

Lead Officer: Head of Communications		Overall Progress Rating		Direction of Travel	↑
Code	Improvement Priority	Contributory Officer(s) (CO)			
VP-2c	Strengthen communication (skills and mechanisms) at all levels	Head of Communications and Corporate Consultation Manager			

Overall Assessment of Progress on the Improvement Priority
 Good progress has been made with all of our strategic issues although the initial findings of the communications in service audit shows there are significant gaps in communications skills and experience across the authority which means much more work needs to be done to develop the required infrastructure and resources which properly meets the needs of the organisation.

PI Ref	Definition	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	2008/09 Year end Result	Data Quality
BP-22	% staff feel council communicated well with them	59%	No survey	64%	No survey	No survey due - next staff survey in 2009/10	No concerns with data
BP-26	Investors in People accreditation	n/a	Level 1	Level 1	Level 1	Level 1 accreditation has been confirmed	No concerns with data

Improvement Priority Key Activities and Progress as at 31 st March 2009	Next Steps / Future Milestones for Q1 & 2 2009/10	Risks/Challenges	Timescale	Contributory Officer	Further information/ evidence
<p>Identify communications tools to support organisational priorities and key service plans, including the promotion of key strategic themes.</p> <p>Progress: consultation with staff on the communications sub board has identified a strong interest in developing a shared/joint calendar for planning purposes.</p>	<p>Work is underway to develop a suitable tool. IT are being consulted about whether existing software could be developed/adapted and we are considering what 'off the shelf' online systems are available.</p>	<p>There is a risk of continued or further isolated working if the shared tool isn't developed. There is also a risk that staff who should be using the tool do not.</p>	August 2009	Head of Communications	See Communications Service Plan for more information
<p>Develop a communications resource (and structure) that meets the needs of the council, enabling it to deliver its business plan, priorities and strategic objectives.</p> <p>Identify communications standards, resources and communications skills for officers and managers.</p> <p>Progress: the communications in service audit work has taken much longer than planned, but a large amount of the data has now been collated although some gaps in our knowledge remain.</p>	<p>Pulling the information together into a presentable form has begun but remains far from complete.</p> <p>Communications competencies for leadership and management standards have been rolled out but will require suitable monitoring.</p>	<p>There is a risk that we are unable to 'plug' gaps in our knowledge which may turn out to be significant.</p> <p>It remains a challenge for us to persuade colleagues about the importance of this work.</p> <p>A more significant risk is perhaps the fact the work and its outcomes could be ignored or not considered to be a priority by senior managers.</p>	June 2009	Head of Communications	See Communications Service Plan for more information
<p>Communications professionals across the organisation work effectively with relevant and appropriate guidance, protocols and support.</p> <p>Progress: guidance for staff on branding and identity issues has now been completed and has 'gone live'. A review of the media protocols for both the council and Education Leeds has been completed and agreed by senior managers and elected members.</p>	<p>To further promote the new branding and identity guidelines to appropriate staff, to ensure they understand them and use them appropriately.</p> <p>A series of workshops has been organised and already approximately 50 members of staff have signed up to attend.</p> <p>Discussions with colleagues from the Leeds Initiative have begun and need to be finalised around the issue of partnership branding.</p>	<p>There is a risk that staff ignore the guidelines and that agreement cannot be reached with regard to the way forward for partnership branding.</p>	Ongoing	Head of Communications	See Communications Service Plan for more information

Improvement Priority Key Activities and Progress as at 31 st March 2009	Next Steps / Future Milestones for Q1& 2 2009/10	Risks/Challenges	Timescale	Contributory Officer	Further information/ evidence
<p>Ensure the council's brand and identity is consistently developed, reflecting the 'one council' approach.</p> <p>Progress: new branding and identity guidelines have been issued following lengthy consultation and a series of workshops are about to get underway to explain them to staff.</p> <p>Work continues within the council and with partners to ensure consistent branding across the organisation and to tackle the issue of 'retiring' many sub brands.</p> <p>The most significant development is the agreement reached to withdraw the 'Contact Leeds' sub brand.</p>	<p>Continue the work that has begun to withdraw sub branding when it is deemed inappropriate. The agreement to end the 'Contact Leeds' brand will assist with this work.</p> <p>Deliver a series of workshops around brand and identity.</p> <p>Progress discussions concerning partnership branding and develop one set of guidelines and protocols.</p> <p>Continue work to remove out of date signage.</p>	<p>There is a risk that service teams who currently have their 'own brand' will not give us the buy in we require and not agree to proposed changes and brand 'removals'.</p> <p>The same risk applies to securing agreement on a future approach to partnership branding.</p> <p>There is a risk that any cost associated with removing out of date and inappropriate signage is not seen as a priority by relevant service teams or directorates.</p>	<p>Ongoing</p>	<p>Head of Communications</p>	<p>See Communications Service Plan for more information</p> <p>All information on brand and identity on intranet.</p>
<p>Provide strategic lead on development of the council's website, intranet, and other electronic communications channels.</p> <p>Progress: the two communications staff responsible for the inter and intranet have been temporarily relocated to Apex to enable them to work more closely with ICT.</p> <p>New guidelines around 'social media' and web 2.0 have been developed.</p> <p>Further web publishing training courses have been carried out to ensure all service areas have an appropriately trained member of staff.</p> <p>The home page on the leeds.gov.uk site has been refreshed.</p>	<p>Continue to work closely with IT regarding the future development of the website.</p> <p>Progress discussions with HR regarding the future ownership of the intranet.</p>	<p>The issue of 'who controls the website' remains a challenge to the delivery of a modern, flexible and adaptable internet presence.</p> <p>There remains confusion about the management of work streams which directly or indirectly effect the website and effectively who has final say over the direction and management of our web resource.</p> <p>A risk and challenge continues to be the inability of the infrastructure to deliver required and desired outcomes.</p>	<p>Ongoing</p>	<p>Head of Communications</p>	<p>See Communications Service Plan for more information</p>
<p>NB Further information on external communications with the public are found in the Action tracker for IO 3a/b on consultation and engagement</p>					

