

**COUNCIL  
BUSINESS PLAN  
2008-11**

DRAFT

# Our Values



## Looking After Leeds

We are committed to improving the quality of life in Leeds and want to inspire pride in our city and communities. We will work with our partners, build on our successes and protect our city for future generations.



## Putting Customers First

We will make sure our services meet the needs of our customers and communities. We will communicate clearly and work hard to find out and respond to our customers' needs. We are committed to providing excellent services that are value for money.



## Treating People Fairly

We value the diversity of our communities and strive to ensure that everyone shares in the city's success. We will tackle discrimination and improve access to our services - especially to those with the greatest need.



## Valuing Colleagues

We know that the good work of our colleagues is key to providing excellent services. We will support colleagues and encourage them to work creatively.



## Foreword

We are delighted to present the Council Business Plan which covers the period from 1 April 2008 until 31 March 2011. This is the sister plan to the Leeds Strategic Plan 2008-11 and its successful delivery is vital to the delivery of our shared outcomes and priorities detailed in that plan. It may be helpful to think of the Council Business Plan as the **smarter working** that helps us to achieve the **better results** in the Leeds Strategic Plan.

There are a number of challenges ahead. Not only do our citizens expect us to deliver excellent services that meet their needs and are good value for money; but this is in the context of a tight financial settlement from Government. We will need to be more efficient and to deliver more for less.

This plan is structured around a set of business outcomes and improvement priorities which set the roadmap for our business transformation and organisational change over the next three years. We feel our vision for the organisation is very well expressed in our outcomes which are:

- **We are a values led organisation and our people are motivated and empowered.**
- **We are an intelligent organisation, using good quality information to deliver better outcomes.**
- **Our resources are clearly prioritised to provide excellent services and value for money.**

The delivery of this plan will set us well on the way to realising our vision.

The plan also includes the principles underpinning our financial planning and methodology we will use to allocate our resources to support the delivery of the Leeds Strategic and Council Business Plans.

This plan has been prepared through a process of consultation and we are pleased that many of you have already had the opportunity to input your ideas for improvement. However, we know that the real challenge is in the translation of this plan from paper into reality. This will require each and every one of our people, staff and elected members alike, to take on these challenges and make the changes happen on a day-to-day basis. We need everyone to play their part in putting our values at the heart of what they do and in all their interactions with each other, our customers and partners.

We would like to take this opportunity to thank everyone in advance for the hard work and dedication that will go into making this plan a reality.

Cllr Andrew Carter, Leader of the Conservative Group  
Cllr Richard Brett, Leader of the Liberal Democrat Group  
Paul Rogerson, Chief Executive

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## SECTION 1 – Introduction and Context

"Our Mission is to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds"

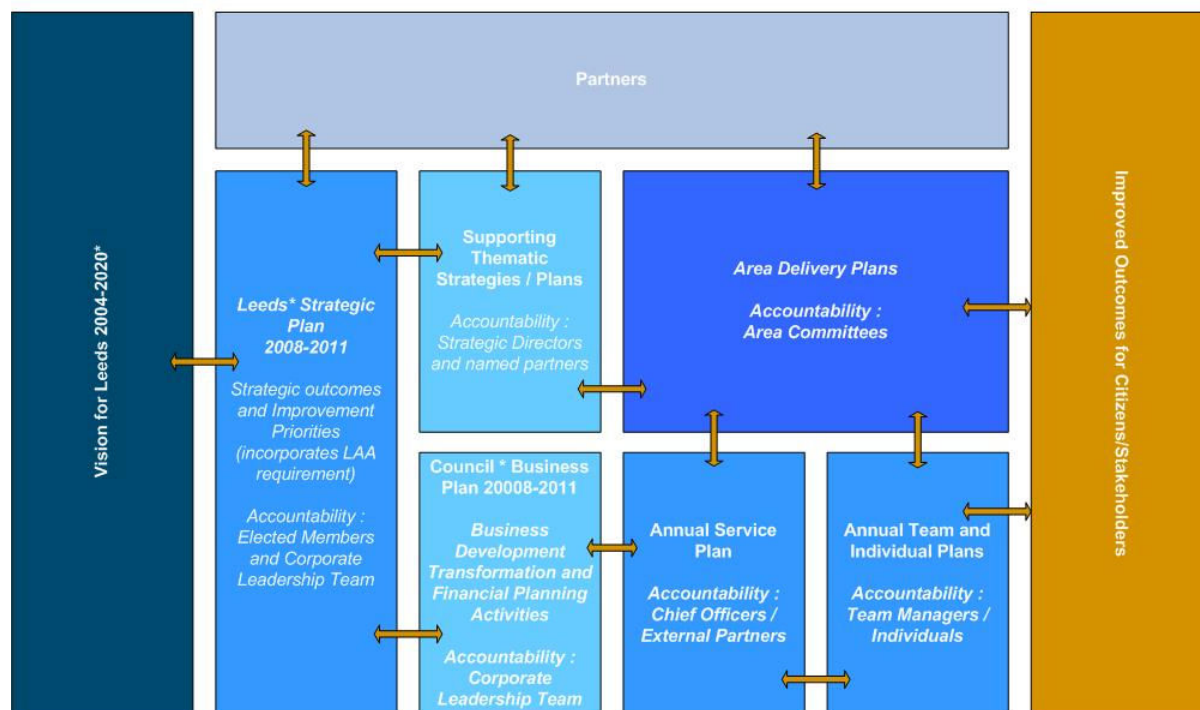
### Introduction

Leeds City Council is already a high performing authority and has been consistently judged in recent years as a high performer when compared against other local authorities. However, we recognise that in order to continue to be a top performing organisation we need to carry on changing and adapting. We must be flexible, responsive and confident in order to rise effectively to the challenges provided by the changing needs of our citizens and the public service landscape we work within. We must make sure that our staff perform well, are constantly learning and that there is effective leadership at all levels. This needs to happen whilst we also transform our services so our customers receive excellent services which are efficient, effective and meet their needs.

### Our Planning Framework

This plan, the **Council Business Plan 2008-11**, forms a key part of our planning framework which is illustrated in the diagram below:

Corporate Planning Framework (2008-11)



\*forms part of the council's Budget and Policy Framework

The **Leeds Strategic Plan 2008-11** sets out the outcomes and improvement priorities that Leeds City Council, either on its own or in partnership with others, has agreed to achieve over the next three years to help deliver the longer term objectives contained in the Vision for Leeds 2004 to 2020. Or put another way the Leeds Strategic Plan is the delivery plan for the long term Vision for Leeds but also includes within it our obligations to prepare and agree a Local Area Agreement<sup>1</sup> (LAA).

This plan, the **Council Business Plan 2008-11**, plays a key role as it sets out our business development, organisational change, business transformation and financial planning activities for the next three years. The successful delivery of the Council Business Plan will make sure that we, as an organisation, are in good shape to be able to deliver on the Leeds Strategic Plan 2008-11.

Area delivery plans (ADPs) provide the local interpretation of the Leeds Strategic Plan reflecting and shaping the partnership activities for each area. The ADPs are developed by each of the ten area committees. These committees are led by councillors representing local citizens embedding democratic accountability into partnership activities at an area level.

In addition, individual service plans provide information on the specific tasks, actions and resources required to achieve the high level priorities and targets set out in the Leeds Strategic Plan and the Council Business Plan. They are developed annually at service level and are monitored throughout the year. These plans provide the link through to team and individual plans.

