

## TELFORD & WREKIN COUNCIL

CABINET - 23 MARCH 2009

### 'EFFICIENT, EFFECTIVE COUNCIL PRIORITY PLAN

### REPORT OF THE CORPORATE DIRECTOR: RESOURCES

#### 1. PURPOSE

- 1.1 The purpose of this report is to present the draft 'Efficient, Effective Council' Priority Plan.

#### 2. RECOMMENDATIONS

- 2.1 That Cabinet approve the 'Efficient, Effective Council' Priority Plan and endorses the "next steps" shown at paragraph 4 of the report.**

#### 3. BACKGROUND

- 3.1 Effective service planning is essential if the Council is to be clear about what it is seeking to deliver and resource. In recognition of this, the Council has developed 'Priority Plans' to drive the delivery of its Community Priorities.
- 3.2 The 'Efficient, Effective Council' Priority Plan sets out how we are going to deliver our priority to be an 'Efficient, Effective and Customer-Focused Council that delivers Value-for-Money for the Community' over the next two years (2009/10 – 2010/11).
- 3.3 This plan is our organisational strategy and drives improvement across 6 Sub-Priorities:
1. Ensuring our **customers** are put at the centre of all that we do and that we listen and engage effectively with local people;
  2. Sound **partnership working** arrangements that ensure that we are maximising the capacity, expertise, creativity, energy and resources that are available locally to achieve our Community Priorities;
  3. A strong commitment to **equality and diversity** and providing opportunities for under-represented groups;
  4. **Effective service, financial and performance planning and management** to deliver our priorities and provide value-for-money for the community;
  5. Robust corporate management arrangements that are based on the principles of good **corporate governance**;
  6. Developing a skilled and responsive well led **workforce**.
- 3.4 Appendix 1 sets out an overview of the Priority Plan, including a summary of our strategy and a schedule of key targets for the next two years. The targets and actions within this Plan currently span across 2009/10 and 2010/11. When the Plan is updated in September 2009, it will align with the other Priority Plan timelines, running on a rolling three year period.

## **4 NEXT STEPS**

- 4.1 Subject to approval by Cabinet, the 'Efficient, Effective Council' Priority Plan will take effect from 1 April 2009. The full Plan and an accessible/summarised version will be published on the Council's website and Intranet alongside the Council Plan and other refreshed Priority Plans at the end of June 2009.
- 4.2 In advance of publication, a key priority will be to raise awareness across the Council and partner organisations of what we plan to achieve over the next two years. Actively communicating and promoting our plans to employees, Members and partners is a vital first step in ensuring that the Priority Plan has real meaning and impact. In particular, we will work with the Senior Management Team to identify the contribution of each Portfolio to delivering key targets.
- 4.3 Moving forward, the development of the Priority Plan needs to be a 'living' process, rather than a one-off or even once a year exercise. If the Plan is to be successfully delivered, we need to build it into our performance and planning frameworks and organise around it. It is therefore recommended that:
- Key targets and actions are included within the corporate performance management framework and are monitored and reported four times a year;
  - The Priority Plan is reviewed and refreshed at least annually.

## **5. OTHER IMPLICATIONS**

### **5.1 Equality & Diversity**

The Priority Plan, in particular Sub-Priority 3 and 6, details the Council's commitment and specific initiatives/actions to promoting and delivering equality and diversity.

### **5.2 Environmental Impact**

No specific environmental impact

### **5.3 Links with Corporate Priorities**

The Plan sets out the strategy for delivering the Council's priority to be 'An Efficient, Effective and Customer-Focused Council that Delivers Value-for-Money for the Community'.

### **5.4 Financial and Legal Comments**

Over the next two years (2009/10 – 2010/11), costs of the initiatives and actions within the Plan:

- Will be met using existing resources;
- Have been identified as an agreed investment priority, or;
- Will be resourced by external funding.

The Plan forms part of the policy planning and budgetary framework.

All proposals are covered by the legislative framework within which the Council operates.

## **5.5 Ward Implications**

Borough implications / or proposals affect all wards in the Borough.