Lead Officer: Chief Officer Policy & Partnerships	Overall Progress Rating		Direction of Travel (delete as appropriate)	
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Code	Improvement Priority	Contributory Officer(s) (CO)
Vfm-4c	Embed a consistent approach to service planning which clearly links workforce and asset management planning, risk, financial and performance management	All Chief Officer Resources and Strategy


Overall Assessment of Progress on the Improvement Priority

The introduction of the council-wide service planning guidance, Challenge Events and a more rigorous and comprehensive quality assurance (QA) exercise with detailed written feedback for the 2008-09 plans means that there are now more robust processes in place for developing and tracking the quality of service planning across the authority than for the 2007-08 set of plans. This process also means that resources and capacity can be better concentrated in areas that need the most support to complete their plans and to embed a stronger culture of service planning. However, there are still some key service areas which need to significantly improve the quality of their service planning or where plans have not yet been finalised for this financial year, hence the amber rating for this priority. Steps are being undertaken to improve this situation and put firmer timetables in place for 2010-11, but this has not been delivered yet. The QA exercise for 2009-10 plans is to be completed by the end of June 2009, so the impact of the new process has yet to be assessed.

PI Ref	Definition	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	2008/09 Year end Result	Data Quality
BP-32	Direction of Travel Score	Improving Well	Improving Well (or better)	DoT Assessment no longer carried out under CAA		Improving Adequately	No concerns with data

Improvement Priority Key Activities and Progress as at 31 st March 2009	Next Steps / Future Milestones for Q1& 2 2009/10	Risks/Challenges	Timescale	Contributory Officer	Further information/ evidence
<p>Timely submission</p> <p>78% of service plans for 2009-10 were submitted by the corporate deadline of 1st April 2009, which aligns with the new financial year. This is a marginal improvement on the previous two years (72% of plans were published by 31st March 2007, excluding Social Services, and in 2008: 75% of all plans were published by deadline).</p> <p>Plans from Children's Services (excluding Education Leeds who have their own planning arrangements) are available in draft format, but will not be signed off until the end of June, due to the timescales for developing the Children and Young People's Plan 2009-14. However, an outline timetable for developing the 2010-11 plans has been agreed.</p> <p>Adult Social Care has for the first time this year submitted all their plans to the deadline and undertaken a number of activities to improve staff engagement in the planning process. The directorate has committed to completing team level plans by 30 June 2009.</p>	<ul style="list-style-type: none"> ▪ Children's Services plans to be submitted by 30 June 2009. ▪ Ensure Children's Services receive appropriate support for their revised process for developing service plans for 2010-11. ▪ Support offered in April on plan development to team managers in ASC through directorate transformation team and the corporate performance team. Provide support as appropriate. ▪ Follow up on the service plans awaiting final sign off in Resources, Corporate Governance and Environment and Neighbourhoods (draft versions are available). 	<ul style="list-style-type: none"> ▪ The Corporate Assessment in 2007 identified the council's service planning as an area of weakness and the July 2008 safeguarding inspection for Adult Social Care also identified planning as an area for improvement for that directorate, highlighting the significance of this priority for the authority. ▪ Failure to complete plans by the deadline means that services may not be making best use of their resources and that there may be lack of clarity about the overall direction and activity. 	As per next steps	Corporate Performance Team; Head of Performance	
<p>Service Plan QA Process</p> <p>QA process 2008 completed with detailed written feedback provided to all service plan owners. As this was the first year that plans have been completed in line with the single, council-wide approach to service planning, all 101 service plans were reviewed in this process. In the previous 2 years, the QA exercise focused on a sample of plans only.</p>	<ul style="list-style-type: none"> ▪ Complete shorter QA exercise by 30 June 2009. Ensure specific support to these plans. ▪ Run outcomes and success measures workshops. ▪ CORS to ensure mechanisms in place to check that resources appropriate in the plans. 	<ul style="list-style-type: none"> ▪ Risk if the QA is not undertaken is that we cannot be sure of the quality of our service planning process. ▪ Not all service plans will be reviewed, and so issues may not be flagged up at an early enough stage. However, directorate-based performance teams are responsible for quality assurance of the 	By 30 June 2009	Corporate Performance Team; Head of Performance	

