

Action Tracker – Overall Summaries

Leeds Strategic Plan

Ref	Improvement Priority
Culture	
CU-1a	Enable more people to become involved in sport by providing better quality and wider ranging activities and facilities.
Indoor sports facility renewal is progressing well via Sport for the Future and associated programmes. Recent figures for sports participation show a 2.4% fall following the previous year's startling 7.8% increase. The reported decline may well be a non-significant variation around a positive local trend, but is a cause for concern. The drop is not reflected in participation in council (indoor) facilities which has increased, despite the recession, partly due to free swimming. The playing pitch strategy is due to be refreshed under PPG17 and will provide an opportunity to review the strategic development of outdoor sport facilities.	
Environment	
ENV-1a	Improve the quality and sustainability of the built and natural environment
There is good progress on a number of sustainability initiatives including energy efficiency, work on Combined Heat and Power and the promotion of the urban eco-settlement. There is also good progress on the Arena planning application and feasibility work on the City Centre Park. Progress on this performance indicator has been impeded by the recession. There are fewer new buildings under construction and planning applications have fallen by 30%.	
ENV-2a	Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces
Overall progress on this outcome is steady. A new three year survey plan has been produced outlining which wards are to be assessed in each period for NI 195 purposes. The surveys for period 1 (Apr-Jul) were completed at the end of July and results show that performance on graffiti and fly posting are on course to meet year end targets. Performance on litter and detritus has remained at a similar level as achieved in 2008/09 but litter is currently behind the target set for the year. The surveys for period 2 (Aug-Nov) will be carried out in October/November but the ongoing industrial action in environmental services is likely to have a negative impact on performance and cleanliness levels across the city.	
ENV-2b	Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill
Overall progress is strong. The amount of waste re-used, recycled or composted has increased in the first four months of the year in comparison to the same period in the previous year. The roll-out of garden waste bins was very effective and all of the 60,000 households have received their bins and first collections. This development will further enhance the amount of waste we are able to compost and therefore, divert from landfill. However the current industrial action is likely to impact on performance. The full effect will be measured later in the year, hence the cautionary Amber rating. The Waste Solution Private Finance Initiative continues to progress well. The outline solution submissions were evaluated and four companies were 'Invited to Submit a Detailed Solution' (ISDS) by mid October 2009. A detailed presentation about the waste solution project and the waste treatment facility has been delivered to each of the political parties represented in the council and to all area committees.	
Transport	
TR-1b	Improve the quality, capacity, use and accessibility of public transport services in Leeds.
Good progress is being made with specific projects, such as bus priority schemes (bus lanes and priority at traffic signals) but there are continuing issues with the availability of data from Metro. Recent issues with taxis on the Headrow are being addressed. Progress in some areas is dependent on DfT approval.	

Thriving Places

TP-2a Creating safer environment by tackling crime

The draft CAA document is now out for comments. Burglary is highlighted as a Red Flag, but due to the hard work and the reprioritisation of resources with our partners the last 18 weeks have seen us on target, so it shows how we can make a real impact. Given this, we are putting in a challenge to the Red Flag through the appeals process.

Overall assessment of progress against the outcome is positive.

i) Performance analysis of Serious Acquisitive Crime shows in the period April to September 2009 there were 9,950 recorded crimes; this is up 1.6% against previous year but down 11.9% (632 fewer offences) in Q2 than Q1. Current performance indicates an overall improvement with the predicted year end just outside the LAA target but on target to meet the Policing Plan target. There is still potential for the LAA target to be met by March 2010 as improvements in intelligence gathering and analysis is allowing a more targeted approach.

When comparing Q2 figures with Q1; analysis shows that domestic burglary is down 11.8 % (293 fewer offences), vehicle crime is down 12.1% (299 fewer offences), and robbery is down 11.8% (40 fewer offences). In light of the economic and social pressures exerted by the recession this is a positive outcome although seasonality may explain some of the reductions.

The main continued focus has to be on improving on the number of recorded domestic burglaries.

ii) Performance analysis of Assault with Injury crime rate in the period April to September 2009 shows there were 2,768 recorded crimes; this is down 6.9% against previous year (204 fewer offences). Both Assault with Injury and Serious Assault are now below last year's figures and the trend is in a downward direction. This is a significant achievement since the beginning of the reporting year when assaults with injury were considerably over target and serious assault was also above last year's levels. The levels of domestic violence remain at last year's levels with repeat incidents of domestic abuse slightly lower than last year albeit they are still 2% over target. Current performance is strong and indicates a continued improvement; the predicted year end is above the LAA target.