### ***The Challenges for Local Government***

There are many challenges facing local government, arising from the changing needs of our citizens and communities, as well as from central government's reform agenda. We will have to be flexible and responsive in order to rise to these challenges and deliver the improvements needed. Some of these key challenges include:

**Place shaping role** – under new legislation the council's role to provide strategic leadership for the city is further enhanced. At the heart of this is the Local Area Agreement (LAA) which includes a single set of improvement priorities to ensure that we and our partners are all working closely together on the things that matter to local people. In Leeds we have incorporated the requirements to prepare a Local Area Agreement into the Leeds Strategic Plan 2008-11 and through this improvements will be monitored and co-ordinated across the city.

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<sup>1</sup> The LAA is an agreement we sign with Government which sets out a limited number of improvement areas that reflect national and local priorities.

**Choice and personalisation** – “one size fits all” is no longer an acceptable approach to delivering services. Citizens expect more choice, they expect services to be tailored to their needs, joined up and delivered in convenient ways and at a time that suits them. Clearly this is a two way process where we consult and engage with local people and they are empowered to get involved. Also key to this is the strengthening of the role of local councillors and local democratic arrangements.

**Value for Money/Efficiency** – the 2007 Comprehensive Spending Review presents an important challenge as we are being asked to deliver high quality services within a tight budget settlement. This will require us to be more efficient and innovative and up the pace of improvement and transformation - making the most of a variety of tools and techniques including:

- Business process improvement to re-design services around customer needs;
- Collaborative approaches to service delivery;
- Smart procurement and use of competition;
- Better use of technology; and
- Improved asset management.

**Comprehensive Area Assessment <sup>2</sup>(CAA)** – the CAA will focus on the outcomes being delivered in the city, not only by us, but also jointly with our partners. It will be based much more on the priorities which are important locally as set out in the Leeds Strategic Plan 2008-11. This new regime has fewer indicators and targets through a single National Indicator set of 198 indicators, supported by locally defined indicators where appropriate, focusing much more on the outcomes delivered for local people.

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<sup>2</sup> The CAA is the new performance management regime being introduced by the Audit Commission to assess the councils' performance against the outcomes and improvement priorities it, along with its partners, have agreed for Leeds.

## Section 2 – What we want to achieve

### *Our Vision for the Future*

Ultimately we want to be an organisation that ensures the delivery of improved outcomes for the city of Leeds and its people; has a strong culture of 'One Council' represented through the behaviours of our colleagues and forges effective partnerships for the good of the city and its citizens. In order to achieve this we will need to embrace new ways of working, make best use of technology, innovate and collaborate, continuously improve and deliver real customer focus.

We have already started this journey of transformation - in 2006 the Council's Executive Board received a report outlining proposals in respect of the next phase of the Council's change programme. Branded **Smarter Working: Better Results** its objectives are to:

- Create an organisation that is flexible and responsive, clearly focused on delivering improved outcomes for local people;
- Increase organisational capacity to provide more effective strategic leadership and direction for both the organisation and the city;
- Maximise the contribution of senior and middle managers to increase capacity and creativity within the organisation to better enable service improvement and modernisation;
- Organise Council services in the most appropriate and effective way having regard to the outcomes being sought for the city and its people, and
- Create an ethos of a **one council** approach.

This change programme has already delivered some significant pieces of work including: the creation of four new thematic directorates and the alignment of the new Leeds Strategic Plan with the Local Area Agreement. We recognise that it will take some time to fully achieve some of these objectives, particularly those that relate to changes in culture and behaviours which need time to become fully embedded. Two of the most important strands of work already underway include:

- Our leadership challenge '**From Good to Great**' which was launched in September 2007. This sets out the behaviours and culture we are aspiring to create and covers both Council and partner representatives recognising the need to respond to the challenge of leadership across the city.
- We are developing a one council approach which ensures that our Chief Officers and senior managers have greater accountability for service delivery and service performance. This includes developing arrangements that ensures we work effectively in partnership with others and establish mechanisms to ensure the Council operates as a single, coherent whole.

We are aiming to create an organisation that is fit for purpose on an ongoing basis, and is able to make continuing and sustainable improvements in service performance and become recognised as an exemplar of modern Local Government. Therefore, the transformation programmes initiated within **Smarter Working: Better Results** form a key part, and are central to the delivery of, the Council Business



Plan. Where there are key linkages these are highlighted in relation to each of the business plan outcomes and improvement priorities set out below.

### **Our Outcomes, Improvement Priorities and Big Ideas**

In an organisation as large and complex as ours there are a significant number of changes and improvements which we will need to make over the next three years. This detailed change agenda will touch the whole organisation and support us in the achievement of the Leeds Strategic Plan 2008-11 and our long term vision for the organisation.

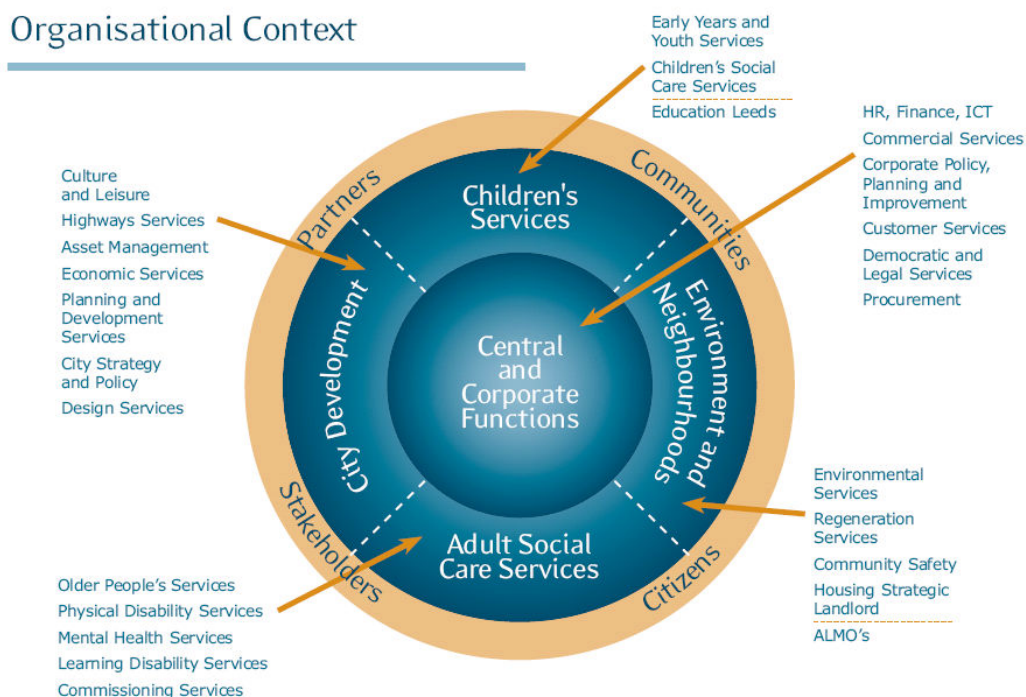
These changes are structured around a set of business outcomes and improvement priorities - where the outcomes state where we want to be and the priorities are the high level business improvement activities which need to be delivered in order to achieve the outcomes. In addition, for each of the three outcomes we have also identified an overarching **big idea** which represents a major transformational activity. These big ideas cut across several improvement priorities and encapsulate the essence of what we are trying to achieve in each area. In effect they are some of the really big changes that you will see delivered by March 2011.

**Business Outcome 1**

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

#### **Context**

Our most important asset is our people who are at the heart of what we do. We recognise that a well led, capable, effective and empowered workforce are needed to ensure we achieve our mission. In total, the council employs approximately 35,000 people, either directly or through arms length arrangements such as our Housing Arms Length Management Organisations (ALMOs), Education Leeds and schools. These staff are organised under four thematic directorates, supported by a group of central and corporate functions (as illustrated below):



Our staff are employed in the following areas:

| <b>Area</b>        | <b>No. Employed *</b> |
|--------------------|-----------------------|
| Leeds City Council | 17081                 |
| Schools            | 15287                 |
| Education Leeds    | 1079                  |
| ALMO's             | 1106                  |
| TOTAL              | 34553                 |

\*Permanent and temporary staff employed as at 31 March 2008

In addition to these directly employed staff, we are also supported in delivering the city's priorities by significant capacity from the private sector, including for example, design services, street lighting, grass cutting and property maintenance.