## **5.6 Background Papers**

Priority Plan: An Efficient, Effective Council that Delivers Value-for-Money for the Community

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## APPENDIX 1 – OVERVIEW

### 1. Introduction

This overview summarises the key elements of the 'Efficient, Effective Council' Priority Plan, which covers the following 6 Sub-Priorities:

No	Sub-Priority	Areas covered:
1	Ensuring our <b>customers</b> are put at the centre of all that we do and that we listen and engage effectively with local people	<ul style="list-style-type: none"> <li>➤ Consulting and engaging with all our customers effectively</li> <li>➤ Improving the customer experience</li> <li>➤ Providing 24/7 access to the Council via a variety of channels</li> <li>➤ Keeping people well informed about the work of the Council</li> </ul>
2	Sound <b>partnership working</b> arrangements that ensure that we are maximising the capacity, expertise, creativity, energy and resources that are available locally to achieve our Community Priorities	<ul style="list-style-type: none"> <li>➤ Improving the effectiveness of the Local Strategic Partnership &amp; thematic partnerships</li> <li>➤ Telling people how the work of partnerships is making a difference in their local area</li> <li>➤ Delivering our Community Priorities through our LAA and Priority Plan key targets</li> </ul>
3	A strong commitment to <b>equality and diversity</b> and providing opportunities for under-represented groups	<ul style="list-style-type: none"> <li>➤ Embedding Equalities &amp; Diversity Council-wide &amp; achieving the Equality Framework</li> <li>➤ Having a workforce that is fully reflective of the diverse communities we serve</li> </ul>
4	<b>Effective service, financial and performance planning and management</b> to deliver our priorities and provide value-for-money for the community	<ul style="list-style-type: none"> <li>➤ Aligning resources to our highest priorities</li> <li>➤ Managing our finances effectively</li> <li>➤ Maximising external investment and income</li> <li>➤ Improving performance/outcomes</li> <li>➤ Managing our assets proactively</li> <li>➤ Delivering savings and efficiencies</li> </ul>
5	Robust corporate management arrangements that are based on the principles of good <b>corporate governance</b>	<ul style="list-style-type: none"> <li>➤ Ensuring robust democratic and corporate governance arrangements</li> <li>➤ Identifying and managing risks effectively</li> <li>➤ Improving project management</li> <li>➤ Supporting effective and accountable decision-making</li> <li>➤ Developing members</li> </ul>
6	Developing a skilled and responsive well led <b>workforce</b>	<ul style="list-style-type: none"> <li>➤ Improving recruitment and retention</li> <li>➤ Developing leaders</li> <li>➤ Developing the workforce</li> <li>➤ Promoting health, safety and well-being at work</li> </ul>

Section 2 highlights the major focuses and priorities for improvement within our strategy for the next two years, whilst Section 3 details a schedule of the Priority Plan key targets.

## 2. Our Strategy

The way that we manage our own organisation and work with partners is the foundation that underpins the delivery of all of our other Community Priorities.

This Priority Plan sets out key targets and actions for each Sub-Priority, which illustrate in detail what we plan to achieve, in conjunction with our key partners, over the next two years. This overview aims to summarise our overall approach by highlighting some key focuses and priorities for improvement.

A fundamental element of being an 'Effective, Efficient Council' is to be customer-focused, understanding and responding to the needs of the community. Through the development of a new Community Engagement Strategy, we will improve how we consult, communicate and involve the community in decision-making, particularly under-represented groups. Our plans include a 'Get Involved' campaign which aims to almost double the size of the Community Panel to 2,000 people, borough-wide 'Your Community Matters' events and a range of activities aimed at young people, such as the use of social networking sites.

Understanding customers' needs will enable us to re-design our services to ensure that customers have the best possible experience when contacting the Council. A key priority, underpinned by improving our ICT infrastructure, will be to continue to develop our corporate Contact Centre, reducing waiting times and adding new services, such as a number of environmental services and an anti-social behaviour hot-line. We also plan to re-design our website, offering enhanced content, a range of on-line 'transactional' services and digital media to attract younger visitors.

We will also ensure that the views of the community inform our Budget and future plans, including developing our approach to Participatory Budgeting. Being clear about what we are seeking to deliver and resource is paramount in the current economic climate and will maintain our focus on delivering value-for-money for the community.