Considerable work is being directed at reducing the repeat levels of domestic abuse. The one area of concern is the increase in the number of serious sexual assaults on female victims in Leeds in the counting year which now stands at 83. Work with the dedicated West Yorkshire Police team and reassessment of the Sexual Assaults Referral Centres is ongoing.

People's perceptions: The Place Survey outcomes and the more recent Resident Survey outcomes show that people are feeling increasingly safer and consider issues like drug use/drug dealing and alcohol-fuelled anti-social behaviour to be less of a problem than previously.

TP-3a Reduce worklessness across the city with a focus on deprived areas

In spite of considerable effort by the Council and its partners, worklessness has increased during the first half of the year. The improved partnership between LCC, Learning & Skills Council (LSC), Jobcentre Plus, VCSF, Yorkshire Forward and other key partners, is starting to have a positive impact on tackling worklessness and unemployment, most notably in the successful Future Jobs Fund application to the DWP. Yorkshire Forward are funding a wide range of products to support the business sector throughout the recession. The projects are delivered by a number of partners including Business Link West Yorkshire, and aim to help maintain job retention, through pre and post redundancy support, enhanced training opportunities and job matching. The most current Job Seekers Allowance data (September 2009) shows that there are now 24,282 JSA claimants in Leeds (27% of which are women and 73% are men), 4.9% of the working age population; the claimant count has decreased for the first time since

April 2008, however overall it has increased by 66% from the previous August. In comparison with the other 7 Core Cities, Leeds has experienced the third highest increase in new JSA claimants over the last 12 months. In August and September 2009 the figures show that numbers in Leeds have fallen slightly, whilst they have continued to increase in all the other Core Cities. In September 2009 4775 people made a new claim to Jobseekers Allowance with 5003 people leaving the JSA register. This is a positive trend and shows that the gap between the two figures is beginning to narrow. As to be expected, the JSA claimant rate within Leeds NI 153 localities is higher than the city average (11.1% compared to 4.9%). As of February 2009 Leeds has the lowest IB claimant rate of all the core cities at this time, there were 9,670 Lone Parents in Leeds claiming Income Support, representing 1.9% of the working age population. This is a slight increase of just 310 claimants on the February 2008 figure; as with IB, Leeds has the lowest rate of Lone Parents claiming Income Support of all the core cities.

TP-3b Reduce the number of children in poverty

Whilst reducing Child Poverty is a stand alone improvement priority within the Leeds Strategic Plan it should be recognised that significant work is happening across the narrowing the gap agenda that is having an impact on reducing child poverty. The Child Poverty Outcomes (CPO) group has developed its role and approach over the last 6 months in order to better understand some of the work that is already happening, to identify where and how it can add value by bringing a more co-ordinated approach and to ensure the right people are represented on the group. Given the current economic circumstances, progress is marked at Amber.

Enterprise and the Economy

EE-1b Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment

The economic situation continues to adversely impact on this improvement priority despite continued and concerted efforts to facilitate progress; in particular two major development schemes have been kept on hold by developers for some time now and additionally, the number of planning applications for major developments has reduced. Although there has been continued investment in infrastructure, including the public realm, the Arena and transportation systems, the economic downturn has significantly affected the ability of the private sector to maintain the previous momentum.

Learning

LN-1b Improve learning outcomes and skill levels for all 16 year olds, with a focus on narrowing the achievement gap.