<p>8 of the 101 plans were identified as areas of significant concern, as they failed to meet most of the minimum requirements. This was fed back to CLT and the CORS and these services were offered particular support to prepare their plans for 2009-10. These will be the focus of the QA exercise during summer 2009 to assess progress now that a baseline is in place. This will ensure that resources are focused on supporting the weakest plans.</p> <p>Some general areas for improvement were identified for all plans (see next steps). However, there were also improvements in some of the minimum requirements, particularly in the areas of incorporating a service level vision, reviewing past performance and including risk assessments in service plans.</p>	<ul style="list-style-type: none"> ▪ Provide support to improve how consultation and engagement activity feeds planning and improvement activity. 	<p>plans prior to their publication on the intranet and service plan sponsors who approve plans are all directors or Chief Officers, so this should not represent a significant risk.</p>			
<p>Spread best practice</p> <p>Challenge events held again in February and March 2009. 66 of the 101 people invited attended the events, which received positive feedback. The QA exercise 2008 demonstrated the value of the events in the previous year in driving improvements in the published plans.</p>	<ul style="list-style-type: none"> ▪ Using the outcomes from the above actions to inform, implement communications plan. ▪ Consider more focused Challenge Events for 2010. ▪ Undertake a Challenge Event with Children's Services on their plans on 30 April 2009. 	<ul style="list-style-type: none"> ▪ Failure to do this could lead to duplication of effort. 	<p>By 30 September 2009</p>	<p>Heads of Performance</p>	
<p>Streamlining support and reporting processes</p> <p>Cross referencing (LSP/CBP) guidance provided in 2009/10 service plan packs.</p> <p>To inform Action Tracker content, lead Chief Officers and directorate performance teams are advised by PPI staff to utilise service plan information.</p> <p>Workshop and discussions held with the Performance Board and Performance Working Group.</p> <p>The QA 2008 identified that very few plans were relating their work to the Council Business Plan. The individual written feedback to each service on their plan highlighted this issue.</p> <p>Area management and service teams currently discussing how they can better align the development of service delivery and area delivery plans.</p>	<ul style="list-style-type: none"> ▪ To determine effectiveness of work to date, cross reference the service based information provided in Q4 Action Trackers to service plan actions. ▪ Facilitate alignment of the Council Business Plan and Leeds Strategic Plan through improving communications about the former, mainly targeting outward facing services. ▪ Work with directorates to review the guidance and template. Updated guidance produced for 2010-11 service plans. ▪ Facilitate discussion between Area Management and selected service areas to enable better alignment in 2010-11, and, for where required interim arrangements in 2009-10. ▪ Strengthen equality, diversity and community cohesion dimension in the plans. ▪ Work with CORS to ensure aligned support for plan development for 2009-10. ▪ Respond to relative QA findings. 	<ul style="list-style-type: none"> ▪ If this is not completed, it means that officer time is not used in the most efficient way. ▪ There is also a risk that equality, diversity and community cohesion are seen as an add on rather than integral to a service's plans and activity. ▪ The key risk is failure to deliver on the Council Business Plan, because the document is seen as something for central and corporate services only. 	<p>By 31 Aug 2009</p>	<p>CORS and Heads of Performance</p>	

Lead Officer: Chief Officer Policy & Partnerships		Overall Progress Rating		Direction of Travel (delete as appropriate)	
Code	Improvement Priority	Contributory Officer(s) (CO)			
IO-3a	Increase involvement, engagement and participation of all communities especially hard to reach groups	CORS and communications leads in Directorates Chief Asset Management Officer			
IO-3b	Build trust with local communities to encourage greater engagement	Head of Policy Performance and Improvement (HPPI) Corporate Consultation Manager (CCM) Chief Officer Business Transformation Head of Equality (HE) Head of Communications (HC)			

Overall Assessment of Progress on the Improvement Priority

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

PI Ref	Definition	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	2008/09 Year end Result	Data Quality
BP-29	Voter turn out	35.76%	N/A Baseline Year	No local elections	37%	35.76% (Baseline)	No concerns with data
BP-15	% people who are satisfied that they think the council allows residents a say in what it does	43%	No survey	50%	No survey	No survey due in 2008-09	No concerns with data
BP-16	% people who think the council keeps them well informed about services and benefits it supplies	51%	No survey	55%	No survey	No survey due in 2008-09	No concerns with data

Improvement Priority Key Activities and Progress as at 31 st March 2009	Next Steps / Future Milestones for Q1& 2 2009/10	Risks/Challenges	Timescale	Contributory Officer	Further information/evidence
Implement one council approach to consultation, involvement and engagement Auditing of staff responsible for consultation with view to creating formal network of professional consultation/engagement officers Review of governance around consultation/engagement. Guidance revised on consultation/engagement and Talking Point within DSC Guidance and training (March 2009)	Receive finished audit of resources and skills and recommend models for future support structure for consultation/engagement delivery Ongoing training and promotion of Talking Point within council	Resource implications – skills shortage, funding to fill gaps in support to services Potential Failure to strengthen governance Lack of take-up of Talking Point engagement activity database, and lack of consistent feedback mechanisms Failure of all directorates to support the use of Talking Point to plan and coordinate activity	Summer 2009 Ongoing	CCM	Part of wider Audit that includes Communications, led by CORS officers See Communications Service Plan for more information
Develop collaborative work with partners on consultation and engagement As of April 2009, JSNA involvement group acting to jointly agree principles of engagement and provide joint training opportunities. Residents survey developing to potentially include partners	Consolidate JSNA and Resident Survey activity	Identifying appropriate areas of collaboration Potential failure of partnerships Potential funding restrictions	Summer 2009	CCM	
Better understand the effectiveness of consultation/engagement and communications from resident perspective Project being designed to undertake external evaluation of effectiveness and impact	Deliver project designed to undertake external evaluation of effectiveness and impact Explore 'hard copy' version of Talking Point – e.g. highlight reports in About Leeds	Potential lack of funding Potential failure to include all equality groups Potential failure to communicate learning gained internally/with partners	Summer 2009	CCM	