Our Value-for-Money Strategy aims to strike a balance between economy, efficiency and effectiveness. In terms of economy and efficiency, our key priority will be to deliver a major programme of savings and efficiencies over the next two years. This includes an organisational restructure, which will significantly reduce management costs, a series of business efficiency reviews, a review of income and charging and use of Invest to Save funding to pump-prime initiatives that will generate significant savings. We also plan to use procurement and asset and property management to drive operational efficiency by reviewing and delivering improvements on major corporate contracts, increasing the use of e-procurement and rationalising our assets and properties.

We are equally committed to improving our effectiveness, a key part of which is our organisational performance and the outcomes achieved with partners. With the introduction of the new national performance framework and an emphasis on the performance of partnerships through the Local Area Agreement (LAA), we will focus on improving the way we monitor, review and manage performance, in particular greater involvement of Members in order to drive continuous performance improvement across services.

We will also improve our effectiveness by embedding equality and diversity further into everything we do. Our approach to equality and diversity, both as a service provider and an employer, is set out in the Equality and Diversity Scheme, which by

2011 will be expanded to cover age, sexual orientation and religion/belief. Over the next year, we will deliver the 'Driving Change through Diversity' project, which will help managers to build a workforce that is reflective of the community, establish support networks for employees from under-represented groups and enhance the knowledge and skills of employees, managers and Members in relation to equality and diversity.

Making our workforce more representative of the community we serve is an important element of our wider goal of recruiting and retaining skilled employees council-wide. A major focus will be achieving a Single Status settlement with a new pay and grading structure and set of harmonised terms and conditions of employment for all employees.

To better equip employees and Members to deliver our priorities, we will particularly focus on workforce and Member development. For managers, our plans are to develop the Senior Leadership programme with a strong emphasis on the skills needed to manage change. We will also raise qualification and skills levels by delivering the Skills Pledge programme and raising the number of apprentices and work placements across the workforce.

For Members, our aim is to achieve the West Midlands Local Government Association Member Development Charter by improving the provision and uptake of development opportunities and information for Members. This will support the implementation of new Scrutiny arrangements that will see all Members, excluding Cabinet members and assistants and the Mayor, undertaking Scrutiny activity each year.

In addition to the new Scrutiny arrangements, other ways in which we will enhance our democratic and corporate governance arrangements and decision-making include increasing opportunities for local people to take part in elections, building on our strong track record of risk management and putting in place capacity and support to improve project management council-wide.

Finally, cutting across all aspects of this Priority is the increasing importance we will place on partnership working to share intelligence, improve value-for-money and coordinate and improve service delivery. We will work together to increase the effectiveness of the Local Strategic Partnership and Thematic Partnerships and develop a Partnership Intelligence Framework that will ensure all partners are able to make decisions based on the best and most up to date information. As 'Team Telford', we are committed to delivering "Vision 2026" and our Community Strategy. Over the next two years, our overarching priority will be to implement the Local Area Agreement Delivery Plan and our Priority Plans to improve outcomes for local people.

### 3. Schedule of Key Targets

Some of the targets outlined below are reliant on further data being available before annual target figures can be established. Many of these targets are new National Indicators or are measured using the new Place Survey results. Where this is the case 'by when' target setting dates have been identified.