All results are provisional at this point. The rate of increase in Key Stage 4 measures that was achieved in 2008 has not been replicated in 2009, with smaller improvements against most indicators. An exception was the headline measure of 5+ A*-C GCSEs including English and maths where performance fell by 0.8 % points from 2008. As the graph above shows this represents a return to a more moderate longer term improvement trend; from 2005-2009 Leeds results have improved by 7.1 % points compared to 4.8 % points for all schools in England and 7.8 % points for maintained schools nationally. The performance of individual schools was inconsistent but did include some very good improvements. Where this improvement wasn't evident, school improvement partners (SIPs) complemented by subject advisers will raise questions about the effectiveness of teaching in core subjects and the accuracy of assessment, especially in maths where schools reported a particular concern over outcomes not matching predictions. More positive is the ongoing improvements in Level 2 achievement (5+ A*-C GCSEs or equivalent) with two thirds of young people now achieving this level. Leeds is within 2.2% points of the national average having closed the gap by 2.8% points since 2005. Measures of low and no achievement are showing small improvements building upon the stronger improvements made in previous years, accepting that comparative performance remains weak. Pleasingly there were no secondary schools in Ofsted categories at the start of the 2009-10 academic year, however the new Ofsted framework operating from September presents a renewed level of challenge; our school improvement support will be focused on reducing areas of risk for schools. Six schools remained below the National Challenge floor target at the end of 2008/09 academic year; although only 3 open schools are now below this benchmark. Revised National Challenge improvement plans are now being agreed with the Secretary of

State. The establishment of two new academies and the opening of Swallow Hill at the beginning of September represent the structural changes being undertaken; agreeing the future of provision in the inner north east is now the priority for the next 6 months. Some key partnerships have been negotiated to support schools with the leadership capacity to drive improvement. While there have been reductions in persistent absence in secondary schools and some targeted successes, secondary attendance remains a priority area.

A rating of amber has been given, reflecting progress made with Level 2 achievement, but also the scale of the challenges described below. Please note that more comprehensive analysis work is currently ongoing. This includes priority groups, progress measures and value added measures and will be contained in Executive Board reports in coming months. Key points will be contained in the Quarter 4 action tracker.

LN-1c Improve learning outcomes and skill levels for all 19 year olds.

No new data is available since the 2007/08 academic year outcomes were reported in the quarter 4 action tracker, so we are not yet in a position to make a judgement about outcomes for the 2008/09 academic year. This data will be available in spring 2010. Our recent Government Office progress check for outcomes at 14-19 indicated that we were likely to be graded 'Amber/Red' on a range of qualitative and quantitative indicators, but this is provisional and subject to moderation. There have been steady improvements in the proportion of young people achieving level 2 qualifications by the age of 19. The percentage of 19 year olds achieving Level 3 is also increasing, but at a slower rate and the gap to national performance is widening. The recent increases in achievement of Level 2 at 16 should start to improve performance against this indicator, as fewer young people will need to follow a Level 2 curriculum post-16 and can instead aim towards Level 3 qualifications at 19. Progress to deliver key activities and ongoing changes in 14-19 provision are progressing well but are yet to result in a step change in terms of a sustained narrowing of the gap with national performance on both indicators, and for this reason the overall progress judgement is amber. Complex changes to the structure of 14-19 provision designed to transform outcomes are currently being implemented across the city, along with increased personalisation of learning pathways and new learning options such as Diplomas. Improvements in Level 2 at 16 including a closing of the gap with national performance provide confidence for future improvement in outcomes at 19. This is reinforced by additional programmes targeted to support young people to continue in learning for whom level 2 at 16 is or was not achievable.

LN-1d Increase the proportion of vulnerable groups engaged in education, training or employment

At 10.3% the adjusted NEET figure for September 2009 was the lowest for any September since 2004. The general trend, though, is that monthly results are broadly similar to the Leeds figures recorded for previous years and this means that the required reductions, to meet the 2010 target, are not happening. The economic downturn is causing increased unemployment and other hurdles which impact on NEET nationally. A significant number of statistical and regional neighbours are experiencing increases in NEET and this means that the static Leeds position places the authority in the mid range of comparison tables whereas previously Leeds has been one of the lowest performing.

This provides some evidence that recent measures in Leeds are having a positive effect despite the overall continuation of difficulty in reaching the 2010 target.

Mobilisation of contracts from the second phase of commissioning is an important next step in early 2010. The accuracy of data continues to present challenges in terms of delivering improvements against this priority. The number of young people in the Not Known category remains unacceptable

LN-1e Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.

