

Improvement Priority – IO-1b/c Use our information to shape service provision, provide challenge and improve decision making; and ensure we have the right intelligence to inform our strategic planning

Accountable Officer – Kathy Kudelnitzky



<u>Why is this a priority</u>	Local government is being asked to define its role as a place shaper. In order to do this effectively we need to know about our population, their needs and wants and understand how these are likely to change over time. Effective systems need to be in place to enable data to be analysed and made available at the right time to the right people to support strategic planning and effective decision making. We also need to effectively monitor the performance of the city and use this to challenge and improve service provision and planning.
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Overall progress to date and outcomes achieved

Overall Summary:

There has been good progress in developing and improving the data quality of corporate performance information as well as progress in developing the corporate demographic capacity and development of a corporate GIS strategy. However, the capital spending review process means that the key BI projects are currently on hold pending a decision from CLT. These underpin a number of other improvement projects across the organisations and in light of the significance of this, and the subsequent risk that this brings to the organisation, the overall rating is assessed as amber and static.

Achievements since the last quarter

- New data quality audit arrangements were implemented at Q1 for the key performance information used in corporate and partnership accountability processes. These brought together a more robust and wider ranging judgement to the reported DQ traffic light. In addition a review of corporate performance indicators was undertaken and data quality was taken into account as part of the decision about which PIs to continue reporting at a corporate level.
- A performance management review has been initiated the project scope has been agreed and the project Board and Team constituted. This aims to implement a one council approach which will be more effective and efficient by streamlining service, directorate and corporate processes and aligning these with other similar process like risk management.
- Demographic change - CLT agreed a number of recommendations for the way forward in this area. A core team to develop our capacity to understand demographic change across the city has started to be brought together within Business Transformation to provide a one council approach and be better linked into other Business Intelligence work.
- GIS Business Strategy has been approved
- Data sets and methodology for the Neighbourhood Index has been reviewed as a result of learning and feedback from the first year of using this information. As a result the year 1 data is being re-run alongside the year 2 data so that these will be directly comparable. A Proof of Concept around making the Neighbourhood Index a more interactive web-based application was successful with plans to make this a live application in place for 2011/12.

Challenges/Risks

- Creating an effective performance culture across the council and partnerships which uses intelligence to drive decision-making and action.
- Issues around funding levels may delay the delivery of some projects. However contingency plans are in place or in development to mitigate this risk.
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<u>Council / Partnership Groups</u>	Strategic Planning and Policy Board		
<u>Approved by (Accountable Officer)</u>	Kathy Kudelnitzky	<u>Date</u>	1/11/10
<u>Approved by (Accountable Director)</u>	James Rogers	<u>Date</u>	5/11/10

Improvement Priority – IO-1b/c Use our information to shape service provision, provide challenge and improve decision making; and ensure we have the right intelligence to inform our strategic planning

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Key actions for the next 6 months

	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1.	Development of intelligence to inform the development key strategic plans	Alastair Cartwright	<ul style="list-style-type: none"> Bringing together all current needs assessments from across the council and NHS Leeds to identify key issues to inform the plans 	Oct 2010
2.	Delivery of Performance Management Review	Steve Clough	<ul style="list-style-type: none"> Proposals from PM structure and function to Project Board Stakeholder consultation New structure in place and operating 	Nov 2010 Dec-Mar 2010 Apr 2011
3.	Research and Intelligence Project (inc engagement)	Clare Walker	<ul style="list-style-type: none"> PID for Research and Intelligence review (arising from DECATs information) produced and the scope, deliverables and dependencies agreed 	Nov 2010
4.	Business Intelligence and UCMI Project funding	Lee Hemsworth/ Clare Walker	<ul style="list-style-type: none"> Capital Review Group/CLT agree and release funding Business Intelligence and UCMI projects Release tender for suppliers to deliver the enabling competencies eg skills development Contract let (NB the earliest this can be achieved currently is Mar 2011 assuming the go ahead is given in Nov 2011). 	Nov 2010 As soon as funding released
5.	Demographic Capacity	Clare Walker	<ul style="list-style-type: none"> Further discussions to secure and bring together additional capacity into the core team from across the council and partnership 	Mar 2011
6.	GIS Strategy	Malachi Rangecroft	<ul style="list-style-type: none"> Request for Information to test the GIS Market Place and assess if the current system provides value for money and is the right solution going forward Business Case prepared to deliver GIS strategy in order to bid for funding 	Jan 2011 Mar 2011
7.	Customer Focus	Clare Walker	<ul style="list-style-type: none"> Access to Axiom household profiling data to provide a quick solution to additional customer profiling data 	Mar 2011
8.	Research and Intelligence Group	Malachi Rangecroft	<ul style="list-style-type: none"> Review of intelligence products to ensure these are better publicised and signposted. Conduct desk research on public perception relating to Value for Money to support wide initiatives. 	Mar 2011

Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 Result	Predicted Full Year Result	Data Quality
BP-36b	% of strategic indicators (LSP/CBP & NI) where we have “no concerns” on data quality	PP&I	Quarterly %	Rise	76%	90%	100%	80.2%	91%	No concerns with data

Improvement Area – The Council’s Financial Plan underpins and aligns with the organisations priorities

Improvement Priorities - Deliver our 5 year financial strategy to align resources to strategic priorities; embed sustainability in our resource management processes and consider additional sources of funding to support our priorities.

Overall Progress



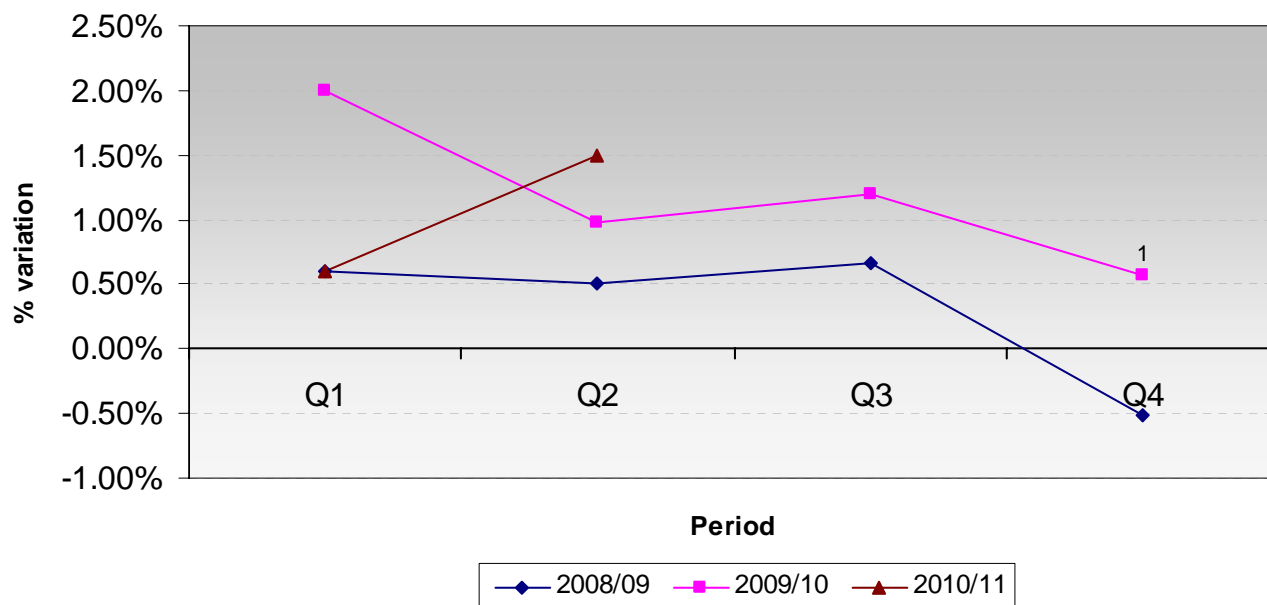
Accountable Officer – Doug Meeson

Why is this a priority

Sound and robust financial monitoring and planning are key to maintaining not just the current and future financial health of the Council, but also are crucial to ensuring that the resources of the Council are aligned to its priorities.