Improvement Priority Key Activities and Progress as at 31 st March 2009	Next Steps / Future Milestones for Q1& 2 2009/10	Risks/Challenges	Timescale	Contributory Officer	Further information/ evidence
<p>Place survey and Residents survey It is important for us to understand how citizens and partners feel about how well the area is performing against our strategic and business plan outcomes.</p> <p>The Place Survey is the govt prescribed survey conducted bi-annually as part of the CAA process and the first survey was successfully delivered by Jan 2009. Reporting delayed due to Audit Commission failure to finalise National Indicators gathered from this survey. Interim NI results were reported to CLT and LMT in March 09.</p> <p>The Residents Survey takes place between Place Survey years, and is locally designed. It is intended that the 2009 survey is delivered with partner contribution to help increase efficiency and reduce number of separate city-wide surveys. Survey due to take place in July 09.</p>	<p>To finalise Place Survey reporting to CLT and Members. This to include analysis of findings and consideration of reasons behind any significant changes in perceptions. This analysis is currently hampered by the fact that CLG have not published results for all LAs, thereby making comparison with other areas impossible.</p> <p>To ensure results are fed into service planning and LAA refresh discussions.</p> <p>Further planning for the 2009 Residents Survey.</p>	<p>It is difficult for us to influence perceptions and one off events can have a disproportionate effect on perceptions.</p> <p>Potential failure of partnership to collaborate or resource Residents Survey</p>	<p>May 2009</p> <p>Ongoing</p> <p>May 2009</p>	<p>HPPI</p> <p>HPPI</p> <p>HPPI</p>	
<p>Better presentation of service information, and engagement opportunities to residents.</p> <p>'Get involved' webpage has promoted public feedback as of March 2009. This collates previously dispersed links to Talking Point, complaints and compliments, to Scrutiny and Area Committee schedules, to Planning Applications, Breeze youth website and existing web pages about local councillors. In addition the page has links to local volunteering opportunities</p> <p>Produce and develop an effective council newspaper – About Leeds has recently had a design overhaul which includes the introduction of a new typeface. It was been named the CiB northern region 'newspaper of the year' for the second year in a row.</p> <p>Created A to Z of services, passed to residents via Council Tax bill packs, successfully delivered in March 2009, first time since 2005. This also promoted 'Get Involved' (see above)</p>	<p>Work with proposed new consultation network within council to establish good practice and minimum standards, including feedback provision</p> <p>Expand 'Get Involved' to include partner information</p> <p>Publication in About Leeds of key performance information on local public services. This 4 page supplement will go to all households in Leeds.</p> <p>Publication with Council Tax demands of a leaflet explaining; how Council Tax is calculated; what money is spent on; how to claim benefit, how to claim discounts etc</p> <p>To review future options for the newspaper and to consider ways to off-set the rising cost of printing and distribution.</p> <p>A questionnaire will be included in the next edition (June 2009) to seek views from readers about the publication. This will be combined with a wider piece of consultation work planned for later this year.</p>	<p>Potential lack of resources Potential failure to recognise importance of feedback Potential varying quality of feedback Potential failure to evaluate impact of feedback on public perception Potential failure of partnership to collaborate for 'Get Involved' Increasing costs of printing and distribution of About Leeds. Lack of evidence (even anecdotal) about the readership of the paper and perceptions of it among readers. The opposition party remains a big critic of the newspaper and often calls for it to be scrapped. There is a risk administration members may be persuaded to join calls for the paper to be withdrawn.</p> <p>Potential failure to evaluate impact of new A to Z and 'Get Involved'</p>	<p>Ongoing</p> <p>Ongoing</p> <p>June 09</p> <p>March 2010</p> <p>August 09</p>	<p>HC/CCM</p>	
<p>Clear demonstration of impact of feedback on services See action under IO-2c</p>					

Improvement Priority Key Activities and Progress as at 31 st March 2009	Next Steps / Future Milestones for Q1& 2 2009/10	Risks/Challenges	Timescale	Contributory Officer	Further information/ evidence
<p>Use press and media management to communicate key messages to service users.</p> <p>In the last six months this has included topics such as the increase in care charges for adult social care; the budget setting process (including the efficiency savings achieved and the capital programme); the launch of the council's new 'general enquiries' number; the East Leeds Link Road; the launch of the Leeds: Housing City campaign and the Leeds Arena project. The media was also used to support and encourage debate around the consultation process on proposals for the future of sport and leisure centres.</p>	<p>To develop closer working relationships with journalists and ensure they are properly briefed about key issues, especially sensitive ones, to influence how they are reported.</p> <p>Make better use of the broadcast media and ensure we respond to changing nature of the media.</p> <p>Consider the use of 'social media' to ensure messages filter through to hard to reach groups or audiences who don't consume 'traditional' media such as local newspapers.</p> <p>Need to evaluate impact of our communications and any contribution they make towards Improvement Priorities.</p>	<p>A lack of interest from the media about the subject matter and therefore the issue doesn't achieve as much coverage as was hoped.</p> <p>Not having complete editorial control over an issue and a media organisation choosing to report the issue in a different way to how we intended it to be handled.</p> <p>Lack of 'blanket coverage' of all audiences via the media; so potentially messages might not reach their intended recipients.</p> <p>A changing media scene; shrinking number of outlets, consolidation, falling audiences/circulation etc which may affect the likely 'coverage' of a particular issue/message.</p>	<p>Ongoing</p>	<p>HC</p>	<p>See Communications Service Plan for more information</p>
<p>All equality areas are able to actively participate in involvement and consultation.</p> <p>Extensive work has taken place to progress the Equality Assembly through on-going involvement and discussion via focus groups, questionnaires and drop in sessions with community members and representatives</p>	<p>Continue work to ensure increased representation particularly for the gender and LGB hubs.</p> <p>Appoint representatives for each hub area</p> <p>Understand capacity of hub members and representatives and establish series of hub meetings</p> <p>Hold joint council and representative meeting</p> <p>Identify and assess resource implications for hosting and servicing of the Equality Assembly and make recommendations to address shortfall</p>	<p>Need to ensure that each hub is fully representative of all communities</p> <p>There is the potential for conflict both within the hubs and also within the Representatives Network</p> <p>Capacity of hub members and representatives needs to be understood</p> <p>It is recognised that there are numerous organisations/ networks already in existence within Leeds and the Equality Assembly needs to develop its role and place as a key involvement vehicle for the City</p> <p>Lack of resources and funding</p>	<p>Ongoing</p> <p>From June onwards</p> <p>July 09</p> <p>Ongoing</p> <p>Sept 09</p> <p>June onwards</p>	<p>HE</p>	