Provisional outcomes for 2008/09 academic year highlight improvement in both the Early Years Foundation Stage Profile (EYFSP) and at Key

Stage 1. Improvement in the EYFSP is evident in the two national indicators where the gap with national has narrowed and 2008 performance has been corrected. Key Stage 1 saw an improvement in average point scores, which demonstrates the previous decline in standards at this Key Stage is being addressed. Provisional results at Key Stage 2, shows that the percentage of pupils achieving a Level 4 in both English and maths while falling marginally remains only 1% point below national levels. Of more concern are the 2% point drops in English and maths as individual subjects and that the number of schools below the 2011 floor target (55% of pupils achieving a Level 4 in both English and maths) has risen. Mitigating these trends and reflective of the cohorts now coming through primary school are provisional increases in the percentage of pupils making two levels of progress between Key Stage 1 and Key Stage 2, marginally in English and substantially in maths. A judgement of amber is given for overall progress to take into account the variation in outcomes between these three stages. This update focuses on whole-cohort outcomes, rather than the latter element of the improvement priority about vulnerable groups. This will be covered in the quarter 4 update when validated pupil-level data is available.

Health and Well Being

HW-1d Reduce teenage conception and improve sexual health

The significant increase in activity to reduce the levels of teenage parents in Leeds in the last 12 months has started to show real service changes across the city. Increased momentum has been aided through our much better identification and sharing of the pattern of teenage conceptions across the city. Progress on our internal measures of action and process are good for most areas.

Our indicator data for teenage conceptions, based on the national ONS data set, lags significantly behind any activity to reduce it. The 2007 rate for Leeds is 48.1, a reduction from the 2006 figure of 50.9 (conceptions per 1000 female population aged 15-17), the national rate for comparison is 41.7. The next nationally produced city wide data will be available in February 2010, this will be the data relating to 2008. However, the first and second quarter data for 2008 is currently showing a provisional rise to 51.7 in Q1 and 54.1 in Q2; a rolling quarterly average of 50.3. It is useful to note Leeds' recent performance is within a context of a national rise in teenage conceptions for 2008. Comparing to other Core Cities Leeds' is midway between the highest and lowest performing cities on this indicator. No Core City or significantly sized local authority shows a consistent teenage conception reduction likely to enable it to reach the 50% reduction by 2010 target for the UK.

Levels of teenage pregnancy vary significantly between localities. Better quality data providing more timely information at the local level is supporting the development and coordination of services which are starting to have a positive impact on reducing the level of teenage pregnancy across the city. The 2007 rate for Leeds is 48.1, a reduction from the 2006 figure of 50.9 (conceptions per 1000 female population aged 15-17), still above the national rate of 41.7. The next nationally produced city wide data will be available in February 2010, this will be the data relating to 2008. However, the first and second quarter data for 2008 is disappointing, showing a provisional rise to 51.7 in Q1 and 54.1 in Q2, a rolling quarterly average of 50.3.

HW-1e Improve the assessment and care management of children

HW-3a Improve safeguarding arrangements for vulnerable children through better information, recognition and response to risk

The unannounced inspection highlighted key concerns about the clarity of existing procedural guidance and inconsistent application of these. Case files examined in the inspection and in our own audit work showed a significant variation in quality, and in compliance with recording requirements. There was limited evidence of robust quality assurance frameworks to test compliance with requirements and to assure the safety and quality of work undertaken. To address these issue a new Chief Officer and an interim management team have been brought in. However, there is still much more to do to drive further change and improvement, to embed new procedures and work practices and ensure consistency and high quality.

Children and Young Peoples Plan

Ref	Improvement Priority
CYPP-1	Improving outcomes for Looked After Children
<p>There has been significant additional investment in improving outcomes for looked after children, including through the Primary Care Trust, and the Children Leeds Innovations Fund. The secondment of an Education Leeds head teacher to the Leeds virtual school has added significant leadership and management capacity, and has also provided a champion for improvements in care, well-being and educational progress. There have also been improvements in the rigour of information and data.</p> <p>The virtual school has raised expectations and developed a more strategic approach to improving outcomes, prioritising continued improvements in achievement, attendance and behaviour. There are clear signs that current strategies for improvement are having an impact on the every child matters outcomes for looked after children and care leavers.</p>	
CYPP-8	Reducing the need for children to be in care
<p>Inspections and research conducted internally and by Leeds Metropolitan University confirm that the thresholds for admission to care are appropriate and are being consistently applied. However, there has been a lack of clarity across agencies in understanding and owning common thresholds for action, leading to a fragmentation in service delivery to families. Whilst there have been pockets of excellent inter-agency work at a local level across the city, this has not been consistently applied. The Common Assessment Framework is the primary assessment process used by all agencies for entry into, and exit from, multi-agency working where appropriate, by looking holistically at the needs of each child, young person and family. Through the CAF, a single multi-agency plan is agreed with the child, family and all partners and by focusing on rolling out and improving the use of CAF we are seeking to deliver more consistency and better joining up with partners. In addition, work to reduce the Looked After Children population has focused on reducing drift for those already in care through robust care planning and innovative approaches such as the joint arrangement with CAFCASS to fast track S39 applications to discharge Care Orders where appropriate. The effect of this work is that the overall population is being held at a consistent level, in spite of a significant increase in admissions which mirror the national trend – for example, in May alone, there were 50 admissions to care. The overall population is 1364, and 66 of these are unaccompanied asylum seeking children which compares with 1359 in March 2007, 1364 in March 08 and 1338 in March 09.</p>	