BP 03a

% variation from the overall council budget in year



Overall progress to date and outcomes achieved

Overall Summary

The improvement priority will in reality be delivered through in year monitoring and the annual budget process which cumulates in the budget report to Council in February each year. Council in February 2010 agreed its 2010/11 budget which includes additional provision for key priorities and existing and emerging service pressures. Reserves at the end of March 2010 stood at £16m. The 2010/11 half year report to Executive Board in November identifies a projected overspend of £8.5m against approved budgets. This deterioration since the last quarter is as a result of further pressures on income and demand led budgets in addition to the net pressure resulting from the government's reduction in in-year grants. The main areas of overspend continue to be demand pressures within Children's, and Adult Social Care and declining income levels in City Development and Environment and Neighbourhoods. These areas of overspend are offset to some extent by savings on staffing and other one off options including additional capitalisation. The Chancellor of the Exchequer published the coalition government's Spending Review on the 20th October 2010 setting out their public expenditure plans for the next four years (2011/12 to 2014/15). A full report was submitted to November's Executive Board, which also includes proposals for the development of the council's budget, including proposals for consultation. Development of the council's medium term financial strategy is on-going and a report will be submitted to December's Executive Board with draft proposals.

¹ The 2009/10 outturn position shows an overspend of +0.57% which reflected the year end overspend of £3.2m as reported in the outturn report. The figure of -0.25% reported in the 4th Quarter Action Tracker reflected the net impact on general fund reserves which were £0.9m higher than budgeted even after taking into account the £3.2m overspend because reserves carried forward from the previous year were £4.1m higher than budgeted. For 2010/11, the monitoring of reserves is reported separately (PI BP-03b).

Improvement Area – The Council's Financial Plan underpins and aligns with the organisations priorities

Improvement Priorities - Deliver our 5 year financial strategy to align resources to strategic priorities; embed sustainability in our resource management processes and consider additional sources of funding to support our priorities.

Accountable Officer – Doug Meeson

Achievements since the last report

- Accounts for 2009/10 closed and a clean external audit certificate provided. Prior year accounting adjustments enabled reserves of £16m to be achieved. Although this level of reserves is above our minimum level, given the financial challenges facing the authority, it is considered appropriate to maintain reserves at a higher level at this time.
- As part of the government's in year cuts of £6.1 billion, grants to the council were reduced by £15m in revenue and £10.2m in capital. A number of reductions in expenditure were agreed to offset these in-year reductions, but this still left a shortfall in revenue of £1.5m which is included in the £8.5m projected overspend referred to above.
- Report on the outcome of the Government's Spending Review was submitted to the Executive Board in November which gave some indication of the potential impact upon the Council of the reduction in government funding, although it will not be until the end of November that the Council receives its grant settlement.

Challenges/Risks

- First quarter report submitted to Executive Board in July showed a projected overspend of £3.6m. For the half year report submitted to Executive Board in November, the projected overspend had risen to £8.5m. The main areas of overspend continue to be demand pressures within Children's, and Adult Social Care and declining income levels in City Development and Environment and neighbourhoods. These areas of overspend are offset to some extent by savings on staffing and other one off options including additional capitalisation
- A full budget risk register is maintained, which forms the basis for the Council's risk based reserves strategy. The register is subject to quarterly review. The register identifies a variety of risks, but many of them do relate to in year demand and income variations, and the potential delay in the delivery of budgeted actions.
- In addition, directorates are required to develop and deliver actions for in-year forecast budget overspends, and these action plans are subject to monthly review as part of the normal budget monitoring arrangements which operate at both directorate and corporate levels.
- Looking beyond 2010/11, although we know the scale of the overall reductions to be made in government grants to local government, we do not as yet know how this will be translated into the grant settlement, and clearly there is a potential that the council's settlement is in fact worse than the national position. We will not get clarity on this until the local government grant settlement which will not be until the end of December 2010.
- There is also still some uncertainty as to a number of aspects of the spending review and how it might impact upon the future funding of local government. generally and the council specifically.

