



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

Executive Board

Date: 11th June 2008

Subject: Council Business Plan 2008-11

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)

EXECUTIVE SUMMARY

1. The Council Business Plan 2008-11 is a high level internal plan which supports the organisation to deliver the Leeds Strategic Plan 2008-11. It sets out our internal business transformation, improvement and resource allocation priorities for the next three years. The report asks Members of the Executive Board to endorse the Council Business Plan 2008-11 which is attached at appendix 1 prior to its submission to members of Full Council for approval in July 2008.

1.0 Purpose Of This Report

- 1.1 This report explains the development, approach and broad content of the Council Business Plan 2008-11. It seeks Executive Board endorsement of the plan prior to its formal approval by Full Council.

2.0 Background Information

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

- **Leeds Strategic Plan 2008-11** - which sets out the customer/citizen (external) focused strategic outcomes being sought by the council and its partners for the city. This plan includes our requirements to produce a Local Area Agreement and is the main delivery mechanism for the Vision for Leeds 2004-2020.
- **Council Business Plan 2008-11** - which sets out what the council needs to do internally to enable the organisation to achieve the Leeds Strategic Plan. That is outlining the business development, organisational change, process transformation and financial planning activities that we will be undertaking over the next three years.

- 2.2 These plans both form part of the budget and policy framework within the Constitution and their formal approval is by Members of full Council.

3.0 Main Issues

- 3.1 The purpose of the Council Business Plan 2008-11 is to set out the business outcomes and improvement priorities for the next three years. Effectively, it is a roadmap to lead our internal transformation and improvement agenda for the next three years in order to ensure that the council is fit for purpose going forward. It includes our medium term financial plan which ensures that the resources are in place to deliver both our strategic and business priorities.

- 3.2 The development of the Council Business Plan has involved seeking views from a range of senior officers across the council - including the Corporate Leadership Team (CLT). From this initial consultation a set of outcomes and improvement priorities were developed which were then challenged against the strategic outcomes to ensure a good fit with the Leeds Strategic Plan. The draft business plan outcomes and improvement priorities were further amended as a result of these discussions and these were then subject to a wider consultation/challenge process including input from:

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

- 3.3 In December the Council was subject to a Corporate Assessment by the Audit Commission. The feedback from this external inspection identified a number of areas of weakness and the business plan outcomes and improvement priorities were further amended to pick up the relevant areas.

- 3.4 Robust performance management is key to the delivery of the plan and all business improvement priorities are assigned to an accountable officer on the Corporate Leadership Team to ensure progress is driven across the organisation. A robust set of performance indicators and rigorous targets have also been developed and incorporated into the plan in order for us to be able to measure our progress. These indicators are a mixture of existing best value and corporate plan indicators but also include relevant indicators from the new national indicator set as well as some newly developed indicators. For some of the new indicators it has not been possible to set targets due to a lack of baseline data and these targets will be added at a later date as part of the review process. However, in some areas we are still having discussions with service areas to ensure data quality and - these targets will be finalised prior to the Council Business Plan going to Full Council in July.
- 3.5 Section 3 of the Council Business Plan is our financial plan which outlines how we will resource our priorities as set out in the Leeds Strategic Plan as well as within the Business Plan itself. The basis of this section has already been approved by Executive Board (December 2007) and it will be subject to amendment and formal approval each year through the annual budget process.
- 3.6 Where possible the format, style and structure of the Council Business Plan mirror that of the Leeds Strategic Plan in order that the linkages between these important documents can be clearly understood. In particular, members will note that the Council Business Plan is built around a coherent set of outcomes and improvement priorities supported by indicators and targets which clearly mirrors the Leeds Strategic Plan.

4.0 Implications For Council Policy And Governance

- 4.1 The Council Business Plan 2008-11 forms part of the Council's Budget and Policy Framework as set out in the Constitution. The Business Plan outcomes, improvement priorities, performance indicators and targets have also been subject to Scrutiny during their development.

5.0 Legal And Resource Implications

- 5.1 The Council Business Plan 2008-2011 will require the formal approval of Members of Full Council at their meeting on July 2nd 2008. Whilst the text of the plan is predominately complete, minor amendments may need to be made to the detail prior to formal consideration by Full Council. Therefore, Members of the Executive Board are asked to authorise the Assistant Chief Executive (Planning, Policy and Improvement) to make further changes to the draft plan as may be necessary prior to formal consideration by Members of Full Council.

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.

7.0 Recommendations

7.1 Members of Executive Board are asked to:

- endorse the Council Business Plan 2008-11 (attached at Appendix 1);
- authorise the Assistant Chief Executive (Planning, Policy and Improvement) to update and complete the Council Business Plan with any outstanding information prior to its submission for approval to Full Council on 2nd July 2008; and
- recommend that Members of Full Council approve the Council Business Plan 2008-11 at their meeting on 2nd July 2008.