

## Control document

## Senior Management Accountabilities and Responsibilities aligned to the Leeds Strategic Plan 2008-11

## Purpose of the document

To identify individuals in Leeds City Council who have lead Accountability and/or Responsibility for the Strategic Outcomes and Improvement Priorities in the Leeds Strategic Plan.

Note 1: At this stage individuals in partner agencies who have lead Accountability and/or Responsibility roles are not identified in this document, this information is being developed and will be part of this document at a later stage.

Note 2: Leeds City Council requires a lead or link individual on all targets and indicators that will deliver the Improvement Priorities as Leeds City Council is the overall accountable body for the Local Area Agreement requirements in the Leeds Strategic Plan.

Definition of Accountability and Responsibility are taken from RACI:

**Responsible** - individuals who perform an activity - responsible for action/implementation. The degree of responsibility is defined by the accountable person, R's can be shared.

**Accountable** - the individual who is ultimately accountable includes yes/no and power to veto. Only one A can be assigned to an activity/decision.

## The table assumes the following:

The Accountable Director is accountable for the Strategic Outcomes

The Accountable Officer is accountable for an Improvement Priority and linked national indicators

The Responsible Officer is responsible for relevant areas of activity that contribute to the Improvement Priority and linked national indicators.

Strategic Outcome	Accountable Director	Improvement Priority	Accountable Officer	Responsible Officer	National Indicators / Local Indicators
<b>Culture</b>					
Increase participation in cultural opportunities through engaging with all our communities	Jean Dent Director of City Development	Enable more people to become involved in sport and culture by providing better quality and wider ranging activities and facilities.	Jean Dent Director of City Development	Martin Farrington Acting Chief Recreation Officer  Catherine Blanshard Chief Officer Libraries, Arts and Heritage	* LKI-SC19 Number of sports facility types with a specified quality assured standard.  * NI 8 Adult participation in sport and active recreation  * NI 9 Number of visits to libraries  * NI 10 Visits to museums and galleries  * BV 170b - The number of visits to Local Authority funded, or part-funded museums and galleries that were in person, per 1,000 population  * NI 11 Engagement in the Arts
Enhance cultural opportunities through encouraging investment and development of high quality facilities of national and international significance	Jean Dent Director of City Development	Facilitate the delivery of major cultural schemes of international significance	Jean Dent Director of City Development	Steve Speak Chief Strategy and Policy Officer  Paul Stephens Chief Economic Services Officer  Martin Farrington Acting Chief Recreation Officer  Catherine Blanshard Chief Officer Libraries, Arts and Heritage	Restore, refurbish & increase the cultural infrastructure of the city: a) amount spent on buildings / refurbishing new & existing buildings  b) number of physical infrastructure capital build projects that will increase and/or improve cultural provision
<b>Enterprise and the Economy</b>					
Increase entrepreneurship and innovation through effective support to achieve the full potential of people business and the economy	Jean Dent Director of City Development	Increase innovation and entrepreneurial activity across the city	Jean Dent Director of City Development	Stephen Boyle Chief Regeneration Officer  Paul Stephens Chief Economic Services Officer  Catherine Blanshard Chief Officer Libraries, Arts and Heritage	To support the establishment of 550 new businesses in deprived communities in Leeds by 2011
		Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment		Phil Crabtree Development Services Officer  Gary Bartlett Chief Highways Officer  Steve Speak Chief Strategy & Policy Officer  Paul Stephens Chief Economic Services Officer	NI 157 - Processing of planning applications  Result of annual satisfaction survey relating to Planning Performance Agreements
Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre		Increase international communications, marketing and business support activities to promote the city and attract investment.		Paul Stephens Economic Services Officer  James Rogers Assistant Chief Executive (PP&I)	To develop a perception survey