Council / Partnership Groups

Approved by (Accountable Officer)

Doug Meeson

Date

10/11/10

Approved by (Accountable Director)

Alan Gay

Date

10/11/10

Improvement Area – The Council's Financial Plan underpins and aligns with the organisations priorities

Improvement Priorities - Deliver our 5 year financial strategy to align resources to strategic priorities; embed sustainability in our resource management processes and consider additional sources of funding to support our priorities.

Accountable Officer – Doug Meeson

Key actions for the next 6 months				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1	Continue to monitor current year spending, and work with directorates to identify actions to restrain spending in order to balance the current years budget overall.	Directors, CORS, Heads of Finance	Monthly reporting to management and quarterly reporting to Executive Board.	On-going
2	Development of draft financial strategy to be incorporated within Medium Term Financial Plan which will form part of the Council's new Business Plan.	Directors, CORS, Heads of Finance	Draft Strategy to be submitted to Executive Board	December 2010
3	Review of reserves policy and options	Directors, CORS, Heads of Finance	In line with development of medium term financial plan	Autumn 2010
4	Preparation of budget for 2011/11	Directors, CORS, Heads of Finance	Executive Board Council	11 February 2011 23 February 2011

Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 Result	Predicted Full Year Result	Data Quality
BP-03a	% variation from overall council budget in year	Finance	Quarterly %		0%	-0.25%	0%	1.50%	1.50%	No Concerns with data
BP-03b	Level of revenue reserves	Finance	Quarterly %	Rise	£12m	£12m	£12m	£16m	£8m	No Concerns with data
BP-05a	% income collected from Council Tax	Revenues and Benefits	Monthly %	Rise	96.41%	96.5%	96.50%	55.89%	96.50%	No Concerns with data
BP-05b	% income collected from NDR	Revenues and Benefits	Monthly %	Rise	98.72%	97.7%	97.75%	61.59%	97.80%	No Concerns with data
BP-05c	% income collected from housing rents	Housing Management	Monthly %	Rise	96.53%	96.93%	97.50%	97.25%	97.50%	No Concerns with data
BP-05d	% income collected from sundry debtors	Revenues and Benefits	Monthly %	Rise	97.00%	95.6%	95.00%	93.83%	97.00%	No Concerns with data

Improvement Priority – The Council strives to achieve efficiency in all its activities

Improvement Priorities VfM-2,6 Improve efficiency of our services including maximising savings delivered through procurement, ICT and asset management; embed value for money at all levels and improve quality and efficiency of support services.

Overall Progress



Accountable Officer – Tim Pouncey

Why is this a priority

Value for Money (VfM) is about obtaining the maximum benefit from goods and services acquired and provided, within available resources. To deliver VfM services the Council will:

- Be outcome focused;
- Ensure services are of the right quality and are fit for purpose;
- Ensure services are delivered economically, that is, from a supplier (internal or external) whose price is competitive for the quality of service delivered;
- Ensure services are delivered efficiently, that is, through streamlined processes that link seamlessly internally and with partner organisations wherever possible.

Overall progress to date and outcomes achieved

Overall Summary

The Chancellor of the Exchequer published the coalition government's Spending Review on the 20th October 2010 setting out their public expenditure plans for the next four years (2011/12 to 2014/15). A full report was submitted to November's Executive Board, which also includes proposals for the development of the council's budget, including proposals for consultation. Development of the council's medium term financial strategy is on-going and a report will be submitted to December's Executive Board with initial budget proposals. This summary attempts to draw together a range of programmes across the Council to address the improvement priority, specifically, the Business Transformation Programme and procurement related initiative. Further details are provided in other action trackers.

Overall, clearly in response to the financial challenges that we are facing there is a great deal of activity is happening across the Council to deliver efficiencies, but there is still much to do to fully embed a culture of VfM across the Council and to ensure benefit realisation. Accordingly, overall progress is assessed as 'amber'.

