

Improvement Priority – VP-2b Enhance our leadership of the city

CAA Focus - Effective performance management by partnership and being able to act quickly on poor performance

Accountable Officer – Kathy Kudelnitzky

Overall
Progress



Why is this a priority



There is a need to ensure that Leeds City Council plays a pivotal role in leading the delivery of city's strategic priorities and in so doing enabling effective performance management across the partnership.

Graphs - There are no graphs for this priority.

Overall Progress to date and outcomes achieved 1st October to 31st December 2009

Overall Summary

The Council is making good progress against this priority. The Leeds Strategic Plan is now well established across the city and more recently our focus on developing a new Vision for Leeds has begun to secure further engagement on the city's longer term ambitions. The new Vision will look ahead a further 10 years to 2030 to consider the major issues and challenges the city is likely to face in the long-term including the sustainability agenda, addressing poverty and responding to demographic change. This work will also include the development of the next Leeds Strategic Plan, 2011 to 2014. A clear timetable and action plan has been prepared to ensure that the council and the partnership is ready to approve these two new documents in April 2011.

The December 2009 Area Assessment highlighted the need to link strategy, performance management and delivery more effectively across the partnership and to make sure that local people have confidence in the partnership to deliver improved outcomes. Work has, therefore, taken place during the last quarter to review our performance management and partnership governance arrangements.

Through discussions at CLT and in relevant partnership forums, a new more robust approach to performance management has been agreed including the introduction of Innovation Challenge Events. To test this new approach, an innovation challenge event on NEET has been arranged to consider this particular area of under-performance and to pilot the new arrangements. The outcome of this new approach will be reported to CLT and to the partnership in April 2010.

Following negotiations with central government, the Leeds City Region has been awarded Forerunner status with our agreement been formally signed off and launched at a summit held in November 2009. Work is now underway to establish appropriate governance structures through which this work can be further developed and relevant powers can be devolved.

Achievements since the last report

- A detailed review of the current Vision for Leeds 2011 to 2030 – “where are we now” – has been written, presented and discussed by over 30 partnership groups and the City and Regional Partnerships Scrutiny Board. Similar sessions have taken place or are planned with each of the main political groups.
- Governance arrangements for the Vision review process, both internally within the Council and across the Leeds Initiative, have been agreed including the establishment of the Vision Steering Group which met for the first time on 29 January 2010.
- The partnership governance review continues with consultation interviews and meetings taking place.
- The review and continuous improvement of the performance management framework continues. For example at quarter 2 a revised version of the action trackers was successfully used and this received a positive response from across the council and the partnership. This enabled a more focused discussion in accountability meetings (e.g. CLT, discussions with political leaders and Scrutiny Boards). The result is that CLT, political Leaders, key partners and Scrutiny have contributed to the agreement on a number of areas for closer monitoring including the production of additional action trackers at Q3.
- Leeds City Region governance arrangements are being developed to underpin the delivery of greater devolution within housing and regeneration; innovation; transport; and skills and worklessness.

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Challenges/Risks

- Refocusing activity to reflect new priorities
- Achieving outcomes with continuing economic, capacity constraints and budgetary challenges
- Making sure that partnership arrangements are effective at supporting the delivery of outcomes
- Delivering the Leeds City Region Forerunner programme – moving from planning to delivery

<u>Council / Partnership Groups</u>	Leeds Initiative Executive, Corporate Leadership Team, LI Strategy and Policy Boards		
<u>Approved by</u> <i>(Accountable Officer)</i>	Kathy Kudelnitzky	<u>Date</u>	28 th January 2010
<u>Approved by</u> <i>(Accountable Director)</i>	James Rogers	<u>Date</u>	2 nd February 2010

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Key actions for the next 3 months 1st January to 30th March 2010				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1.	Vision Steering Group will be convened and the project plan delivered.	Martin Dean All partners	LI Joint Board meeting (of Narrowing the Gap and Going up a league) to be held in February 2010 will consider the outcome of the stakeholder stage of the Vision development plan. The conclusions will help set out new draft aims in the Vision document.	February 2010
2.	Development of a Performance Management Framework for the City that ensures performance is better monitored across the partnership.	Steve Clough	Review arrangements Use experience of the NEET Innovation Day to develop more formal proposals for addressing poor performance Documentation of PMF	March 2010
3.	Review of the scope and model for Leeds Initiative partnerships structures their governance arrangements – make certain they are fit for purpose and able to drive strategic and delivery improvement.	Martin Dean	Desktop review against Audit Commission best practice will be reported to the Leeds Initiative Executive as a basis for developing proposals	March 2010
4	Develop a new model for delivering the Leeds City Region Forerunner programme – moving from planning to delivery.	Rob Norreys	Review of the role of the secretariat support and recommendations for the future model of delivery to be completed by March 2010 Forerunner governance arrangements developed by May 2010	March 2010 December 2009