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Strategic Outcome	Accountable Director	Improvement Priority	Accountable Officer	Responsible Officer	National Indicators / Local Indicators
<b>Learning</b>					
Enhance the current and future workforce through fulfilling individual and economic potential and investing in learning facilities.	Rosemary Archer Director of Children's Services	Enhance the skill level of the workforce to fulfil individual and economic potential.	Jean Dent Director of City Development	Stephen Boyle Chief Regeneration Officer Paul Stevens Chief Economic Services Officer	NI 163 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher NI 164 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher
		Improve learning outcomes and skill levels for 16 year olds, with a focus on narrowing the achievement gap.	Chris Edwards Chief Executive Education Leeds	Edwina Harrison Chief Officer Children & Families Sally Threlfall Chief Officer Early Years and Youth	NI 78 Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A* - C grades at GCSE and equivalent including GCSEs in English and Maths
		Improve learning outcomes and skill levels for all 19 year olds.		Edwina Harrison Chief Officer Children & Families	NI 79: Achievement of a Level 2 qualification by the age of 19 NI 80: Achievement of Level 3 qualifications by the age of 19
		Increase the proportion of vulnerable groups engaged in education, training or employment.	Sally Threlfall Chief Officer Early Years and Youth	Catherine Blanshard Chief Libraries , Arts & Heritage Officer Stephen Boyle Chief Regeneration Officer Paul Stevens Chief Economic Services Officer Edwina Harrison Chief Officer Children & Families	NI 117: 16-18 year old who are not in education, training or employment (NEET) NI 148 Care leavers in education, employment or training
		Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.	Chris Edwards Chief Executive Education Leeds	Sally Threlfall Chief Officer Early Years and Youth Edwina Harrison Chief Officer Children & Families Catherine Blanshard Chief Libraries , Arts & Heritage Officer	DCSF Statutory Targets

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Strategic Outcome	Accountable Director	Improvement Priority	Accountable Officer	Responsible Officer	National Indicators / Local Indicators
<b>Transport</b>					
Increased accessibility and connectivity through investment in a high quality transport system and through influencing others and changing behaviours	Jean Dent Director of City Development	Deliver and facilitate a range of transport proposals for an enhanced transport system.	Jean Dent Director of City Development	Steve Speak Chief Strategy and Policy Officer  Gary Bartlett Chief Highways Officer	NI 167 Congestion – average journey time per mile during the morning peak  Cycle Trips to the City centre in the morning peak period (730-930)
Increased accessibility and connectivity through investment in a high quality transport system and through influencing others and changing behaviours	Jean Dent Director of City Development	Improve the quality, use and accessibility of public transport services in Leeds	Jean Dent Director of City Development	Steve Speak Chief Strategy and Policy Officer  Gary Bartlett Chief Highways Officer	NI 177 Local bus and light rail passenger journeys originating in the authority area  Percentage of non-car journeys into central Leeds in the morning peak period
		Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.	Gary Bartlett chief Officer Highways	Steve Speak Chief Strategy and Policy Officer	NI 169 Non-principal classified roads where maintenance should be considered
		Improve road safety for all our users, especially motor cyclists, pedal cyclists and pedestrians.	Jean Dent Director of City Development	Steve Speak Chief Strategy and Policy Officer  Gary Bartlett Chief Officer Highways	NI 47 People killed or seriously injured in road traffic accidents
<b>Environment</b>					
Reduced ecological footprint through responding to environmental and climate change and influencing others.	Jean Dent Director of City Development	Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill	Neil Evans Director of Environment and Neighbourhoods	Andrew Mason Chief Officer Environmental Services	NI 192 Percentage of household waste sent for reuse, recycling and composting
		Reduce emissions from public sector buildings, operations and service delivery, and encourage others to do so.	Jean Dent Director of City Development	Paul Brook Chief Asset Management Officer  Steve Speak Chief Strategy & Policy Officer  Gary Bartlett Chief Officer Highways	NI 185 CO2 Reduction from Local Authority operations
		Undertake actions to improve our resilience to current and future climate change.	Jean Dent Director of City Development	Steve Speak Chief Strategy & Policy Officer  Paul Brook Chief Asset Management Officer  Stephen Boyle Chief Regeneration Officer  Gary Bartlett Chief Officer Highways	NI 188 Planning to Adapt to Climate Change
Cleaner, greener and more attractive city through effective environmental management and changed behaviours.	Neil Evans Director Environment & Neighbourhoods	Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces.	Andrew Mason Chief Officer Environmental Services	Steve Speak Chief Strategy & Policy Officer  Martin Farrington Acting Chief Recreation Officer	NI 195 Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting)
	Jean Dent Director of City Development	Improve the quality and sustainability of the built and natural environment.	Jean Dent Director of City Development	Steve Speak Chief Strategy & Policy Officer  Phil Crabtree Chief Planning Officer  Andrew Mason Chief Officer Environmental Services  Gary Bartlett Chief Officer Highways  Paul Brook Chief Asset Management Officer  Paul Stephens Chief Economic Services Officer  Martin Farrington Acting Chief Recreation Officer	The percentage of parks and countryside sites assessed internally that meet the green flag criteria