Achievements since the last report

- The VfM interest area on the intranet was launched. This explains the concept and how all staff can contribute.
- Internal Audit and business analysts have been engaged on a number of projects across the Council, notably Adult Social Care and Streetscene. This has involved developing processes to move forward specific areas of work e.g. Out of Hours service (Adult Social Care) developed an operational process to manage performance related pay (Streetscene).
- Work is ongoing on delivering the Business Transformation Programme, which will need to deliver significant savings over the next four years.
- All directorates are reviewing their current and future spending plans and considering options to deliver greater efficiencies.
- In support of the transformation agenda the Chief Procurement Officer has formulated a detailed procurement savings plan involving e-auctions; contract extensions; contract renewals; tackling off contract spend etc which he believes will achieve substantial savings for the council.

Challenges/Risks

- Predicting the response to the VfM reporting service is difficult, we need to ensure an appropriate response to all reports to maintain the creditability of the facility.
- Obtaining approval to, and implementing the VfM policy.
- Request for Audit & Risk resources to help with reviews, projects and programme outstrips the available resource – need to ensure the resource is directed to priorities.
- The scale of the challenge posed by the Spending Review is huge and will require clear planning and monitoring to deliver the changes and budget reductions necessary by 2014/15, including the savings identified from the Business Transformation Programme..
- Many responses have been received to the Chief Executive's request for staff to contribute ideas to help deliver VfM services. The challenge is now to respond to these suggestions in a timely and appropriate manner, and for where appropriate implement action.

Improvement Priority – The Council strives to achieve efficiency in all its activities

Improvement Priorities Vfm-2,6 Improve efficiency of our services including maximising savings delivered through procurement, ICT and asset management; embed value for money at all levels and improve quality and efficiency of support services.

Accountable Officer – Tim Pouncey**Challenges/Risks (Continued)**

- Responding to consultation from the people of Leeds, 'Delivering Responsive and Efficient Services'.

<u>Council / Partnership Groups</u>	N/A		
<u>Approved by</u> <i>(Accountable Officer)</i>	Tim Pouncey	<u>Date</u>	01/11/10
<u>Approved by</u> <i>(Accountable Director)</i>	Alan Gay	<u>Date</u>	10/11/10

Improvement Priority – The Council strives to achieve efficiency in all its activities

Improvement Priorities Vfm-2,6 Improve efficiency of our services including maximising savings delivered through procurement, ICT and asset management; embed value for money at all levels and improve quality and efficiency of support services.

Accountable Officer – Tim Pouncey

Key actions for the next 6 months

	Action (Desired Achievements)	Contributory Officer	Milestone / Actions	Timescale
1	Develop a corporate and systematic approach to value for money, including a clear and concise policy statement on Vfm, a consistent approach to benchmarking.	Tim Pouncey	Vfm policy approved and rolled out.	Autumn 2010
2	Programme of training and awareness sessions.	Tim Pouncey	Series of sessions to be booked and rolled out from October.	Oct 2010
3	Consider how the CIPFA Vfm profiles (published in October 2010) will impact on the emerging Leeds Vfm approach.	Tim Pouncey	First draft of dashboard has been produced. Further work required on consulting on the approach adopted.	Ongoing
4	Liaise with other authorities (and other appropriate organisations) to benchmark best practice.	Tim Pouncey	Liaise with other organisations	Ongoing
5	Deliver actions as detailed in the Business Transformation Action Tracker focussed on delivering projects to achieve efficiencies included in the Medium Term Financial Plan	Lee Hemsworth	Progress Changing the Workplace Programme to Gateway 1 as agreed at Executive Board Progress Customer Focus Programme Progress Business Management Programme	
6	Implement and monitor the procurement savings plan	Wayne Baxter	Produce a detailed savings plan Identify areas where savings can be achieved and continuously review Update savings plan on an annual basis.	Ongoing

Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 Result	Predicted Full Year Result	Data Quality
NI 179	% of cash releasing efficiency savings made (cumulative total over next three years)	Finance	6 Monthly £m	Rise	£28.759m	£32.32m (Cumulative £56.87m)	NB The Secretary of State has recently announced that the government will not require Councils to provide NI179 data.			No Concerns with data

Improvement Area - The council develops a workforce plan which supports the organisations priorities and addresses equality of representation, attendance etc within the organisation

Improvement Priorities: VP-1a/b, 2a, 4a We have the right staff, in the right place with the right skills at the right time; improve leadership at all levels including officers and members; empower support and develop our staff and members by embedding core skills and behaviours with performance based appraisals; and ensure colleagues reflect the diversity of our communities.