Lead Officer: Chief Officer Policy & Partnerships		Overall Progress Rating		Direction of Travel (delete as appropriate)	↑
Code	Improvement Priority	Contributory Officer(s) (CO)			
VP-4b	Ensure fair access to all our services	Head of Equality Chief Officer HR CORS Corporate Consultation Manager Head of Policy Performance and Improvement Team Chief Procurement Officer Chief Democratic Services Officer Chief Officer Customer Services			
VP-4c	Embed equality and diversity throughout the organisation				

Overall Assessment of Progress on the Improvement Priority

There has been considerable progress made to embed equality and diversity and to ensure fair access to all our services. An indication of this is the NI140 result of 70%, the achievement of Level 4 of the Equality Standard, and the increased numbers of impact assessments which are being published on the internet. There is ongoing work with partners and the establishment of the Leeds Equality Network, although very much in its formative stage could have an impact on furthering the agenda in the city.

PI Ref	Definition	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	2008/09 Year end Result	Data Quality
NI 140	% people who say they have been treated with respect and consideration by local public services	New indicator none available	N/A Baseline Year	No survey	TBC	69.6% (Baseline)	No concerns with data
BP-28	Implementation Equality and Diversity Scheme	N/A	N/A Baseline Year	TBC	TBC	5% (Baseline)	No concerns with data
BP-27	Equality Standard level	Level 3	Level 4	Equality Standard to be replaced by Equality Framework from April 2009		Level 4	No concerns with data
BP-14	% services which are accessible as assessed by: a) Self Assessment b) Independent audit	N/A	N/A Baseline Year	TBC	TBC	ASC: Partly Accessible E&N: Partly Accessible CD: Partly Accessible Ed Leeds: Mainly Accessible Children's Social Care: Mainly Accessible Early Years and Youth Services: Partly Accessible Resources: Mainly Accessible	No concerns with data

Improvement Priority Key Activities and Progress as at 31 st March 2009	Next Steps / Future Milestones for Q1& 2 2009/10	Risks/Challenges	Timescale	Contributory Officer	Further information/ evidence
<p>Directorates, partner organisations and stakeholders will have a consistent approach to the equality and diversity agenda</p> <p>Level 4 Equality Standard achieved March 09</p> <p>Cross council working group established to consider the Equality Framework</p> <p>Leeds Equality Network established</p> <p>Equality Assurance questions piloted in procurement</p>	<p>Continue work with directorates and services to provide support to ensure effective transfer to the Equality Framework</p> <p>Continue work to promote, influence and support the implementation of the council's approach to equality monitoring and Equality, Diversity and Cohesion impact assessments.</p> <p>Agree focus for the Leeds Equality Network, and produce work programme</p> <p>Evaluate approach to embedding equality in procurement</p>	<p>Failure to secure buy-in to the Equality, Diversity, Cohesion and Integration agenda.</p> <p>The potential consequences are:</p> <ul style="list-style-type: none"> - Not meeting our legal duties - Failure to achieve outcomes within the Equality and Diversity Scheme and Cohesion and Integration Priorities Delivery Plan - Lack of satisfaction from key stakeholders 	<p>Ongoing</p> <p>April 09 and ongoing July 09</p>	<p>HE</p> <p>CORS</p> <p>COHR</p> <p>CCM</p> <p>CPO</p>	<p>The final Equality Framework was published in March 09, and work has to take place to ensure that the approach to this supports the councils approach and adds value to the equality agenda.</p>