Without the right people, it is unlikely that even the most comprehensive of plans will deliver the step change in performance being demanded of local government. We have the potential to make huge improvements by ensuring we have the right people with the right knowledge, skills and behaviours employed in the right place in the organisation. Workforce planning can help us to achieve this and we acknowledge that this is an important issue for us going forward. We need to improve our longer term thinking about future service pressures and needs, and what we need to do now to ensure we are fit for purpose in the future. Through this plan we are ensuring that the links are made between the Leeds Strategic Plan 2008-11 and our plans for recruitment and retention, staff development and training.

Effective employee engagement will continue to be a priority ensuring that the council's employees continue to be ambassadors for the city and the authority, bringing tangible benefits to workforce recruitment and retention, morale and productivity and, ultimately, organisational performance.

We are committed to increasing equality for, and valuing the diversity of, all communities in the city. Irrespective of background everyone should experience similar life chances, access to services and work opportunities in order to develop a strong sense of an individual's local rights and responsibilities. Equality, diversity and cohesion and integration remains a key improvement issue for the council and whilst we have made massive strides in the last few years, much more needs to be done. Not only is there a complex legal framework for equality but understanding our changing communities is a key challenge for our city. It is essential that equality and diversity is embedded within the culture of the organisation. We also recognise that balanced diversity within our own organisation serves the council and local people well by providing a wider talent pool for recruitment; improving our knowledge of different communities and supporting our social inclusion aspirations. Although we have made good progress in this regard our workforce still does not fully reflect the changing diversity of the city at all levels of our organisation.

Our Elected Members represent and provide a voice for the community across the 33 wards of the Leeds district. They contribute to policy and strategy and make key decisions on behalf of the people of Leeds. They do this through a 'Leader Cabinet' model (known locally as the Executive Board) and this is the council's principal decision making body. The Board meets in public session approximately 12 times a

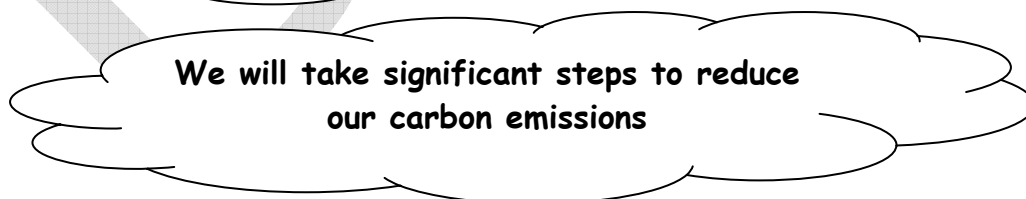
year. These arrangements are supported by our Scrutiny Boards which examine the decisions and policies of the council and act in a 'watchdog' role. Scrutiny makes sure that the people of Leeds are getting the best out of their public services.

Good governance is key to the corporate health and success of the council and is therefore high on the agenda. Our governance arrangements comprise the systems and processes for the direction and control of the organisation. This brings together our political and officer arrangements to ensure robust and transparent policy development and decision-making. We set ourselves high standards and seek to embed the principles of good corporate governance in both the culture and systems of the council. The Local Government and Public Involvement in Health Act 2007 requires us to review our 'Leader Cabinet' operating model by December 2009. This coupled with a white paper motion in June 2007 from Full Council has initiated a review of our democratic arrangements, including officer delegations, going forward. At the centre of this review is the issue of how councillors can be better involved in decision making.

The climate change agenda will have a big impact on us all in the future and we recognise that we need to act now to ensure effective mitigation and adaptation. Our biggest contribution to this agenda is our ability to influence the city through our policies and activities eg transport policies, planning policies and regeneration investment to create sustainable communities. Our Climate Change Strategy and the Leeds Strategic Plan 2008-11 set out our ambition to lead a city-wide solution. However, our partners are clear that in order to lead we have to demonstrate that we are reducing our own significant CO<sub>2</sub> footprint. Whilst we already monitor our environmental impact through the international EMAS standard we need to more closely integrate this with our performance management system in order to deliver the reductions in our CO<sub>2</sub> emissions over the next three years and beyond.

## **Our Priorities for Improvement**

### **The Big Idea**



The vast majority of our CO<sub>2</sub> emissions come from our buildings and we want to take action now to shrink our carbon footprint far into the future. By doing this we will be making our contribution to reducing the carbon footprint of the city and the region and setting an example to encourage others to do the same. We recognise that there is no one solution to achieve this but we are undertaking to:

- ensure all new and refurbished buildings commissioned by the council meet Building Research Establishment Environmental Assessment Method (BREEAM) “excellent” standards with maximum ‘energy credits’;
- invest strategically in energy efficiency and renewable energy technologies to reduce CO<sub>2</sub> emissions from the existing estate;
- reduce our overall office floorspace eg by the delivery of a corporate document records facility; and
- explore new ways of working that are more flexible and efficient to reduce CO<sub>2</sub> emissions, particularly from travel.

## **Our Improvement Priorities**

### **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
- 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

## Delivering the priorities

A variety of work is required in order to deliver these improvement priorities some of which has already commenced and some of which are still to be scoped and agreed. In particular there are a wide range of projects within the **Smarter Working: Better Results** programme which support the delivery of this outcomes including:

- Implementation of One Council accountability, support and intervention framework to include core competency framework, performance based appraisals and personalised training and development
- Development of a one council approach to organisational design
- Delivery of “**From Good to Great**” leadership challenge
- Delivery of one council approach to equality and diversity
- Development and implementation of one council approach to cohesion and integration
- Development and implementation of a one council approach to communication
- Development and Implementation of a clear and coherent officer governance framework
- Development of a one council approach to commissioning

Other programmes of work are set out within other supporting strategies, action plans and within service plans across the organisation. At the high level this includes:

### Supporting Delivery Strategies/Programmes:

- People Strategy
- Equality and Diversity Scheme
- Climate Change Strategy
- Member Development Strategy
- Ethical Audit Action Plan
- ‘Leeds By Example’ programme

## Business Outcome 2

**We are an intelligent organisation, using good quality information to deliver better outcomes**

### Context

Local Government is being asked to define its role as a place shaper. In order to do this effectively we need know about our population, their needs and wants and understand how these are likely to change over time. This involves looking at the data we gather from our customers and stakeholders and the way we manage this to ensure we get the maximum value from this strategic asset. Evidence has identified that whilst our services are being successfully integrated and brought together to facilitate the delivery of positive outcomes to local people, the lack of joined-up and integrated information and knowledge to support this change is becoming a barrier to progress. It also does not support the One Council approach we are seeking through the change programme. Given this, we have already established a strategic Information and Knowledge Management (IKM) vision and the next three years will see the delivery of some of its early milestones including many underlying systems and processes.

Our customers and service users provide an important source of information and intelligence for us. Whilst “Putting Customers First” is already one of our core values, we recognise that we have more work to do to embed the wider customer agenda - our challenge is to meet the rising expectations of our customers whilst improving overall efficiency in the way services are designed and delivered. The Local Government and Public Involvement in Health Act 2007 pays particular attention to public accountability, community engagement and customer satisfaction in meeting local needs.