Objective	Target	2009/10 Target	2010/11 Target
<b>Sub-Priority 1: Ensuring our customers are put at the centre of all that we do and that we listen and engage effectively with local people and respond to their needs</b>			
OT	Overall satisfaction with the way the Council runs things (The Place Survey)	65%	70%
OT	NI 014 Avoidable contact – proportion of customer contact that is of low or of no value. <b>(Baseline and targets to be established June 2009)</b>	TBC	TBC
1	1.1 Increase % of people who feel fairly/well informed about how to get involved in local decision making (Place Survey). <b>(Baseline and targets to be established June 2009)</b>	TBC	TBC
1	1.2 NI 004 – Achieving the target % of people who feel they can influence decision affecting their local area (Place Survey). <b>(Baseline and targets to be established June 2009)</b>	TBC	TBC
1	1.3 Increase % of people satisfied with opportunities to get involved (Citizen's Survey)	33%	36%
1	1.4 Increase % of people who agree that the Council listens to the views of local people (Citizen's Survey)	33%	40%
1	1.5 NI003 - % of people who take part in a civic activity in the local area (The Place Survey) <b>(Baseline and target to be established June 2009)</b>	TBC	TBC
2	2.1 LCC15 - Reduce % of abandoned calls in our Contact Centres	9% or below	7% or below
2	2.2 LCC16 - Average answer delay in Contact Centres to be less than 1 minute	80%	82%
2	2.3 LCC23 - Increase % of local people who are satisfied with complaint handling	50%	53%
2	2.4 Deploy Customer Relation Management (CRM) solution in accordance with CRM Project Plan	TBC	TBC
3	3.1 LCC33 - Increase the number of on-line transactions per annum	40,000	55,000
3	3.2 LCC19 - Increase user satisfaction with the corporate website	86%	89%
3	3.3 LCC32 - Achieve 'Transactional' status under SOCITM Better Connected Survey for the Council website	Transactional	
3	3.4 Increase satisfaction levels with the corporate Contact Centre. <b>(Baseline and target to be established in April 2010)</b>	-	TBC
4	4.1 % local people that feel informed about the services and benefits the Council provides (Citizen's Survey)	72%	75%
<b>Sub-Priority 2: Sound Partnership working arrangements that ensure that we are maximising the capacity, expertise, creativity, energy and resources that are available locally to achieve our Community Priorities</b>			
1	1.1 NI 005 - % of people satisfied with their area as a place to live (The Place Survey). <b>(Baseline and target to be established June 2009)</b>	TBC	TBC
1	1.2 % of people who believe that the area is getting better as a place to live (Citizen's Survey). <b>(Baseline and target to</b>	-	TBC

Objective	Target	2009/10 Target	2010/11 Target
	<b>be established in March 2010)</b>		
1	1.3 % of Local Area Agreement indicators on target. <b>(Baseline and target to be established in June 2009)</b>	TBC	TBC
1	1.4 % of Priority Plan key targets achieved <b>(Targets to be established in June 2009)</b>	TBC	TBC
1	1.5 Reduce Local Strategic Partnership (LSP) Strategic Risk Register total residual risk score by 5% against September 2009 baseline to reflect improved effectiveness of mitigating actions <b>(Baseline and target to be established September 2009)</b>	TBC	TBC
<b>Sub-Priority 3: Sub-Priority 3 - A strong commitment to equality and diversity and providing opportunities for under-represented groups</b>			
OT	Gain 'Excellent' status of the Equality Framework for Local Government	-	Excellent
OT	Overall satisfaction with the way the Council runs things (The Place Survey)	65%	70%
OT	Increase the satisfaction of employees on 'Key Questions' ratings from under-represented groups to within +/-10% of all employees in successive Employee Surveys	+/- 10%	+/- 10%
1	1.1 Achievement of 'Achieving' in the Equality Framework through external assessment by the IDeA		Achieving
1	1.2 100% of Equality Impact Assessments (EIA's) completed on time (as per the EIA schedule)	100%	100%
2	For details of targets to deliver objective 2, see Sub Priority 1, targets 1.2 and 4.1	-	-
3	For details of targets to deliver objective 3, see Sub Priority 6, target 1.4	-	-
<b>Sub-Priority 4: Effective service, financial and performance planning and management to deliver our priorities and provide value- for-money for the community</b>			
OT	Increase % of local residents who agree that the Council provides value-for-money (Place Survey & Citizen's Survey)	50%	52%
OT	NI179 – Total net value of on-going cash releasing VFM (value-for-money) gains that have impacted since the start of the 2008/09 financial year	£4.7m	£4.9m
1	1.1 Maintain % of local residents who think the Council's future Budget Strategy will benefit the community (Community Panel Survey)	90%+	90%+
1	1.2 Increase % of local residents who agree that investments over the last year have benefited the community (Community Panel survey) <b>(Baseline to be established in November 2009)</b>	TBC	TBC
2	2.1 Outturn within specified range of the net budget	+/- 1%	+/- 1%
2	2.2 By March each year, set a balanced budget including maintaining Band D Council Tax levels below the average for unitary authorities	Achieved	Achieved
2	2.3 Agree a sound, sustainable medium-term Financial Strategy	Agreed	Agreed
2	2.4 Achieve:		
	➤ BV9 - Council Tax targets	98.1%	97.2%
	➤ BV10 - NNDR targets	99%	99%
	➤ Sundry debtor targets	TBC	TBC
	➤ A&CC debtor targets	TBC	TBC
2	2.5 Upgrade cash management system <b>(Targets to be established in April 2009)</b>	TBC	TBC

