| We are an intelligent organisation, using good quality information to deliver better | | | | Our resources are clearly prioritised to provide excellent services and value for money | | | |
|---|---|---|---|---|---|---|---|
| Code | Improvement Priority | | Accountable Director | Code | Improvement Priority | | Accountable Director |
| IO-1a | Improve our systems and processes to enable us to use our information effectively and efficiently | 🟢 | James Rogers | VfM-1a | Deliver our 5 year financial strategy to align resources to our strategic priorities | 🟢 | Alan Gay |
| IO-1b | Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels | 🟠 | James Rogers | VfM-1b | Embed sustainability in our resource management processes | 🟢 | Alan Gay |
| IO-1c | Ensure we have the right intelligence to inform our strategic planning | 🟠 | James Rogers | VfM-1c | Consider all additional sources of funding available to support our priorities | 🟢 | Alan Gay |
| IO-1d | Develop arrangements to protect and share information in line with legislative and regulatory requirements | 🟢 | James Rogers | VfM-2a | Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management | 🟢 | Alan Gay |
| IO-2a | Increase choice so customers can access services in more convenient ways | 🟠 | James Rogers | VfM-2b | Embed value for money at all levels | 🟢 | Alan Gay |
| | | | | VfM-3 | Implement a commissioning approach which delivers value for money and ensures the best provider | 🟠 | Nicolé Jackson |
| IO-2c | Improve our services based on customer feedback | 🟠 | James Rogers | Vfm-4a | Ensure strategic business transformation/improvement activity is prioritised and co-ordinated | 🟠 | James Rogers |
| IO-2d | Manage customer expectation and deliver on our promises | 🟠 | James Rogers | Vfm-4b | Enhance service improvement capacity to support business change at directorate/service level | 🟠 | James Rogers |
| IO-2e | Develop joined up and person centred services designed around the needs of our customers | 🟠 | James Rogers | Vfm-4c | Embed a consistent approach to service planning which clearly links workforce and asset management planning, risk, financial and performance management | 🟢 | James Rogers |
| | | | | Vfm-4d | Explore opportunities for collaboration with private and public sector bodies - BIG IDEA | 🟠 | James Rogers |
| IO-3a | Increase involvement, engagement and participation of all communities especially hard to reach groups | 🟠 | James Rogers | Vfm-5a | Develop sustainable and effective partnership governance framework | 🟢 | Nicolé Jackson |
| IO-3b | Build trust with local communities to encourage greater engagement | 🟠 | James Rogers | Vfm-6a | Improve quality and efficiency of support services | 🟢 | Alan Gay |

| | We are a values led organisation and our people are motivated and empowered | | | | | | |
|---|---|---|---|---|---|---|---|
| **Code** | **Improvement Priority** | | **Accountable Director** | **Code** | **Improvement Priority** | | **Accountable Director** |
| VP-1a | Ensure we have the right staff, in the right place with the right skills at the right time | 🟠 | Alan Gay | VP-3b | Maximise member involvement in policy development, decision making and accountability | ⚪ | Nicolé Jackson |
| VP-1b | Empower, support and develop our staff and members by embedding core skills and behaviours with performance based appraisals | 🟠 | Alan Gay | VP-4a | Ensure colleagues reflect the diversity of our communities | 🟠 | Alan Gay |
| VP-1c | Improve understanding and transparency of our decision-making and accountability processes | 🟢 | Nicolé Jackson | VP-4b | Ensure fair access to all our services | 🟠 | James Rogers |
| VP-2a | Improve leadership at all levels including officers and elected members | 🟠 | Alan Gay | VP-4c | Embed equality and diversity throughout the organisation | 🟠 | James Rogers |
| VP-2b | Enhance our leadership of the city | 🟢 | James Rogers | VP-5a | Reduce the carbon emissions arising from our buildings, vehicles and operations - BIG IDEA | 🟢 | Alan Gay |
| VP-2c | Strengthen communication (skills and mechanisms) at all levels | 🟢 | James Rogers | VP-5b | Increase the proportion of socially responsible goods and services that we procure | 🟢 | Nicolé Jackson |
| VP-3a | Strengthen our democratic processes to improve governance and policy making | ⚪ | Nicolé Jackson | VP-5c | Support the achievement of our strategic outcomes through our corporate social responsibility programme | 🟢 | James Rogers |

Key

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| 🔴 | Significant delays or issues to address |
| 🟠 | Minor delays or issues to address |
| 🟢 | Progressing as expected – on schedule to complete actions & targets |