Research has demonstrated the strong connection between how informed people feel about council services and how satisfied they are with those services. There is a clear link between council communication and reputation, highlighting the value of good communications in building a strong reputation for local authorities. In addition, the Local Government and Public Involvement in Health Act 2007 has emphasised the importance of community engagement and two-way communications. This ‘localism’ agenda requires greater levels of resident involvement and inevitably that requires both more and different forms of communication with local stakeholders. All this means we need to look carefully at our future communication and engagement activity to ensure these are focused on local areas and communities, and to provide co-ordinated information with opportunities for residents to get involved in ways which meet their needs. Local people will need to have more of a say in the way in which their services are delivered.

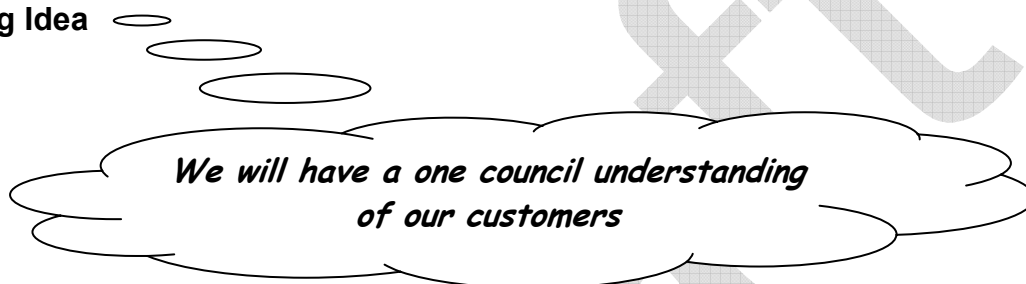
The media and the ways in which people get information are changing dramatically. There is an increasing fragmentation of the mass media, with traditional channels being less effective at reaching broad audiences. Traditional communications channels, such as the news media and websites, are evolving and changing to meet the demand for 24 hour information, local issues and quicker responses. New forms of communication, many based on innovative technology, present us with

opportunities to target different audiences with tailored information for relatively low costs. Over the next few years we need to exploit new social media tools whilst maintaining a focus on traditional written and face to face methods of communication. We also need to ensure our communication channels and messages take account of the diversity of our communities and ensure access for all residents.

Leeds City Council branded communications will continue to be a fundamental part of building relationships with residents and communities, as the council will only gain credit if stakeholders recognise that the council is providing these services. Work to ensure that the council brand is consistently linked to council services will continue to be vital in building support, trust and reputation.

## **Our Priorities for Improvement**

### **The Big Idea**



We currently do not have a single consistent view of our customers and this prevents us from fully understanding our customers' needs and wants. The problem is not a lack of information, as we already have many council computer systems that have customer information included on them. The issue is, we are not currently able to bring this information together to analyse and share it, and to help us improve our understanding of what our customers want and need. Over the next three years we will start to manage our customer information in a way that allows us to deliver a one council understanding of our customers.

This will mean staff who deal directly with customers will have access to this core information and will be confident that it is up to date and correct. This will enable us to provide better services and be a more customer focused organisation. We will be able to plan, deliver and monitor our service provision more efficiently and effectively. Our customers will benefit from all services having access to their information leading to a simpler and more consistent experience when they contact the council.

## Our Improvement Priorities

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

## Delivering the priorities

A variety of work is required in order to deliver these improvement priorities, some of which has already commenced and others which are still to be scoped and agreed. In particular there are a wide range of projects within the **Smarter Working: Better Results** programme which support the delivery of this outcome including:

- Development and implementation of a one council approach to communication
- Develop a one council approach to community engagement and involvement
- Development of a one council approach to customer relations

Other programmes of work are set out within other supporting strategies, action plans and within service plans across the organisation. At the high level this includes:



**Supporting Delivery Strategies/Programmes:**

- Information and Knowledge Management Strategy
- ICT Strategy
- Equality and Diversity Scheme

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### **Business Outcome 3**

**Our resources are clearly prioritised to provide excellent services and value for money**

#### **Context**

The Comprehensive Spending Review 2007 sets out the expenditure across the public sector for the three years of this business plan. The rate of growth for local government equates to 1% in real terms which represents a tight settlement in a climate of increasing demands. Some specific grants are still available for areas like housing, waste and planning and will be more generous. Fewer of our grants will be ringfenced and there are new freedoms and flexibilities which can be used to raise funding. However government has been clear that it expects Council Tax increases to be below 5% and for local government to deliver 3% annual cashable efficiency gains. In response to this the council has developed a new approach to the allocation of resources - based on need, efficiencies and priorities which ensures our budget setting is policy-led. Section 3 sets out the detailed financial plan which underpins the delivery of the Leeds Strategic and Council Business Plans 2008-11 but in order to stay within this resource allocation we will need to deliver improvements, efficiencies and value for money. Our aim is to do this at the same time as delivering improvements in our services.

Of particular concern in terms of our internal efficiency is our high level of staff sickness. This issue affects everyone, it puts more pressure on the staff who are at work, means we have to call in agency staff to cover absence and can delay the delivery of key services to the public. However, we recognise that people do get ill and in particular we need to support those with long term illnesses and ensure that they only return to work when they are fit to do so. We are aiming to address this through our People Strategy and have set ourselves key targets to drive this improvement.

All this must also be seen in the context of demographic changes which will increase the demand on Council services, therefore, leading to greater financial pressures, including an aging population and changes in migration patterns. Also, our service user expectations are rising, they expect to receive excellent services in an efficient and effective manner.

The delivery of value for money services in a tight budget situation requires us to look again at the way we commission services. A robust and transparent commissioning process requires us to understand the needs of our citizens. We also need to ensure that we are both user and outcome focused, that we understand the market and have the most effective provider arrangements in place. We have recognised the need to develop a one council approach to commissioning but more than that we also recognise the efficiency that working jointly with our partners may bring. We also need to consider further opportunities for improvement and efficiency through collaboration or provision of shared services. Delivery of this agenda will enable us to not only deliver better services but also to maximise efficiencies.

In order to ensure as much of our resource as possible goes into the provision of frontline services we need to make sure our back office functions are as efficient and effective as possible. We have an excellent record here with both our procurement and asset management services having been awarded beacon status. Again we are not resting on our laurels and want to do more - for example during 2007-8 we procured about £550m worth of goods, works and services from the private, voluntary and other public sector organisations and we are confident that this huge buying power can be further harnessed. We are also well placed to deliver further efficiencies by offering services to other organisations or by collaborating with others. Similarly our large asset base can also be used to support our priorities eg the sale of our stake in Leeds Bradford International Airport in 2007 generated income which we have re-invested in the delivery of our priorities. In support of this we recently brought together our corporate property management resources into one service and over the next few years these economies of scale will deliver savings whilst also allowing managers to focus on the delivery of their own services.

Technology has the potential to help us to deliver service improvement and value for money by enabling the provision of services in new and innovative ways. We recognise that ICT is a key enabler for improving current business processes, reducing organisational costs and raising workforce performance. We have already identified in outcome two a huge area where ICT can enable such improvements – in our information knowledge management agenda - but it can also enable closer working and collaboration across agencies and other partners at a local level. We recognise that we need to focus on developing and using our ICT more proactively over the next few years in order to support the delivery of our priorities.

Efficiency, improvement and service transformation go hand-in-hand and are allied to our ambitions on value for money and service improvement. Service improvement already occurs on an on-going basis at all levels across the organisation. Improvements vary from small, incremental improvements carried out as part of the day to day management processes through to major transformation programmes like **Smarter Working: Better Results**. We recognise that as a large organisation we have many major change processes occurring at the same time. These are not always co-ordinated and prioritised in such a way that enables/supports services like ICT to align their resources to corporate priorities. We need to take steps to manage and co-ordinate this better. It is also important to understand that much change happens within services and again as an organisation we need to support and facilitate this better through the provision of specialist skills and support to managers.