Council Business Plan

Ref	Improvement Priority
We are an intelligent organisation, using good quality information to deliver better outcomes	
IO-1b	Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels
IO-1c	Ensure we have the right intelligence to inform our strategic planning
<p>A recommendation from the CAA Organisational Assessment was that the council needs to strengthen its arrangements relating to data sharing, enhance data quality assurance and compliance arrangements contained in existing partnership agreements so that partnerships can deliver enhanced outcomes. Work is underway on addressing these areas. The Area Assessment has identified that performance management arrangements across the partnership needs to be further improved. Work is underway to review our performance management systems and processes and to review partnership governance arrangements. These activities will lead to improvements in the way that we can more effectively challenge poor performance quickly and take clear improvement action. Key appointments have been made to strengthen our capacity towards responding to these issues. Whilst progress is being made this priority remains amber as the outcomes have not yet been delivered from this work.</p>	
IO-2a	Increase choice so customers can access services in more convenient ways
IO-2c	Improve our services based on customer feedback
IO-2d	Manage customer expectation and deliver on our promises
IO-2e	Develop joined up and person centred services designed around the needs of our customers
<p>Through its Customer Strategy Board, the council is developing a 'One Council' approach to Customer Relations, drawing together Customer Insight, Communications, Customer Services, electronic and other access channel development. This will build on good awareness and progress in some service areas and translate it into an improved corporate approach, including reducing the level of avoidable contact to the council, which has benefits for customer satisfaction and efficiency.</p> <p>In the second quarter, the council has made some good progress overall against the PI measures for this Business Plan priority, continuing from 2008/09, when targets were exceeded and new stretch targets set for future years. The volume of self service continues to increase significantly overall. Performance on the handling of complaints and letters within stated standards is improving on last year, although letters are not quite yet achieving the target for 2009/10. Email performance has fallen in line with increased demand linked to the economic downturn, which has also impacted on overall telephony where answer rates have fallen slightly from quarter 1 to quarter 2. Some services such as Council Tax have experienced significantly increased levels of customer contact linked to the economic downturn. The percentage of contact which is of low or little value is reported annually as NI 14. Whilst this is not included in the mid year PI summary overleaf, action plans have been developed and are being monitored across the council.</p>	
IO-3a	Increase involvement, engagement and participation of all communities especially hard to reach groups
IO-3b	Build trust with local communities to encourage greater engagement
<p>The council continues to carry out a great deal of consultation and engagement work aimed at increasing the involvement of local people in decision making. The combined results of these consultations inform the way in which we plan and deliver services and provide a strong source of strategic intelligence. The increased use of the Talking Point system has assisted in providing an overall picture of the level of consultation activity taking place. However, we recognise the need for further work to improve strategic co-ordination of our involvement,</p>	

consultation and engagement activities and to make this more effective across the council and the partnership. This is an area of activity identified as needing more attention within the CAA. Similarly, further work is needed to adequately capture, understand and analyse the involvement, engagement and participation activities taking place within localities. We have a number of activities in place or planned but this is at an early stage hence the amber rating. Further work is underway through the resident's survey board to better understand what are the drivers of public opinion and how these translate into differences in satisfaction across the city.