| Culture | | | | Enterprise and the Economy | | | |
|---|---|---|---|---|---|---|---|
| Code | Improvement Priority | | Accountable Director | Code | Improvement Priority | | Accountable Director |
| CU-1a | Enable more people to become involved in sport by providing better quailty and wider ranging activities and facilities. | 🟠 | Jean Dent | EE-1a | Increase innovation and entrepreneurial activity across the city | 🟢 | Jean Dent |
| CU-1a | Enable more people to become involved in culture by providing better quailty and wider ranging activities and facilities. | 🟢 | Jean Dent | EE-1b | Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment | 🟠 | Jean Dent |
| CU-2a | Facilitate the delivery of major cultural schemes of international significance | 🟢 | Jean Dent | EE-2a | Increase international communications, marketing and business support activities to promote the city and attract investment. | 🟢 | Jean Dent |
| Environment | | | | Harmonious Communities | | | |
| Code | Improvement Priority | | Accountable Director | Code | Improvement Priority | | Accountable Director |
| ENV-1a | Improve the quality and sustainability of the built and natural environment | 🟠 | Jean Dent | HM-1a | An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents | 🟢 | Neil Evans |
| ENV-1b | Reduce emissions from public sector buildings, operations and service delivery and encourage others to do so | 🟢 | Jean Dent | HM-1b | 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 | 🟢 | Neil Evans |
| ENV-1c | Undertake Actions to improve our resilience to current and future climate change | 🟢 | Jean Dent | HM-2a | Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services | 🟢 | Neil Evans |
| ENV-2a | Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces | 🟠 | Neil Evans | HM-2b | An increased sense of belonging and pride in local neighbourhoods that help build cohesive communities | 🟢 | Neil Evans |
| ENV-2b | Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill | 🟠 | Neil Evans | | | | |
| Transport | | | | Learning | | | |
| Code | Improvement Priority | | Accountable Director | Code | Improvement Priority | | Accountable Director |
| TR-1a | Deliver and facilitate a range of transport proposals for an enhanced transport system including cycling and walking. | 🟢 | Jean Dent | LN-1a | Enhance the skill level of the workforce to fulfil individual and economic potential. | 🟢 | Rosemary Archer |
| TR-1b | Improve the quality, capacity, use and accessibility of public transport services in Leeds. | 🟠 | Jean Dent | LN-1b | Improve learning outcomes and skill levels for all 16 year olds, with a focus on narrowing the achievement gap. | 🟠 | Rosemary Archer |
| TR-1c | Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements. | 🟢 | Jean Dent | LN-1c | Improve learning outcomes and skill levels for all 19 year olds. | 🟠 | Rosemary Archer |
| TR-1d | Improve road safety for all our users, especially motor cyclists, pedal cyclists and pedestrians. | 🟢 | Jean Dent | LN-1d | Increase the proportion of vulnerable groups engaged in education, training or employment | 🔴 | Rosemary Archer |
| | | | | LN-1e | Improve participation and early learning outcomes for all children, with a focus on families in deprived areas. | 🟠 | Rosemary Archer |

| Thriving Places | | | | Health and Well Being | | | |
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| Code | Improvement Priority | | Accountable Director | Code | Improvement Priority | | Accountable Director |
| TP-1a | Increase the number of decent homes | 🟢 | Neil Evans | HW-1a | Reduce Premature mortality in the most deprived areas | 🟢 | Sandie Keene |
| TP-1b | Increase the number of affordable homes | 🟢 | Neil Evans | HW-1b | Reduce the number of people who smoke | 🟢 | Sandie Keene |
| TP-1c | Reduce the number of homeless people | 🟢 | Neil Evans | HW-1c | Reduce rate of increase in obesity and raise physical activity for all. | 🟢 | Sandie Keene |
| TP-1d | Reduce the number of people who are not able to adequately heat their homes | 🟢 | Neil Evans | HW-1d | Reduce teenage conception and improve sexual health | 🟠 | Sandie Keene / Rosemary Archer |
| TP-1e | Increase financial inclusion in deprived areas. | 🟢 | Neil Evans | HW-1e | Improve the assessment and care management of families and vulnerable adults | 🟢 | Sandie Keene |
| | | | | | Improve the assessment and care management of children | 🔴 | Rosemary Archer |
| TP-2a | Creating safer environment by tackling crime | 🟠 | Neil Evans | HW-1f | Improved psychological, mental health and learning disability services for those who need it. | 🟢 | Sandie Keene / Rosemary Archer |
| TP-2b | Reducing and managing offending behaviour | 🟢 | Neil Evans | HW-2a | Increase the number of vulnerable people helped to live at home | 🟢 | Sandie Keene |
| TP-2c | Improving lives by reducing the harm caused by substance misuse | 🟢 | Neil Evans | HW-2b | Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives | 🟢 | Sandie Keene |
| TP-2e | Reduce bullying and harassment | 🟢 | Neil Evans | HW-3a | Improve safeguarding arrangements for vulnerable adults through better information, recognition and response to risk | 🟢 | Sandie Keene |
| | | | | | Improve safeguarding arrangements for vulnerable children through better information, recognition and response to risk | 🔴 | Rosemary Archer |
| TP-3a | Reduce worklessness across the city with a focus on deprived areas | 🔴 | Neil Evans | | | | |
| TP-3b | Reduce the number of children in poverty | 🟠 | Neil Evans | | | | |
| TP-3c | Develop extended services, using sites across the city, to improve support to children, families and communities | 🟢 | Neil Evans | | | | |

Key

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| --- | --- |
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| Children and Young People's Plan | | | |
| --- | --- | --- | --- |
| Code | Improvement Priority | | Accountable Director |
| CYPP-1 | Improving outcomes for Looked After Children | 🔴 | Rosemary Archer |
| CYPP-8 | Reducing the need for children to be in care | 🔴 | Rosemary Archer |