Good service planning is essential to delivering excellent services and to ensuring the delivery of the Leeds Strategic and Council Business Plans. They provide the link between the corporate vision and values and the team and individual plans to ensure there is a golden thread running through the organisation. Since 2002 we have had a corporate service planning approach. This has resulted in huge improvements in the quality and consistency of these key documents. However, there is still room for further improvement and in particular we need to ensure that better links are made within these documents to key corporate agendas like workforce planning, risk, financial and performance management.

## Our Priorities for Improvement

### The Big Idea



The delivery of an ambitious efficiency and service improvement agenda is essential for our long term financial security. More specifically we have set ourselves targets for the delivery of 10% efficiency savings across our support services. However, since we are starting from a relatively efficient baseline, having already delivered £1 m of savings, we know that we will not be able to deliver this target through incremental change alone. We need to look at more radical solutions and, in particular, to explore the opportunities for collaboration and shared service provision with both the private sector and other public bodies. Whilst efficiency is a key driver any collaboration would also need to deliver improvements in service delivery and fit with our overall vision and values.

At this stage we are committing to explore these opportunities with an open mind in order to identify and quantify where collaboration could add value, generate the required efficiencies and drive business improvement, including the possibilities for business growth through shared service provision.

## Our Improvement Priorities

### 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

#### Partnerships

- Develop sustainable and effective partnership governance framework

#### Support services

- Improve quality and efficiency of support services

## Delivering the priorities

A variety of work is required in order to deliver these improvement priorities some of which has already commenced and others which are still to be scoped and agreed. In particular there are a wide range of projects within the **Smarter Working: Better Results** programme which support the delivery of this outcomes including:

- Development and Implementation of an officer governance framework
- Development of one council approach to commissioning

Other programmes of work are set out within other supporting strategies, action plans and within service plans across the organisation. At the high level this includes:

### Supporting Delivery Strategies/Programmes:

- ICT Strategy
- Support Service Review Implementation Programme
- People Strategy

## Section 3 – Resourcing our priorities

### Context

This section of the Council Business Plan sets out the principles underpinning our methodology for allocating resources to the priorities we have agreed in the Leeds Strategic Plan and Council Business Plan. The basis of the allocation of resources to services was approved by Executive Board in December 2007. This plan outlines the key issues and priorities over the planning period and provides an update to resource allocations in light of the Comprehensive Spending Review 2007 (CSR 07) and the three year Local Government Financial Settlement. These overarching principles are supported by a more detailed Financial Plan which is published separately and subject to annual review through the budget process.

The final Local Government Finance Settlement 2008/09 to 2010/11 was announced on Thursday 24th January 2008. This is the first three year settlement (following a two-year settlement for 2006/07 and 2007/08) and marks the Government's move to align Local Government' funding announcements with the Comprehensive Spending Review cycle. The increases in Revenue Support Grant (RSG) at the national and local level are summarised below:-

#### Increase in Revenue Support Grant

| Year    | National | Leeds |     |
|---------|----------|-------|-----|
|         | %        | %     | £m  |
| 2008/09 | 3.5      | 2.7   | 7.6 |
| 2009/10 | 2.8      | 2.1   | 6.2 |
| 2010/11 | 2.6      | 1.8   | 5.4 |

Although there are significant variations between authorities, Leeds' percentage increases are substantially below the average of the Core Cities, the West Yorkshire districts, the metropolitan districts and England as a whole:

|                                 | Increase 2008/09 | Increase 2009/10 | Increase 2010/11 |
|---------------------------------|------------------|------------------|------------------|
| Leeds                           | 2.7%             | 2.1%             | 1.8%             |
| Average Core City               | 3.5%             | 2.5%             | 2.2%             |
| Average West Yorkshire District | 4.3%             | 3.1%             | 2.7%             |
| Average Metropolitan District   | 3.9%             | 2.9%             | 2.5%             |
| Average England                 | 3.5%             | 2.8%             | 2.6%             |

Taking account of the three year RSG settlement, the estimated level of additional resources that will be available is likely to be less than £20m per annum over the life of the plan.

## ***Development of our Financial Plan***

A new approach to the allocation of revenue resources to services has been developed and represents a substantial shift towards policy-led budget setting. This new approach integrates corporate planning, accountability, financial and performance management arrangements and applies to all that the Council delivers, either on its own or in partnership with others. This policy led approach was an explicit recommendation of the Overview and Scrutiny Committee review of the 2007/08 budget.

In developing a new approach to resource allocation, greater emphasis has been placed on directing resources to Council priorities and divesting from areas that are considered to be lower priority. The level of resources to be allocated to services has been determined by considering three components;



Analysis of these three areas has shaped the overall resource planning framework which not only takes into account the relative importance of services but ensures that they are deliverable within the overall level of resources available to the Council.

### **Needs**

The first aspect of the new methodology has been to consider how the allocation of resources could best reflect the needs of services. To help achieve this, the Relative Needs Formulae (RNF) used by government in distributing funding to local government through the Formula Grant has been used as a basis. To put this into context approximately 54% of the Council's net expenditure is funded by Formula Grant with the remaining 46% coming from our own Council Tax revenues.

Around 70% of Formula Grant is driven by relative needs. Whilst there can be no absolute determination of need, this is considered to be a comprehensive and robust analysis which determines the relative needs between services and between authorities. The indicators of need are complex and varied but typically are made up of a basic amount driven by population data which is then adjusted for a number of factors which reflect deprivation or other measures of specific pressures on services.

Detailed analysis of the RNF shows that for some services the Council spends more than its needs would imply, whereas for other services it would appear to be spending too little. It is difficult to be too precise with the value of these variations given the nature of the analysis, however it would suggest that, in some instances, significant realignment between services is required.



## **Local Priorities**

The national comparative needs analysis should, however, be balanced against local priorities as it would be inappropriate for the Council's plans to be solely driven by the national needs agenda. The local prioritisation element is, therefore, a further significant contribution to setting our Financial Plan.

Whilst individual Directors, Chief Officers and, where appropriate, partners, will need to prioritise their existing resources in support of delivering agreed improvement priorities, it is important that future strategic decisions regarding resource allocation also take account of the Council's overall stated priorities.

The Council is currently in a period of transition in developing a robust commissioning based approach to support the delivery of strategic outcomes and improvement priorities. The new Financial Plan provides stability over this transitional phase by setting out a framework for resource allocation over the next five years which is sufficiently flexible to support a policy led approach to outcomes. It will be supported by the new Area Based Grant and will allow the development of more comprehensive and consistent methodologies across the Council and, where appropriate, its partners, with regard to commissioning and strategic investment planning.

## **Efficiency Agenda**

The third component of the new approach is to establish appropriate bases for assessing the relative efficiencies of services. The Government has placed significant emphasis on efficiency in its financial settlements for Local Government in the last few years. For the period 2004/05 to 2007/08 Local Government was required to deliver efficiencies equivalent to 2½% per annum; the CSR 07 assumes that local authorities should be able to achieve a further 3% per annum saving over the next three years whilst at the same time delivering service growth.

In the past, Leeds City Council savings targets have taken little account of the relative efficiency of each service. A different approach has been adopted which uses an analysis of the unit cost of services and how they compare to other authorities (mainly Core Cities). In this way it is possible to target efficiencies at specific services where comparisons imply lower value for money.

## ***Overall Shape of the Financial Plan***

This new methodology has been used to determine the overall shape of our financial plan and indicative resource allocations to services over a five year period were approved by Executive Board in December 2007.

Initially the 2007/08 Relative Needs Formulae data was used to achieve a full realignment of resources by 2012/13, reflecting needs, local priorities and efficiencies. The Government has subsequently provided details of formula grant for the three years 2008/09 to 2010/11 through the local government finance settlement. Using this information, the initial five year resource allocation will be updated in order to achieve a full realignment over the next five years, but this time based on the most up to date information.