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Strategic Outcome	Accountable Director	Improvement Priority	Accountable Officer	Responsible Officer	National Indicators / Local Indicators
<b>Health and Wellbeing</b>					
Reduced health inequalities through the promotion of healthy life choices and improved access to services.		Reduce premature mortality in the most deprived areas.	Sandie Keene Director of Adult Services  or Deputy Director Partnerships & Organisational Effectiveness	Rosemary Archer Director of Children's Services Steve Carey Acting Chief Officer Benefits & Revenues Andrew Mason Chief Officer Environmental Services Jim Willson Chief Officer Substance Use	NI 120 All-age all cause mortality rate (target disaggregated to focus on narrowing the gap between most deprived 10% and rest of Leeds)  NI 121 Mortality rate from circulatory diseases at ages under 75 (per 100,000 population)
		Reduction in the number of people who smoke		Andrew Mason Chief Officer Environmental Services Stuart Turnock Chief Legal Services Officer	NI 123 Stopping smoking
Reduced health inequalities through the promotion of healthy life choices and improved access to services.	Sandie Keene Director of Adult Services	Reduce rate of increase in obesity and raise physical activity for all.	Sandie Keene Director of Adult Services	Martin Farrington Acting Chief Recreation Officer Rosemary Archer Director of Children's Services Chris Edwards Chief Executive Education Leeds Gary Bartlett Chief Officer Highways Steve Speak Chief Strategy & Policy Officer	NI 57 Children and Young People's Participation in high-quality PE and Sport
		Reduce teenage conception and improve sexual health.	Sarah Sinclair Director of Commissioning - Children's & Maternity Services	Chris Edwards Chief Executive Education Leeds Edwina Harrison Chief Officer Children & Families Keith Burton Deputy Director Children's Services (Commissioning & Partnerships) Chief Officer Commissioning Adults	NI 112 Under 18 conception rate
		Improve the assessment and care management of children, families and vulnerable adults	Sandie Keene Director of Adult Services	Chief Officer Access & Inclusion Edwina Harrison Chief Officer, Children & Families Chief Officer Learning Disability	NI 132 Timeliness of social care assessment (all adults) NI 63 Stability of placements of looked after children: length of placement NI 66 Looked after children cases which were reviewed within required timescales NI 133 Timeliness of social care packages following assessment (all adults)
		Improved psychological, mental health, and learning disability services for those who need it	Chief Officer Access and Inclusion	Edwina Harrison Chief Officer, Children & families Chief Officer Learning & Disability Chief Officer Access and Inclusion	NI 58 Emotional and behavioural health of looked after children & families Effectiveness of children and adult mental health services (percentage of PCTs and Local Authorities who are providing a comprehensive CAMHS). Proportion of people with depression and/or anxiety disorders who are offered psychological therapies.
		Improve quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect.	Chief Officer Accommodation and Support	Chief Officer Accommodation and enablement Dennis Holmes Chief Officer Commissioning Paul Langford Chief Housing Services Officer Andrew Mason Chief Environmental Services Officer	NI 141 Percentage of vulnerable people achieving independent living NI 139 The extent to which older people receive support they need to live independently at home NI 136 People supported to live independently through social services (all adults)
Enhance safety and support for vulnerable people through preventative and protective action to minimise risks and maximise wellbeing.	Rosemary Archer Director of Children's Services  Sandie Keene Director of Adult Services	Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives.	Deputy Director Commissioning - Adult Social Care	Chief Officer Accommodation and enablement Paul Langford Chief Housing Services Officer Chief Officer Access and Inclusion Chief Officer Learning Disability	NI 130 Social care clients receiving Self Directed Support per 100,000 population
		Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk.	Edwina Harrison Chief Officer, Children & families  Sandie Keene Director of Adult Services	Keith Burton Deputy Director Children's Services (Commissioning & Partnerships) Edwina Harrison Chief Officer, Children & families All Chief Officers Adult Social Care Dennis Holmes Chief Officer Commissioning	Number of children looked after (expressed as a rate per 10,000) Excluding unaccompanied asylum seekers  The percentage of staff employed by the independent sector registered care services in Leeds that have received some training on protection of vulnerable adults that is either funded or commissioned by Leeds Adult Social Care