Improvement Priority Key Activities and Progress as at 31 st March 2009	Next Steps / Future Milestones for Q1& 2 2009/10	Risks/Challenges	Timescale	Contributory Officer	Further information/ evidence
<p>Develop a clear measure of equality and diversity performance. Closer working has taken place with performance management contacts in directorates and corporately Working group established to consider transfer to the Equality Framework from the Equality Standard Working group established to develop BP14</p>	<p>Develop combined, user friendly measure for the Equality Scheme and the Equality Framework.</p> <p>Production of an Equality and Diversity Annual Report 08/09 outlining key progress and achievements</p> <p>Establish method of assessing current position against the Equality Framework. Agree targets for achieving excellence rating for the Framework and set baseline for BP14 & BP28</p>	<p>No evidence of achievement of outcomes, or of progress against the Equality Scheme or Equality Framework</p> <p>Non compliance with legal duties.</p> <p>Change and impact as a result of PPI restructure needs to be assessed as the new staffing structure develops</p>	<p>July 09</p> <p>Aug 09</p> <p>Sept 09</p>	<p>HE CORS HPPIM COCS</p>	
<p>There is a consistent approach to celebrating and promoting equality events at a local, citywide, national and international level.</p>	<p>Establish understanding of current position around the celebration of equality events which currently take place, eg, International Women's Day, Holocaust Memorial Day. Provide a gap analysis, and recommendations for consistent approach for the future</p>	<p>Ensuring that all communities feel valued and represented</p>		<p>HE</p>	
<p>Effective leadership for Equality, Diversity and Cohesion Elected Members and Lead Officers are well informed to be able to progress all areas relating to Equality, Diversity, Cohesion and Integration in respect of service delivery and employment responsibilities.</p> <p>A working group has established the requirements for equality learning and development. The procurement process is on track with a view to delivery of the new training plan by Oct 09. The specification for the equality and diversity learning and development model has been drawn up and agreed.</p> <p>The Fairplay Partnership have conducted 2 workshops with Elected Members to undertake an initial analysis of understanding and knowledge of equality and diversity. Action Plan agreed between Equality Team and Member Development Officer. Progress reported to Scrutiny Board (Central and Corporate Functions)</p> <p>Report presented to Scrutiny Board (Central and Corporate Functions) 6th April 09, outlining work undertaken with regard to improving embedding equality in the decision making process. Proposed methodology approved</p>	<p>The procurement process is about to go out to tender for equality learning and development.</p> <p>Implement the action plan arising from the work with the Fair Play Partnership on a training and development programme for Elected Members.</p> <p>Further development of the newly established Equality and Diversity Board to take place, including establishing clear working protocols between the Equality and Diversity Board, the Equality in Employment Board, the Strategic Planning and Policy Board and the Resources and Performance Board</p> <p>Development is to take place of 6 monthly equality workshops to engage the wider equality network within the council. These workshops will use a thematic approach</p> <p>Implement the recommendations arising from the scrutiny report and develop new approach to embedding impact assessments into the decision making process</p>	<p>Council officers and elected members may not be equipped with the necessary tools to undertake their roles in delivering fair access to services and employment and representing citizens across the city</p> <p>Not meeting our legal duties</p> <p>Lack of effective transfer from the Equality Standard to the Equality Framework</p> <p>Failure to achieve outcomes within the Equality and Diversity Scheme and Cohesion and Integration Priorities Delivery Plan</p> <p>Lack of satisfaction from key stakeholders</p>	<p>Oct 09</p> <p>May 09 onwards</p>	<p>HE COHR CDSO CORS</p>	
<p>Ensure we have effective and vibrant equality staff groups who feed into the decision making process A review of the equality staff groups has taken place which included a range of activity such as face to face interviews and questionnaires to staff, equality staff group members, HR and senior managers via COLF.</p>	<p>Progress the recommendations arising from the staff groups' review. The Equality and Diversity Board will oversee overall progress against the recommendations. Any HR actions from the staff group review to be supported via the Equality in employment Board.</p> <p>Establish and implement action plan</p>	<p>Need to ensure consistent approach across the council, which will include, ownership and resources</p> <p>Need to move towards self sustaining staff groups.</p>	<p>May 09</p> <p>June 09 onwards</p>	<p>HE COHR</p>	
<p>NB Further information on equality and diversity employment issues are found in the Action tracker for VP-4a "Ensure colleagues reflect the diversity of our communities"</p>					

Lead Officer: Chief Customer Services Officer		Overall Progress Rating	Direction of Travel (delete as appropriate)	↑
Code	Improvement Priority		Contributory Officer(s) (CO)	
IO-2a	Improve our understanding of our customers		Chief Officers Resources & Strategy	
IO-2b	Increase choice so customers can access services in more convenient ways		Head of Information, Knowledge Management	
IO-2c	Improve our services based on customer feedback		Chief ICT Officer	
IO-2d	Manage customer expectation and deliver on our promises		Chief Officer Business Transformation	
IO-2e	Develop joined up and person centred services designed around the needs of our customers		Customer Strategy Board members	
IO-2f	Enhance the links between front and back office services to deliver excellent end-to-end services			

Overall Assessment of Progress on the Improvement Priority

The high level PI results are overwhelmingly positive, and indicate significant progress both in core performance and in developing a more consistent or 'One Council' approach to the six priority themes 2a – 2f for putting customers first. Commentary on high level progress, next steps and significant risks/challenges is provided below.

The council has achieved continued improvements in all indicators reporting a result in 2009/10, with four out of five meeting or exceeding their year-end target. The council now has a high-level baseline for levels of recorded avoidable contact, from which we will develop council-wide action plans.

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

In addition, the council has improved its performance in responding to letter and email correspondence within stated times, to 85% and 93% respectively. The council has also improved its overall call answer rate on publicly advertised telephone lines, and performance will further improve when under performing lines are transferred to the corporate contact centre during 2009/10.

PI Ref	Definition	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	2008/09 Year end Result	Data Quality
NI 14	Reducing Avoidable contact (ie customer contact which is of low or no value to the customer)	N/A	N/A Baseline Year	tbc	tbc	23% (Baseline)	No concerns with data
BP-07	Overall Resident Satisfaction	61%	No Survey	65%	No Survey	No survey due - next Residents Survey in Q2 2009/10	No concerns with data
BP-08	Volume transactions through customer self service	467,054	513,000	565,000	621,500	1,058,555	No concerns with data
BP-09	% of complaints to the council that receive a substantive response within 15 working days (or shorter service standard period)	69%	76%	86%	95%	72%	No concerns with data
BP-10	% of letters from the public that receive a substantive response within 10 working days	N/A	75%	85%	95%	85%	No concerns with data
BP-11	% of customer emails sent to publicly advertised email addresses that receive a substantive response within 10 working days	N/A	75%	85%	95%	93%	No concerns with data
BP-12	% of telephone calls answered as a proportion of calls offered	78%	80%	85%	90%	87%	No concerns with data
BP-13	% of those making a complaint who are satisfied with the handling of their complaint	62%	No Survey	85%	No Survey	No survey due - next Residents Survey in Q2 2009/10	No concerns with data