Our resources are clearly prioritised to provide excellent services and value for money

VfM-3 Implement a commissioning approach which delivers value for money and ensures the best provider

The council is committed to delivering the OCATC Framework as a mechanism to ensure officers take a consistent and improved approach in commissioning. The OCATC will ensure prioritisation according to local need, demonstrate value for money in service delivery and provide continuous improved outcomes for service users. The overall progress has been rated as amber because the introduction of the framework is taking longer than expected. The OCATC development has been lead by the Procurement Unit. Guidance documents and resources for the framework have been published. There has been a significant amount of Directorate-consultation to ensure that it takes into account the needs of Directorates and the requirements of other relevant commissioning frameworks. CLT sign-off for the framework has been delayed due to issues raised by some Directorates and further implementation is awaiting resolution of these issues.

Vfm-4a Ensure strategic business transformation/improvement activity is prioritised and co-ordinated

Vfm-4b Enhance service improvement capacity to support business change at directorate/service level

The Business Transformation team has been in existence for 6 months (since April 2009), during this period the team has built up its staffing capacity and scoped out its future work programme reflecting the Council's Business Transformation programme. CLT have given their full support to the Council's Business Transformation programme and associated corporate and service priorities in April 2009. CLT agreed that the Council's Business Transformation programme be broken down into the following 4 key priority programmes;

- Changing the workplace,
- Customer Focus,
- Business Management, and
- Aspirational Culture.

In September, CLT gave their commitment in principle to invest the appropriate level of capacity to deliver the Council's Business Transformation priorities. Work related to Business Management is yet to be scoped, but this work is to be informed by business case recommendations arising out of the Delivering Efficient Corporate And Transactional Services (DECATS) programme. The DECATS programmes will provide the Council with a cross-council baseline for our transformation ambitions and identify areas where we can make improvements, standardise processes and deliver efficiencies (see collaboration action tracker).

Vfm-4d Explore opportunities for collaboration with private and public sector bodies - BIG IDEA

The scope of the original collaboration brief had been extended to include all key business processes through PwC's transformation diagnostics organisational review tool. Initial contact was made with the Yorkshire and Humber RIEP to examine possible funding opportunities to extend the scope of this work. Lack of commitment from the RIEP resulted in an approach being made directly with Local Partnership's (previously known as 4Ps) DECATS programme with serious consideration given to joining programme with a view to sharing experience and best

practice. Benefits and implications of participating in the Local Partnership's DECATS were explored during the summer in conjunction with Chief Officers Resources and Strategy (CORS). It was agreed that the Council join the DECATS programme which will still include the exploration of potential strategic collaborative work with the private and/or public sectors. Local Partnerships are to fund two thirds of costs at 'risk' on the basis the Council will pay for all costs if more than £6 million additional savings can be delivered. These discussions have resulted in some delays which is why this has been assessed as amber; however there is now a robust scope and way forward for this improvement priority and progress is expected to be rapid once the DECATS programme is underway.

We are a values led organisation and our people are motivated and empowered

VP-1a	Ensure we have the right staff, in the right place with the right skills at the right time
VP-1b	Empower, support and develop our staff and members by embedding core skills and behaviours with performance based appraisals
VP-2a	Improve leadership at all levels including officers and elected members
VP-4a	Ensure colleagues reflect the diversity of our communities

Generally we are progressing well against this improvement area, in particular there are notable improvements in safety, wellbeing and attendance with sickness absence predicted at 11.0 days per full time equivalent at the end of quarter 4. The impact of the current economic climate has however, affected our performance results relating to equality and diversity and staff turnover. This is mainly due to the reduced level of external recruitment taking place across the council and the need for us to review our priorities particularly in light of the efficiency agenda and the inspection regimes such as the Comprehensive Area Assessment.

VP-4b	Ensure fair access to all our services
VP-4c	Embed equality and diversity throughout the organisation

Progress has continued to be made in embedding equality and diversity and to ensure fair access to all our services. An indication of this is the progress made in the following areas:

- developing an equality assurance process for procurement;
- an increased understanding of the use and benefits of impact assessments; and
- establishing the Leeds Equality Network which has taken forward work around child poverty which will inform further developments in this area.

Whilst progress is being made in taking forward the Equality Assembly, this has been slower than anticipated due to the considerable outreach work required to make sure that full representation is achieved. For the same reason, there has been some difficulty progressing the gender hub, and there is still work to be done to fully establish the other hubs but work remains underway to drive forward these activities

Work has taken place to provide a full up to date list of planned equality impact assessments for 2009- 2010.

Progress across all areas is in a forward direction