It is acknowledged that the delivery of the Financial Plan will require a significant review of some of the Council's services and activities and achievement of the planned shape will not be an easy task. The plan therefore assumes a phased implementation of the realignment in order to minimise the impact on services during the transitional period.

### ***Allocation of Resources***

Based on the new methodology the adapted allocation of resources reflects the following:

- 2% per annum targeted savings in Support Services, rising to a cumulative 10% by 2012/13. This applies to all central and local provision of administrative and support activities. Efficiencies will be generated through a variety of means including investment in Information Technology and through the rationalisation of office accommodation.
- Cash standstill over the life of the plan for Central and Corporate Functions in order to maximise resources available to front line services.
- Additional capital investment of £100m, above the approved programme, over the period of the plan enabling investment in priority projects and providing funding for invest to save projects, income generating projects, investment in technology and physical infrastructure to deliver efficiencies and improvements in services over the period of the plan.
- Funding for significant areas of need which include addressing base budget pressures, and directing resources to key local service priorities such as the Integrated Waste Strategy, and increasing the number of Direct Payments in Adult Social Care.
- Efficiency savings targeted at areas of the Council's services which appear relatively high compared to other authorities, primarily Children's Services including the Local Education Authority and Youth and Community. Pricing policies and service provision will be reviewed where appropriate.
- A sustainable funding solution to meet the ongoing cost of the Council's pay and grading review will be identified over the life of the plan.
- General reserves will be maintained at or above the minimum level in accordance with the risk based reserves strategy.

These assumptions combined with an estimate of available resources over the life of the plan will underpin the annual review of our Financial Plan.

### ***Service Implications***

Over the remaining life of the plan, it is estimated that pay and price inflation alone could be in excess of £85m with significant service pressures over and above this. It is therefore clear from the above that substantial efficiencies will need to be achieved over the life of the plan which will require a detailed review of the Council's services and activities. These reviews are key to achieving value for money in service delivery thereby helping the achievement of better outcomes for all services.

In carrying out this work a number of principles have been agreed as follows:

- The Council will aim to achieve best in class in respect of cost, quality and performance;

- The Council will commission services according to need and taking account of fairness and equity;
- The Council will aim to maximize its potential to gain from its purchasing power;
- The Council will make best use of technology to deliver efficiency and customer focus in the delivery of services;
- Income opportunities will be maximized and where income levels are set below the optimal rate, this should be identified as a transparent subsidy;
- Opportunities will be explored to rationalise physical assets in order to achieve value for money and better outcomes for service users;
- The Council's role as a provider will be challenged and alternative means of provision should be considered where this will generate better value for money and/or better outcomes;

### **Financial Risk Assessment**

In developing this methodology we have had to make a number of assumptions and therefore it is important that we highlight the principal risks that are relevant to the delivery of our Financial Plan. These have been identified as follows:

- Additional resources will not be as great as assumed;
- Pay awards and inflation vary from the levels assumed in the plan;
- Legislative changes are not anticipated;
- Forecasts of demographic trends vary from those assumed;
- Income targets are not achieved; and
- Savings from service reviews will not be sufficient

The Financial Plan is reviewed annually as part of the preparation of the annual budget. There are a number of controls embedded in this process to ensure that the principal risks are mitigated and the approved budget in any given year is robust. These controls include:

- A risk based reserves strategy which ensures that reserves are maintained at an appropriate level to secure long term financial stability
- Budget action plans in place for each directorate which set out key actions to deliver the budget and how variations will be addressed during any given year up to 2% of budget
- Rigorous budget monitoring mechanisms to ensure early identification of emerging issues
- A central contingency for items not foreseen and for items where there is a risk of variation during the year
- A risk assessment of key budgets documented in the form of formal budget risk registers

### **Summary**

It is recognised that the funding available to the Council over the planning period will be severely restricted, and clearly not sufficient to meet all the spending pressure that the Council will face. Given this, a strategy which places resource allocation in a strong policy framework based on an analysis of needs, both nationally and locally determined, and focuses on delivering efficiencies and an understanding of local priorities has been developed.

It is however clear that delivering a realignment of resources to focus on Council priorities, within the current financial context, will be challenging and require difficult decisions.

The analysis which underpins this approach is based on the latest information available, but we will continuously review needs, efficiency and local priorities throughout the life of our Financial Plan to reflect more up to date information as it becomes available.

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## Section 4 – Making it happen

### *Underlying principles and linkages*

So far we have covered **what** we want to achieve but equally important to the delivery of the Business Plan is **how** we will approach this over next three years. There are a number of core themes or key principles which run all the way through this implementation process.

### **Interconnectivity and a ‘One Council’ Approach**

We recognise that getting to the ‘root’ of many of our challenges as an organisation requires an awareness of the ‘interconnection’ between our different business outcomes and improvement priorities. For example, in order to improve leadership we need to ensure our leaders have good leadership skills, value diversity, are supported by the right performance framework, have insight into the needs of their customers, have good HR policies and procedures etc. Through our **Smarter Working: Better Results** programme we are developing and implementing a number of **one council** approaches where we feel it is important to have a common approach. Our officer governance framework also ensures that all the right people are involved in developing the policy and making the key decisions about how to implement this plan, linking into our well established political governance arrangements.

### **Our Values**

Our values illustrate how we operate and what we represent - fairness, equality and commitment to our customers. Our values are drawn from the ideas and beliefs of people throughout our organisation. They define us by saying clearly who we are, what we do and how we do it. These values influence every aspect of our business and show staff and customers what we believe in and how we choose to operate.



Our values are reflected in both the Leeds Strategic Plan and Council Business Plan but are really brought to life through the behaviours of our staff and the way we design and deliver services. We will work hard over the next three years to make sure that the implementation of our strategic and business ‘improvement priorities’ supports and embeds our values even further.

## ***Measuring and managing performance***

Effective performance management requires co-ordinated planning and review systems that enable key decision makers, at both political and officer level, to take appropriate action based on reliable and timely performance information. A key part of the development of this plan has been the identification of a set of suitable Performance Indicators (PIs) for which robust and challenging targets have been set. This allows us to measure progress towards achieving the business outcomes and improvement priorities and thus to drive improvement across the organisation.

An individual accountable officer has been assigned for each of the business improvement priorities, however, many other officers will be responsible for contributing to the delivery of each of these priorities. Arrangements are in place for the performance indicators to be regularly reviewed in order to assess whether progress against our targets is adequate. These arrangements also include independent and robust challenge by our elected members to ensure the public are getting the best out of their public services. Where progress is not sufficient we have developed a support and intervention framework which will be used to bring progress back on track. The business plan performance indicators and targets are shown in appendix 1

Some of the indicators in the business plan will also be measured on a directorate and/or service basis to ensure that all parts of the organisation are making sufficient contribution to the overall delivery of the Council Business Plan. Where appropriate, and if possible, we will also analyse our performance results by gender, ethnic origin, age, disability, religion or belief and sexual orientation. Full detail of these arrangements are set out in our performance management framework which is available on the intranet. We will be publishing regular performance reports and our balanced scorecard on the intranet and internet and annually we will publish a performance update for the public in the city's newspaper 'About Leeds'.

In addition to our own internal performance management arrangements we are also independently assessed by the Audit Commission through the Comprehensive Performance Assessment which is due to be replaced by the Comprehensive Area Assessment in 2009. Within this framework is a Use of Resources assessment which is particularly relevant to the improvement and transformation agenda within this plan. The Use of Resources is an annual assessment which looks at how well we manage our money, our business and our other resources. We are required to provide evidence that we are managing our finances effectively to deliver value for money; that we have good corporate governance, internal control and risk management; have good leadership and commission our services to deliver better outcomes and manage our natural resources, physical assets, people and technology to meet current and future need. It provides an independent judgement across all these areas with an overall scoring from 1 – 4 (where 1 is poor and 4 is excellent). The outcomes from these assessments are available to the public.