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Strategic Outcome	Accountable Director	Improvement Priority	Accountable Officer	Responsible Officer	National Indicators / Local Indicators
<b>Thriving Neighbourhoods</b>					
Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities.	Neil Evans Director Environment & Neighbourhoods	Increase the number of "decent homes".	Paul Langford Chief Housing Services Officer	Stephen Boyle Chief Regeneration Officer Steve Speak Chief Strategy & Policy Officer Phil Crabtree Chief Planning Officer	NI 158 % non-decent council homes
		Increase the number of affordable homes		Steve Speak Chief Strategy and Policy Officer Gary Bartlett Chief Officer Highways Stephen Boyle Chief Regeneration Officer Phil Crabtree Chief Planning & Development Services Officer Paul Brook Chief Asset Management Officer	NI 154 Net additional homes provided NI 155 Number of affordable homes delivered (gross)
		Reduce the number of homeless people.		Stephen Boyle Chief Regeneration Officer Jim Willson Chief Officer Substance Use Andrew Mason Chief Environmental Services Officer	LKI HAS4 The number of homeless acceptances made in the year. CP HAS50 Reduce the number of homeless people in Leeds per 1000 households, as defined by the Council.
		Reduce the number of people who are not able to adequately heat their homes.	Andrew Mason Chief Environmental Services Officer	Steve Carey Acting Chief Officer Benefits & Revenues Paul Langford Chief Housing Services Officer Steve Speak Chief Strategy and Policy Officer Paul Brook Chief Asset Management Officer	NI 187 Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating
		Increase financial inclusion in deprived areas.	Jean Dent Director of City Development	Steve Carey Acting Chief Officer Benefits & Revenues Stephen Boyle Chief Regeneration Officer Steve Speak Chief Strategy and Policy Officer Andrew Mason Chief Environmental Services Officer Paul Stephens Chief Economic Services Officer Catherine Blanshard Chief Libraries, Arts & Heritage Officer Sally Threlfall Chief Officer Early Years and Youth Paddy Clarke Acting Chief Customer Services Officer	Increase the number of new customers on low incomes accessing credit union services (savings, loans and current accounts).
Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours.	Neil Evans Director Environment & Neighbourhoods	Create safer environments by tackling crime	Richard Jackson Chief Officer - Community Safety Paul Langford Chief Housing Services Officer Stephen Boyle Chief Regeneration Officer Gary Bartlett Chief Officer Highways Andrew Mason Chief Environmental Services Officer Paul Stephens Chief Economic Services Officer Nicole Jackson Assistant Chief Executive (Corporate Governance)	NI 16 Serious acquisitive crime rate NI 20 Assault with injury crime rate NI 24 Satisfaction with the way the police and local council dealt with anti-social behaviour	
		Reduce offending by managing offending behaviour better		Richard Jackson Chief Officer - Community Safety Edwina Harrison Chief Officer Children & Families	NI 30 Re-offending rate of prolific and priority offenders A complete count of the number of first time entrants into the youth justice system receiving a substantive outcome between 1 April and 31 March in the reporting year specified. A complete count of offences committed by young people resulting in a substantive outcome during a bail or remand episode during the specified year

