It is proposed that this is deleted and contextual information provided in the action trackers based on the three yearly Information Audit - the next one being due in 2010/11.
BP-36A	Percentage of key <b>customer</b> systems using a corporately agreed monitoring framework and defined metrics to measure data quality.	55% (none set)	80% (none set)	Definition of this performance indicator clarified to focus on key customer systems. 2008/9 was the baseline year and targets have been set to ensure that by 2010/11 most of the key systems will have the capability to measure data quality in accordance with the corporately agreed metrics.

Ref	Definition	Revised 09/10 Target ( <i>current target</i> )	Revised 10/11 Target ( <i>current target</i> )	Comments/Rationale
BP-36B	Percentage of strategic indicator set (LSP, CBP & NI) where we have "no concerns" on data quality.	90% ( <i>none set</i> )	100% ( <i>none set</i> )	2008/09 was the baseline year and targets have now been set to steadily improve our performance over the next two years.
BP-37	% Key Decisions which did not appear in the forward plan	13% (10%)	11% (5%)	Target revised down from 10% as this was felt to be unachievable particularly in the context of revised thresholds which mean more decisions fall into this category. 10/11 target similarly amended.
BSC-8	The percentage of undisputed invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority	92% ( <i>none set</i> )	94% ( <i>none set</i> )	New indicator added to the Business Plan to bring this in line with existing financial reporting.
NI 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer.	No corporate target to be set ( <i>none set</i> )	Target to be set by March 2010 ( <i>none set</i> )	Corporate and Service level results will continue to be monitored in 9/10 but the methodology for recording this information will be further refined in 2009/10. There is a possibility that this might result in more avoidable contact being uncovered therefore no specific corporate level target has been set. The development of a better understanding during this year will allow a target to be agreed from 2010/11 onwards.
NI 140	% people who say they have been treated with respect and consideration	No Survey ( <i>none set</i> )	> 69.8% ( <i>none set</i> )	This indicator is measured through the bi-annual Place Survey and whilst we will continue to monitor this through the Business Plan it is not proposed to set a specific target other than an increase from the baseline figure from the 2008 Place Survey.