## Integration with Leeds Strategic Plan – Our Balanced Scorecard

Together the Leeds Strategic Plan and Council Business Plan represent our high level strategy for the period 2008 -11. These plans are closely linked and indeed the successful delivery of the Leeds Strategic Plan is dependent upon the delivery of the Council Business Plan. It is important that we are able to track the progress against both these plans and we intend to do this using our corporate balanced scorecard. This provides a high level traffic lighted summary of progress and signposts any problem areas for further investigation. Our corporate balanced scorecard is shown below and again we will publish regular updates through the intranet and internet.

| Citizen / Strategic Outcomes                          |   |
|---|---|
| LAA (35 +16) & LSP local PIs eg                       |   |
| NI 132 Timeliness of social care assessment           | ●   |
| NI 154 Net additional homes provided                  | ●   |
| NI 16 Serious acquisitive crime rate                  | ●   |
| Customer  | Resources   |
| KPI's drawn from Business Plan eg                     | KPI's drawn from Business Plan eg   |
| NI 140 - Fair treatment by local services ●           | NI 179 efficiency savings ●   |
| NI 14 Avoidable customer contact etc ●                | BP 3 Variance of overall budget ●   |
|   | BP 7 Maintain EMAS accreditation ●  |
| Excellence (Internal Processes)                       | People & Learning & Growth  |
| KPI's drawn from Business Plan                        | KPI's drawn from Business Plan eg   |
| BP 4 Direction of travel score ●                      | BP 1 Number of working days lost to the authority due to sickness absence ● |
| BP 6 Delivery of Intelligent Organisation programme ● | BP 2 Maintain our IIP accreditation across whole organisation ●             |
|   | BP 5 Increase % staff who feel valued as an employee etc ●                  |

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## Section 5 – Managing Our Risks

Good risk management will support us in fulfilling our strategic objectives. Risk management already forms a key part of our policy-making, governance, internal control, decision-making and budget-setting arrangements. These detailed arrangements are set out in our Risk Management Policy, Strategy and Toolkit which have been developed to reflect current industry standards and good practice. In line with this, risk management is applied across directorates/services and for significant business change with risk registers in place at the corporate and directorate level, as well as for many significant projects, which are monitored and reviewed on a regular basis. Through this formal process our key strategic and operational risks are identified and managed.

This risk-based approach will be implemented to support the Leeds Strategic Plan 2008 - 11 and the Council Business Plan 2008 -11. Through this process the key cross-cutting threats and opportunities relevant to the achievement of these plans will be identified and evaluated. These risks will form part of the Corporate Risk Register. Similarly all projects, as defined under the Council's Delivering Successful Change (DSC) Framework also identify risks both prior to the start of the project, as part of the options appraisal, and throughout the lifecycle of the project. The level and rigour that is applied will depend on how critical the risk is and its potential impact.

We recognise that increasingly our services and projects are being delivered through partnerships and good risk management across our partnerships is integral. We will apply, where appropriate, our robust risk management approach to our partnerships. It is our intention to ensure our corporate risk register includes any key partnership risks which have a council wide impact.

We recognise that one of our key risk relates to our financial plan and therefore an overarching financial risk assessment is included in this document in section 3.



## **Section 6 – Review and Revision**

Our priorities will inevitably change over time and the outcomes, improvement priorities and targets in the Council Business Plan 2008-11 will be regularly reviewed and updated to ensure this plan is still relevant and continues to address our needs. In doing this we will use performance data, both relating to the targets in this plan and supporting indicators, to monitor priorities and where necessary to set new targets. The views of elected members and Scrutiny Boards and feedback from our external auditors and the Audit Commission will also be taken into account before we make any changes to the contents of the Plan. Any updates or changes will be published alongside our performance information on our intranet and internet sites

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Appendix 1 Business Plan Indicators and Targets

|                                  | Indicator   | Baseline Info   |   | Targets         |                                 |                               |                               |               |
|----------------------------------|---|---|---|-----------------|---------------------------------|-------------------------------|-------------------------------|---------------|
|                                  |   | 2006/7<br>Year End  | 2007/08<br>Result   | 2008/09         | 2009/10                         | 2010/11                       |                               |               |
| <b>Value for Money/Resources</b> | NI 185  | CO2 emissions from Local Authority operations                         | New indicator - no historical information. Guidance states to use 2008 (Jan - Dec) as a baseline and set targets after this |                 | <b>Baseline to be set</b>       | <b>tbc</b>                    | <b>tbc</b>                    |               |
|                                  | EMAS  | Maintain our external EMAS accreditation                              | <b>Yes</b>  | <b>Yes</b>      | <b>Yes</b>                      | <b>Yes</b>                    | <b>Yes</b>                    |               |
|                                  | New   | Delivery of Financial Plan  | New indicator - no historical information   |                 | <b>95%</b>                      | <b>95%</b>                    | <b>95%</b>                    |               |
|                                  | CAA   | Use of Resources Score  | <b>3 (2006)</b>   | <b>3 (2007)</b> | <b>3 (2008 - old framework)</b> | <b>3 (2009 new framework)</b> | <b>4 (2010 new framework)</b> |               |
|                                  | New   | Variation to overall council budget                                   | New indicator - no historical information   |                 | <b>100%</b>                     | <b>100%</b>                   | <b>100%</b>                   |               |
|                                  | New   | Income Collection: income collected by authority in year through:     |   |                 |                                 |                               |                               |               |
|                                  |   | a) % Council Tax collected in year (BV 9)                             |   | <b>96.38%</b>   | <b>96.41%</b>                   | <b>96.65%</b>                 | <b>96.70%</b>                 | <b>96.75%</b> |
|                                  |   | b) % Non-domestic rates collected in year (BV 10)                     |   | <b>98.58%</b>   | <b>98.72%</b>                   | <b>96.60%</b>                 | <b>98.65%</b>                 | <b>98.70%</b> |
|                                  |   | c) % housing rents collected in year (BV 66a)                         |   | <b>96.69%</b>   | <b>96.53%</b>                   | <b>97.00%</b>                 | <b>97.50%</b>                 | <b>98.00%</b> |
|                                  |   | d) % Sundry Debtors income collected within 30 days of invoice issued |   | <b>97.00%</b>   |                                 | <b>97.00%</b>                 | <b>97.50%</b>                 | <b>97.75%</b> |
| NI 179                           | Value for money total net value of on-going cash releasing value for money gains that have impacted since the start of the 2008-9 financial year  |   | New indicator - no historical information   |                 | <b>£28,759 k (3%)</b>           | <b>£58,476 k (6.1%)</b>       | <b>£89,152 k (9.3%)</b>       |               |
| CP-P51                           | Assess and increase % of our total budget spent through corporate framework agreements and corporate contracts – <b>indicator to be amended to include departmental and one off contracts awaiting revised version due before 30<sup>th</sup> May</b> |   | <b>3.73%</b>  |                 | <b>3.86%</b>                    | <b>4.00%</b>                  | <b>4.17%</b>                  |               |