Improvement Priority Key Activities and Progress as at 31 st March 2009	Next Steps / Future Milestones for Q1& 2 2009/10	Risks/Challenges	Timescale	Contributory Officer	Further Information/evidence
<p>Improve our understanding of our customers</p> <p>Key activities:</p> <ol style="list-style-type: none"> 1 Establish a common 'one council' understanding of this priority, and identify potential benefits that can be realised from improved customer insight. 2 Agree success measures, and how customer insight information should be used. 3 Challenge services as to their understanding of their customers, their improvement priorities and how they contribute to the overall approach. <p>Progress Customer insight is a key area of the Business Transformation programme, and a project is being specified to pilot an approach to using customer insight to drive service improvements. In addition, progress on the Universal Customer Master Index (UCMI) will make it possible to get a more joined-up view of our customers, and reduce duplication and multiple records of the same customer.</p> <p>A 'One Council approach to customer relations' (OC2CR) cross-council working group has been established by Customer Strategy Board (CSB) and is in the process of agreeing recommendations to take forward these key activities.</p>	<ol style="list-style-type: none"> a. Complete customer insight pilot and produce recommendations for broader use of customer insight across the council. b. CSB to consider recommendations of OC2CR working group and implement agreed recommendations in directorates. c. Success measures around customer experience to be agreed by CSB and any changes recommended to the Council Business Plan. d. A Strategy for the on-going development of the UCMI will be written. This will include the rationale for bringing additional systems into the UCMI to enhance the data set to help deliver better customer insight. A data profiling exercise of key systems will be carried out in Q1 to inform the strategy e. We will enable additional systems to be linked to the UCMI. Work is progressing to develop the technical procedures to enable the synchronisation of record merges. 	<p>The size and diversity of the council, and the range of customers, means a 'one size fits all' approach is not appropriate. While the broad recommendations might be accepted, there will be a challenge in translating these down to individual services and localities.</p> <p>In relation to the above, it is unlikely that performance indicators can be agreed that are SMART <u>and</u> applicable to all services. There will need to be an acceptance that services will have to develop specific customer-focused measures.</p> <p>The UCMI is a significant investment in technology, and service areas will need to identify resources to make the maximise the value of this investment for benefits to be realised.</p>	<p>Sep 2009</p> <p>Aug 2009</p> <p>Sep 2009</p> <p>July 2009</p> <p>July 2009</p>	<p>CO Business Transformation</p> <p>CO Revenues & Benefits</p> <p>CO Revenues & Benefits</p> <p>CO Business Transformation</p> <p>CO Business Transformation</p>	
<p>Increase choice so customers can access services in more convenient ways</p> <p>Key activities:</p> <ol style="list-style-type: none"> 4 Develop and agree a strategy to encourage customers to move to more convenient and cheaper channels where appropriate. 5 Electronic Service Delivery (ESD) programme to provide options for customer self-service. 6 Develop an excellent website. <p>Progress The council has significantly increased its volume of citizen self-service interactions in the past year, a rise of more than 50% on 2007-08.</p> <p>A high-level feature of the past 12 months is the extension of the capacity for citizens to pay on line 24-7 to 11 services overall. The payment service is now taking more than £840k per month, and continues to rise. This represents an increase of 45% in the value taken over the past 12 months.</p> <p>The council website www.leeds.gov.uk has shown further improvement in the SOCITM 'Better Connected' annual review of local authority websites and has been cited as an example of good practice in several areas. It was particularly praised for its design</p>	<ol style="list-style-type: none"> f. The OC2CR working group will report recommendations on customer choice and access. g. CSB has commissioned a 'One Council' approach to web development, which is intended to amalgamate and streamline the number of council websites already in use. h. The first project, in Pest Control, has simplified the service booking and reduced double-keying into different systems. Wider benefits will be evaluated at a workshop in May 2009 and reported to Customer Strategy Board and other decision-making boards. i. Over the next year, this approach will be extended to customer self-service for Choice Based Letting Pest Control, and in Blue Badge permits, Bulky Waste booking. 	<p>Service areas should note the challenge in converting high level recommendations and reports into practical actions which will promote choice and increase satisfaction, while realising efficiencies.</p> <p>Some resistance may be faced from branded web sub-sites.</p> <p>We will need to review/align ESD Programme and other programme, project governance and outcomes to ensure the business cases are compelling for end-to-end service review and redesign to realise the full benefits.</p> <p>The experience to date suggests that a commitment is essential to thorough end to end process review and commitment to culture change to put the customer first. Technical developments will need to be complemented by developments for people and processes/responsibilities in all areas of the service. See activities 10-11 and 16.</p>	<p>July 2009</p> <p>June 2009</p> <p>July 2010</p> <p>Ongoing and in phases, next phase before November 2009</p>	<p>CO Revenues & Benefits</p> <p>Web Content Manager</p> <p>ESD Programme</p> <p>ESD Programme, Archouse Plus Programme, others</p>	