Objective	Target	2009/10 Target	2010/11 Target
2	2.6 Receive an unqualified opinion for the Statement of Accounts	Achieved	Achieved
3	3.1 Income target to be confirmed following completion of income and charging review	TBC	TBC
3	3.2 External funding targets to be established following a review of external funding opportunities and arrangements	TBC	TBC
4	Increase % of performance indicators improving from previous year (LAA, NIS, local priority PIs)	69%	70%
4	Increase target % of performance indicators improving over three years	79%	80%
4	4.3 Increase % of performance indicators achieving target. <b>(Baseline and target to be established 2010/11)</b>	-	TBC
4	4.4 Increase % of performance indicators in 'Best' Quartile. <b>(Baseline to be established in December 2009)</b>	TBC	TBC
	Reduce % of performance indicators in 'Worst' Quartile. <b>(Baseline to be established in December 2009)</b>	TBC	TBC
4	4.3 Number of performance indicators which are given a reservation by external auditors	None	None
4	4.4 Achieve target % internal audit compliance regarding data quality	63%	68%
5	5.1 Operational Property Rationalisation to deliver a reduction in office accommodation	-	3%
5	5.2 Improve quality of Operational Properties by reducing the percentage of floor area defined as Category D (life expired)	1%	1%
5	5.3 Improve the quality of Operational Properties by reducing the percentage of required maintenance cost for Priority 1 (urgent works)	1%	1%
5	5.4 Increase access to public areas within operational buildings	76%	78%
6	6.1 LAPM1 - Deliver £6.25m income per annum from 2011/12 income projections	£6m	£6.15m
7	7.1 Increase spend against pre-established contracts as a % of total non-pay spend. <b>(Baseline and targets to be established in March 2009)</b>	TBC	TBC
7	7.2 Review and deliver a minimum of 3 Corporate Contracts per annum. <b>(New targets to be established in March 2010)</b>	3+	3+
7	7.3 Demonstrate quarter-on-quarter increase in % of goods and services spend using e-procurement <b>(Baseline and targets to be established in March 2009)</b>	TBC	TBC
7	7.4 Increase the use of Delta e-tendering to cover 15 contracts per annum	15+	15+
7	7.5 Pay 95% of invoices received within 20 days	95%	95%
8	8.1 Complete Service Efficiency Reviews. <b>(Targets to be established September 2009)</b>	4	1
<b>Sub-Priority 5: Robust corporate management arrangements that are based on the principles of good corporate governance</b>			
1	1.1 Meet Electoral Commission Performance Standards	Met	Met
1	1.2 Increase the turnout at elections:		
	➤ Borough	-	40%+
	➤ Parish/Town Council	-	37.5%+
1	1.3 No adverse comments received in Annual Audit Letter	None	None
1	1.3 Deliver 90% of agreed annual Internal Audit Plan	90%	90%