|                        |               | Indicator  | Baseline Info                             |                   | Targets                   |                |   |
|------------------------|---------------|--|---|-------------------|---------------------------|----------------|---|
|                        |               |  | 2006/7<br>Year End                        | 2007/08<br>Result | 2008/09                   | 2009/10        | 2010/11   |
| <b>Customers First</b> | NI 14         | Avoidable customer contact - the proportion of customer contact that is of low or no value to the customer                               | New indicator - no historical information |                   | <b>Baseline to be set</b> | tbc            | <b>National target is for 50% reduction by Mar 2011</b> |
|                        | Annual Survey | Overall Resident Satisfaction levels   | <b>55% (2005)</b>                         | <b>61% (2007)</b> | <b>No survey</b>          | <b>65%</b>     | <b>No survey</b>  |
|                        | NI 140        | % people who say that they have been treated with respect and consideration by local public services – gathered through new Place Survey | New indicator - no historical information |                   | <b>Baseline to be set</b> | n/a            | <b>tbc once baseline established</b>                    |
|                        | CP-AS54       | Increase the volume of total transactions delivered through customer self service  | <b>317,954</b>                            | <b>467,054</b>    | <b>513,759</b>            | <b>565,135</b> | <b>621,649</b>  |
|                        | LKI-CUS15a    | Increase % complaints responded to within 15 days  | <b>46%</b>                                | <b>69%</b>        | <b>76%</b>                | <b>86%</b>     | <b>95%</b>  |
|                        | LKI-CUS17a    | % letters from the public that are responded to within 10 working days   | Incomplete baseline data                  |                   | <b>75%</b>                | <b>85%</b>     | <b>95%</b>  |
|                        | LKI-CUS17b    | % emails from the public that are responded to within 10 working days  | Incomplete baseline data                  |                   | <b>75%</b>                | <b>85%</b>     | <b>95%</b>  |
|                        | CP-AS51       | % calls answered as a proportion of calls offered  | <b>85%</b>                                | <b>78%</b>        | <b>80%</b>                | <b>85%</b>     | <b>90%</b>  |
|                        | Annual Survey | % those making a complaint who are satisfied with the handling of their complaint  | <b>Q not asked in 2005</b>                | <b>62% (2007)</b> | <b>No survey</b>          | <b>65%</b>     | <b>No survey</b>  |
|                        |               | Accessibility of council buildings – <b>replacement indicator for BV156 still being discussed and agreed</b>                             | <b>BV 156 49.56%</b>                      | <b>Result tbc</b> | <b>tbc</b>                | <b>tbc</b>     | <b>tbc</b>  |
|                        | Annual Survey | % people who are satisfied that they think LCC allows residents a say in what it does  | <b>36% (2005)</b>                         | <b>43% (2007)</b> | <b>No survey</b>          | <b>50%</b>     | <b>No survey</b>  |
|                        | Annual Survey | % people who think the council keeps them well informed about services and benefits it supplies  | <b>48% (2005)</b>                         | <b>51% (2007)</b> | <b>No survey</b>          | <b>55%</b>     | <b>No survey</b>  |

|                               | Indicator  | Baseline Info  |                                 | Targets    |           |         |         |
|-------------------------------|--|--|---------------------------------|------------|-----------|---------|---------|
|                               |  | 2006/7<br>Year End   | 2007/08<br>Result               | 2008/09    | 2009/10   | 2010/11 |         |
| <b>Valuing our Colleagues</b> | BV 12  | Number of working days lost to the authority due to sickness absence (average per FTE)           | 12.00 days                      | 12.18 days | 11.5 days | 11 days | 10 days |
|                               | LKI PE2  | Voluntary leavers as a percentage of staff in post   | 9.61%                           | 8.90%      | 9%        | 9%      | 9%      |
|                               | CP-ES51  | Increase % staff who feel valued as an employee  | 61%<br>(from 2007 staff survey) |            | No survey | 63%     | 65%     |
|                               | CP – PE59  | % staff who have had an appraisal  | 70%<br>(from 2007 staff survey) |            | No survey | 72%     | 74%     |
|                               | CP-PE54  | Increase % staff who feel they are involved in contribution to the direction of the organisation | 70%<br>(from 2007 staff survey) |            | No survey | 74%     | 76%     |
|                               | CP-ES 54   | % of staff who feel that the council communicates well with them                                 | 59%<br>(from 2007 staff survey) |            | No survey | 64%     | 69%     |
|                               | BV 17a   | % local authority staff from BME communities – compared to local community                       | 7.0%                            | 7.7%       | 8.0%      | 8.5%    | 9.0%    |
|                               | BV 16a   | % local authority staff with disability – compared to local community                            | 3.2%                            | 3.2%       | 3.6%      | 3.7%    | 3.8%    |
|                               | BV11 a-c   | % of top earners who are:  |                                 |            |           |         |         |
|                               |  | a) women   | 36.47%                          | 36.83%     | 39%       | 40%     | 41%     |
|                               |  | b) From BME communities  | 5.75%                           | 5.96%      | 6.25%     | 6.5%    | 6.75%   |
|                               |  | c) Disabled (excluding maintained schools)   | 3.60%                           | 4.05%      | 4.2%      | 4.4%    | 4.6%    |
| IIP                           | Level of IIP accreditation across whole organisation | N/A  | N/A                             | Level 1    | Level 1   | Level 1 |         |

|  | Indicator  | Baseline Info   |   | Targets               |  |                                   |                                   |
|--|--|---|---|-----------------------|--|-----------------------------------|-----------------------------------|
|  |  | 2006/7<br>Year End  | 2007/08<br>Result                         | 2008/09               | 2009/10                                | 2010/11                           |                                   |
| <b>Business Improvement/Excellence</b> | BV2a<br>CP-<br>EO50                                      | Equality standard level   | <b>Level 3</b>                            | <b>Level 3</b>        | <b>Level 4</b>                         | <b>Level 4</b>                    | <b>Level 5</b>                    |
|  | New  | Implementation of Equality and Diversity Scheme   | New indicator - no historical information |                       | <b>Baseline to be set</b>              | <b>tbc</b>                        | <b>tbc</b>                        |
|  | CP-LE50  | Voter turn out in local elections   | <b>37.52%</b>                             | <b>35.76%</b>         | <b>Targets to be confirmed shortly</b> |                                   |                                   |
|  | New  | % of projects independently assured by the Project Assurance Unit where there are significant concerns with the effectiveness of overall project management | <b>2%<br/>(Q4 2007/8)</b>                 |                       | <b>0%</b>                              | <b>0%</b>                         | <b>0%</b>                         |
|  | CAA  | Direction of Travel Score   | Improving Adequately (2006)               | Improving Well (2007) | Improving Well (or better) (2008)      | Improving Well (or better) (2009) | Improving Well (or better) (2010) |
|  | New  | Delivery of IO programme through % project milestones achieved vs those planned   | New indicator - no historical information |                       | <b>Baseline to be set</b>              | <b>tbc</b>                        | <b>tbc</b>                        |
|  | New  | % of colleagues who have an understanding of the Council's approach to the management, use and sharing of its information and knowledge                     | New indicator - no historical information |                       | <b>No survey</b>                       | <b>Baseline to be set</b>         | <b>tbc</b>                        |
|  | New  | % of service areas audited where Information Governance Arrangements are assessed as being 'compliant' with corporate policy.                               | New indicator - no historical information |                       | <b>Baseline to be set</b>              | <b>tbc</b>                        | <b>tbc</b>                        |
|  | New  | Data Quality measured by:<br>a) number of key systems using a corporately agreed monitoring framework and defined metrics to measure data quality           | New indicator - no historical information |                       | <b>Baseline to be set</b>              | <b>tbc</b>                        | <b>tbc</b>                        |
|  |  | b) % strategic indicator set (LSP, CBP & NI) where we have "no concerns" on data quality  | New indicator - no historical information |                       | <b>Baseline to be set</b>              | <b>tbc</b>                        | <b>tbc</b>                        |
| New                                    | % key decisions which did not appear in the forward plan | <b>n/a</b>  | <b>33%</b>                                | <b>15%</b>            | <b>10%</b>                             | <b>5%</b>                         |                                   |

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