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Strategic Outcome	Accountable Director	Improvement Priority	Accountable Officer	Responsible Officer	National Indicators / Local Indicators
Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours.		Improve lives by reducing the harm caused by substance misuse	Neil Evans Director Environment & Neighbourhoods	Richard Jackson Chief Officer - Community Safety Edwina Harrison Chief Officer Children & Families Jim Willson Chief Officer Substance Use	NI 40 Number of drug users recorded as being in effective treatment To be developed around A&E admissions due to alcohol
		Reduce bullying and harassment	Rosemary Archer Director of Children's Services Chris Edwards Chief Executive Education Leeds	Edwina Harrison Chief Officer Children & Families Richard Jackson Chief Officer Community Safety	NI 69 Children who have experienced bullying
Increased economic activity through targeted support to reduce worklessness and poverty.		Reduce worklessness across the city with a focus on deprived areas.	Stephen Boyle Chief Regeneration Officer	Paul Stephens Chief Economic Services Officer	NI 152 Working age people on out of work benefits NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods
		Reduce the number of children in poverty			To be developed
		Develop extended services, using sites across the city, to improve support to children, families and communities.	Chris Edwards Chief Executive Education Leeds	Sally Threlfall Chief Officer Early Years and Youth	NI 88 Percentage of schools providing access to extended services.

Harmonious communities

More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services	Neil Evans Director Environment & Neighbourhoods	An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents.	Stephen Boyle Chief Regeneration Officer	Martin Farrington Acting Chief Recreation Office Catherine Blanshard Chief Officer Libraries, Arts and Heritage Andrew Mason Chief Environmental Services Officer Paul Langford Chief Housing Officer Richard Jackson Chief Community Safety Officer Chief Officers from each Directorate	NI 110 Young People's participation in positive activities NI 6 Participation in regular volunteering
		An increase in the number of local people that are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery.		Sally Threlfall Chief Officer Early Years and Youth Andrew Mason Chief Environmental Services Officer Paul Langford Chief Housing Officer Richard Jackson Chief Community Safety Officer	NI 4 Percentage of people who feel they can influence decisions in their locality
		Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services.		Sally Threlfall Chief Officer Early Years and Youth Andrew Mason Chief Environmental Services Officer Paul Langford Chief Housing Officer Richard Jackson Chief Community Safety Officer	NI 7 Environment for a thriving third sector
Improved community cohesion and integration through meaningful involvement and valuing equality and diversity		An increased sense of belonging and pride in local neighbourhoods that help to build cohesive communities.		Andrew Mason Chief Environmental Services Officer Paul Langford Chief Housing Officer Richard Jackson Chief Community Safety Officer James Rogers Assistant Chief Executive Chief Officers from each Directorate	NI 1 Percentage of people who believe people from different backgrounds get on well together in their local area
Statutory DCSF Indicators	Rosemary Archer Director of Children's Services		Chris Edwards Chief Executive Education Leeds	Sally Threlfall Chief Officer Early Years and Youth	Early Years (EYFSP) – to narrow the achievement gap at age 5 Early Years (EYFSP) – to increase achievement for all children at age 5
				Ros Vahey Deputy Chief Executive (Education Leeds) Dirk Gilleard Deputy Chief Executive (Education Leeds)	Key Stage 2 – to increase proportion achieving level 4+ in both English and maths * Key Stage 1-2 – to improve proportion progressing 2 national curriculum levels in English* Key Stage 1-2 - to improve proportion progressing 2 national curriculum levels in Maths* Key Stage 3 - to increase proportion achieving level 5+ in both English and maths * Key Stage 3 – to increase proportion achieving level 5 in science * Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in English* Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in Maths* Key Stage 4 to increase proportion achieving 5 A*-C grades at GCSE and equiv. incl. GCSE English and Maths

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Strategic Outcome	Accountable Director	Improvement Priority	Accountable Officer	Responsible Officer	National Indicators / Local Indicators
					Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in English*
					Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in Maths*
					Attendance – to reduce persistent absentee pupils in secondary schools
					Attendance – to reduce persistent absentee pupils in primary schools
				Alun Rees Head Teacher	Children in care – to increase proportion achieving level 4+ in English at Key Stage 2
				Edwina Harrison Chief Officer Children & Families	Children in care – to increase proportion achieving level 4+ in Maths at Key Stage 2
					Children in care – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl. GCSE English and maths

Advice on a resolution is required