Improvement Priority Key Activities and Progress as at 31 st March 2009	Next Steps / Future Milestones for Q1& 2 2009/10	Risks/Challenges	Timescale	Contributory Officer	Further Information/evidence
<p>of online transactions.</p> <p>The ESD programme is developing the technology to enable customers to transact and check the progress of their enquiry online, via telephone and in person.</p>					
<p>Improve our services based on customer feedback</p> <p>Key activities:</p> <p>7 Undertake an internal audit of communications and community engagement across the authority, led by the Corporate Consultation Manager.</p> <p>8 Establish a comprehensive baseline position and identify future priorities.</p> <p>9 Ensure Talking Point is used more widely and effectively.</p> <p>Progress</p> <p>A network of consultation and engagement specialists across the Council has been established, and is being co-ordinated by the Corporate Consultation manager.</p> <p>A project has been proposed to evaluate the effectiveness of current consultation and engagement activities, and this will provide a baseline, and help identify future priorities.</p> <p>Talking Point is being promoted across the Council and usage is beginning to increase, however, there remains significant consultation that has not been included.</p>	<p>j. Receive finished audit of resources and skills.</p> <p>k. Recommend models for future support structure for consultation/engagement delivery.</p> <p>l. Undertake project to evaluate effectiveness of current consultation and engagement – report to CSB.</p> <p>m. Ongoing training and promotion of Talking Point within council.</p>	<p>There is a challenge to show how customer feedback fits and informs the wider continuum of reputation, engagement, consultation and satisfaction.</p> <p>Implementation of the audit recommendations will need to align with objectives for customer insight and customer satisfaction.</p>	<p>Sept 2009</p> <p>Sept 2009</p> <p>May – Sept 2009</p> <p>On-going</p>	<p>Corporate Consultation Manager</p> <p>“</p> <p>“</p> <p>“</p>	
<p>Manage customer expectation and deliver on our promises</p> <p>Key activities:</p> <p>10 Further transitioning of services into the corporate contact centre.</p> <p>11 Reducing avoidable contact (measured by NI14). – see also activity 16 below.</p> <p>12 Develop and communicate local service standards.</p> <p>Progress</p> <p>The Emergency Out of Hours review is on course to deliver a corporate Out of Hours telephone service by December 2009.</p> <p>Customer Services, ALMOs and Environmental Services have already identified areas for improvement in some types of avoidable contact (see action 16 below).</p>	<p>n. CSB approved a report in March 2009 recommending telephone services not yet provided at West Gate to fully utilising the technology and expertise provided by the corporate Contact Centre. This transitioning work is being progressed throughout 2009. See also activity 14 below.</p> <p>o. The council now has a set of preliminary baseline figures for the volume and proportion of contact that is avoidable or of little value to the citizen. A half-day reducing avoidable workshop will be held on 4 June, following which services will develop action plans to manage better customer expectation and reduce associated levels of contact.</p> <p>p. There is an emerging shared programme of improvements between Customer Services and Environmental Services and ALMOs to reduce by 50% over the next</p>	<p>There is a challenge to resolve potential resistance from some services to migrate telephone contact to the Contact Centre, with fears of loss of control and ownership, and deteriorating quality.</p> <p>The preliminary figure 23% for NI 14 is slightly lower than expected. Further work will be undertaken to ensure that the focus is on measurable service improvement.</p> <p>There is a challenge to provide a compelling case for changing current service delivery and ‘back office’ processes where they are causing avoidable contact. Initial focus will be on high volume services with high levels of progress chasing.</p> <p>Some services have been reluctant in the past to set service standards for fear of not being able to achieve them 100% of the time.</p>	<p>June 2009</p> <p>June 2009 onwards</p> <p>Ongoing</p>	<p>CO Customer Services</p> <p>CO Customer Services, Head of Performance team</p> <p>CO Customer Services, CO Environmental Services, ALMO Chief Executives</p>	

Improvement Priority Key Activities and Progress as at 31 st March 2009	Next Steps / Future Milestones for Q1& 2 2009/10	Risks/Challenges	Timescale	Contributory Officer	Further Information/evidence
	<p>three years the level of customer progress chasing.</p> <p>q. The OC2CR working group will make recommendations on developing local service standards.</p>		July 2009	CO Revenues & Benefits	
<p>Develop joined up and person centred services designed around the needs of our customers</p> <p>Key activities:</p> <p>13 Business process re-engineering of key services.</p> <p>14 Launch of memorable (Golden) number.</p> <p>15 Linking customer insight and UCMI, sharing data leading to better understanding of customers, and so better service provision.</p> <p>Progress</p> <p>Business Process Re-engineering (BPR) continues to take place, aligned to the programmes set out for Environmental Health, Adult and Children's Social Care, Blue Badge, Housing Solutions, Council Tax and Benefits.</p> <p>The launch of the memorable (golden) number was a success in March. It is intended to make telephone contact to the council more straightforward for customers. Call volumes initially increased by more than half. The increase has continued and is running at 57% more calls to the memorable number than to the switchboard before the launch. Overall call volumes have not increased, but the element of double handling that comes with the memorable number has given that impression.</p> <p>CSB approved in March 2009 a corporate offering to contact centre and associate technology and expertise to be established across the council to fully exploit capacity and improve customer service.</p> <p>Progress on UCMI was covered in activity 1 above.</p>	<p>r. Work continues on Business Process Re-engineering of key services in a range of services across the council.</p> <p>s. The next steps for the memorable number are to further understand service demand and enhance the offering during 2009/10.</p> <p>t. See next steps d and e above for next steps on UCMI.</p>	<p>There is a need to align this BPR work more closely with the council's business and strategic priorities and outcomes.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Various projects, programmes.</p> <p>CO Customer Services</p>	
<p>Enhance the links between front and back office services to deliver excellent end-to-end services</p> <p>Key activities:</p> <p>16 Reducing avoidable contact (measured by NI14). There is potential to identify and realise significant improvements.</p> <p>Progress</p> <p>ENE Homes transferred their telephone team to the corporate contact centre in April 2009. This will create significant end to end performance and efficiency improvements.</p>	<p>u. A Reducing Avoidable Contact workshop will be held on 4 June, to share action plans for improving end-to-end services. Action plans will be co-ordinated and business case ideas, lessons shared.</p>	<p>As stated above, the corporate baseline figure 23.8% is lower than expected. Further work will be undertaken to ensure that the focus is on measurable service improvement. There is a risk that as the council gets better at identifying avoidable contact, it will discover more of it, and so our high level figure will rise, even though services are improving.</p>	<p>June 2009 onwards</p>	<p>CO Customer Services, Head of Performance team</p>	

Improvement Priority Key Activities and Progress as at 31 st March 2009	Next Steps / Future Milestones for Q1& 2 2009/10	Risks/Challenges	Timescale	Contributory Officer	Further Information/evidence
<p>Customer Services, ALMOs and Environmental Services have identified progress chasing as the single largest area of avoidable contact and are developing shared programmes of work and relationships to halve the amount of this type of contact over the next three years.</p>					