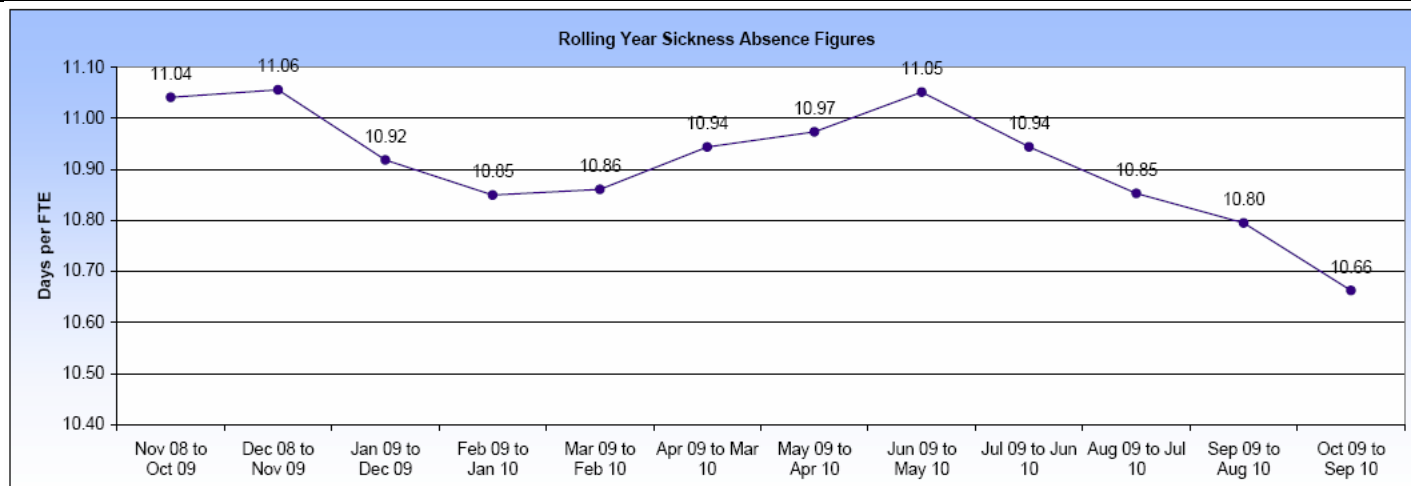
Accountable Officer – Lorraine Hallam

Overall Progress



Why is this a priority

LCC delivers a wide range of services which contribute to business plan outcomes. Underpinning this is the performance of the staff we employ and how they are managed. As a large complex organisation, we need to plan this. Successful delivery of services to people in Leeds also needs to be undertaken by a workforce that is inclusive and reflects diversity across different communities and groups.



Overall progress to date and outcomes achieved

Overall Summary

Following the comprehensive spending review (CSR) the council needs to reduce overall staffing by around 3000 jobs, which equates to one in six jobs, over the next four years. Due to the number of staff potentially affected by the changes and the possibility that there may be a need for some compulsory redundancies in the future a Section 188 notice was issued to the Trade Unions on 5th November 2010. Formal consultation has begun with the Trade Unions on proposals in response to the budget pressures. Local partners, like the NHS in Leeds and councils across Yorkshire and Humberside are facing similar challenges and work is ongoing to look for savings through partnership working. In the first two quarters of 2010-11 the council has made mixed progress against this improvement area as measured by the six quarterly performance indicators, noted on page 6. There is significant work activity to support the council-wide early leavers initiative and this will continue through Quarter's 3 and 4 as employees begin to leave. The impact of this initiative on workforce diversity is being monitored because pressure to reduce headcount and low turnover is having a detrimental impact on equality targets. Some 2010/11 targets were reviewed at year end (09/10) to reflect an achievable and realistic position given the current climate. There have been particular improvements in safety, wellbeing and attendance. The challenges posed by the comprehensive spending review and the pace of business change has led to a new focus on ensuring that equality and diversity is considered within major change projects.