Objective	Target	2009/10 Target	2010/11 Target
1	1.4 LCSS2 - Achieve 75%+ satisfaction levels for Audit Services (Corporate Services Survey)	75%+	75%+
1	1.6 LCSS6 - Achieve 75%+ satisfaction levels for Democratic Services (Corporate Services Survey)	75%+	75%+
1	1.7 LCSS7 - Improve % satisfaction levels for Legal Services (Corporate Services Survey)	70%	74%
2	2.1 LCSS12 - Achieve 75%+ satisfaction levels for Risk Management Services (Corporate Services Survey)	75%+	75%+
3	3.1 Achieve 100% of Members excluding Cabinet Members, Cabinet Assistants and The Mayor, undertaking at least one Scrutiny activity each year	100%	100%
3	3.2 Target to be confirmed following review of project management arrangements ( <b>September 2009</b> )	TBC	TBC
4	4.1 Achieve the West Midlands Local Government Association Member Development Charter	Primary level	
4	4.2 Achieve 25% uptake of Individual Development Discussions and Learning Logs following implementation in 2009 and 50% increase annually thereafter	50%	75%
4	4.3 Increase attendance at Code of Conduct training during any one term of office	90%	95%
4	4.4 Achieve improved average attendance at Members' Information Seminars	65%	TBC
<b>Sub-Priority 6: Developing a skilled and responsive well led workforce</b>			
1	1.1 Achieve Single Status settlement	Achieved	Achieved
1	1.2 Maintain employee turnover between 8 to 12%	8-12%	8-12%
1	1.3 Ensure that over 90% of people recruited to permanent posts are still in post after 12 months of service	90%+	90%+
1	1.4 Ensure workforce composition fully relates to local community profile and/or above median national benchmark:		
	➤ BV17a - % of minority ethnic community employees	4.25%	5.00%
	➤ BV16a - % of staff with a disability (includes schools)	4.80%	5.30%
	➤ BV11a - % of top paid 5% earners that are women	51.00%	52.00%
	➤ BV11b - % of top paid 5% earners that are from ethnic minorities	4.50%	4.75%
	➤ BV11c - % of top paid 5% of staff who have a disability	4.50%	4.75%
1	1.5 Improve VFM in the recruitment process through:		
	➤ reduced costs per recruitment ( <b>Baseline to be established</b> )	TBC	TBC
	➤ Higher net satisfaction levels with recruitment policy and process as per Corporate Services Survey (cumulative 10% improvement in 2009 and 2010) (baseline +16%)	+21% net	+25% net
2	2.1 Improve average score on all scales of leadership and management with improvement rates of 5 to 10% in successive Employee Surveys ('Key Questions' – senior management and line manager questions – see Appendix 2) (baseline 60% - 2008)	63.0% - 66.0%	69.30% - 72.60%
2	2.2 Reduce the range between different Portfolios on leadership and management scales within successive Employee Surveys. ('Key Questions' – senior management and line manager questions – see Appendix 2)	TBC	TBC
2	2.3 Raise employee satisfaction levels relating to perceptions that 'poor performance is identified and dealt with by managers' by 5% in successive Employee Surveys (baseline 65% - 2008)	68.25%	71.66%

Objective	Target	2009/10 Target	2010/11 Target
2	2.4 Raise employee satisfaction levels relating to perceptions that 'good performance is recognised' by 5% in successive Employee Surveys (baseline 52% - 2008)	54.60%	57.33%
2	2.5 Raise ratings of senior managers within their 360° Appraisal (Transformational Leadership Questionnaire) (baseline 4.8 out of max 6.0)	4.9	5.0
3	3.1 Achieve 100% PPDD coverage of eligible employees with electronic tracking system (Yourself) in place	100%	100%
3	3.2 Achieve 80% of employees satisfied with their PPDD (Employee Survey)	80%	82%
3	3.3 Raise qualification levels within the workforce through GO Award. <b>(Baseline to be established in March 2009)</b>	TBC	TBC
3	3.4 Achieve Investors in People re-accreditation	Accreditation	
4	4.1 Council and Portfolio Workforce Development Plans in place together with Corporate Learning & Development programme	Achieved	Achieved
4	4.2 Reduce cost of agency staff as a % of total pay bill by 1% to 2.5% (baseline 3.5%)	3.0%	2.5%
4	4.3 Raise the number of apprentices and work placements within the workforce by a minimum of 10% per annum:		
	Increase the number of apprentices recruited each year within the Council (baseline 25)	35	40
	Increase the number of work placements undertaken each year within the Council (baseline 230)	250	TBC
5	5.1 Achieve improved 'Key Question' ratings for at least 80% of questions in successive Employee Surveys (see Appendix 2)	80%	80%
5	5.2 Achieve at least 90% of Employee Survey 'Key Question' ratings which are above the local government benchmark (see Appendix 2) (baseline 88%)	90%	90%
5	5.3 Increase the satisfaction of all employees on 'Key Question' ratings from under-represented groups to within +/- 10% of all employees in successive Employee Surveys	+/- 10%	+/- 10%
5	5.4 BV12 – Reduce sickness absence levels to average 8 days per employee (baseline 9.4%)	8.5 or below	8 or below
5	5.5 Reduce the number of accidents/incidents leading to employee absence of more than three days, to less than the rolling average of the last three years	Below 12	TBC
5	5.6 Reduce incidence of bullying by managers, work colleagues and Elected Members reported in successive Employee Surveys to within 0 to 5% range	0% - 5%	0% - 5%