Outcomes and Achievements since the last report

Workforce Planning and budget action plan: In response to the CSR the council is reducing its workforce. To support this HR delivered a council-wide Early Leavers Initiative (ELI) launched in October. To date we have communicated with all staff, managers, and Trade Unions and worked up a clear ELI timetable. A total of 1779 expressions have been received. Letters stating final settlement offers have been issued to interested staff, giving them 5 days to confirm. 'Switching' of staff from 'at risk' areas into priority front-line roles is being explored to maximise the number of employees who can leave under the voluntary scheme to realise budget savings by post deletion. High level discussions are currently being held with the Trade Unions to look at a range of other deployment options including flexible deployment. During Quarter 2 the **At Risk Team** has successfully resolved 26 cases with 12 redeployees placed into permanent positions, 9 into temporary

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Accountable Officer – Lorraine Hallam

positions and 5 resolved by other routes for example resignation and termination by mutual agreement. At the end of quarter 2, 72 redeployees are in the process and of those 18 are in trial periods.

The council wide Agency Contract with Comensura went live in July 2010. Economies of scale have delivered real outcomes regarding reduction in charge rates, commission rates and temporary to permanent fees. Benchmarking against previous contract spend there has been £90,000 reduction in like-for-like expenditure compared to Quarter 1.

The **integration of Education Leeds within the Council** is on target. A joint HR/BSC Project Plan and Risk Register has been drafted and implemented and all associated actions are currently on track.

Safety, Wellbeing and Attendance: The Wellbeing strategy continues to be embedded across services, the Stress Policy was approved at Corporate Negotiating Group (CNG). 10% of all Occupational Health referrals are now closed at the triage stage which is a significant increase on Quarter 1. The newly established Attendance Support Team in BSC has already demonstrated success with some areas reducing overdue attendance management meetings by over 40% since the end of August 2010.

The rolling year **sickness** figure is at its lowest level for 12 months. At the end of Q2 the cumulative average days lost per FTE was 4.64 days. The current projected out-turn for the full year is 10.17 days per FTE which, if achieved, would be an improvement of 0.9 days on last year's performance although 0.17 days above the 10 day target. However, based on previous years performance from quarter 2, we are cautiously predicting an outturn of 10.5 as a more realistic result. Full year forecasts reveal improvements in all areas with the exception of Children's Services, where work is ongoing to improve the projected attendance figure of 13.25 days. The Attendance Management Team are working with Managers and Chief Officers across the service by holding briefing sessions, advice and training to improve attendance figures.

The new **Fit Note** process was successfully integrated within the council with only minor problems reported over the last 6 months.

A '**Managing Health and Safety** in LCC' Project has been initiated which implements the findings of the independent review of health and safety conducted by Leeds Metropolitan University (LMU). A new Health and Safety Service within HR was implemented on the 9/8/10. A Health and Safety Strategy Group has been formed and a draft Health and Safety Strategy has been developed. Improvements have been made to the H&S management system and new performance standards continue to be introduced.

Health and Safety Enforcement Action: The Health and Safety Executive served three Improvement Notices on the Council. The Notices related to (i) Improving the management and control of Legionella at Merrion House (25/6/10); (ii) The inspection and maintenance of pipe work associated with the bulk storage of LPG at Thwaites Mill (11/08/10); and (iii) The regular inspection of a bath hoist in an Adult Social Care service user's home (8/10/10). In response, we complied with the particular health and safety requirements within the given timescale to the satisfaction of the H&S Executive.

Pay, Reward and Recognition: The **Childcare Voucher** contract with current provider Fideliti was successfully extended for another 12 months. The initial target of an increase in uptake of 15% was achieved and the stretch target of 30% (roughly 1000 users by the end of June) is attainable, as at October 2010 the current number of voucher users is 984.

A variety of low cost employee **recognition events** have taken place across the directorates.

Changing the Workplace: Two pilots for changing the workplace supported by HR have now been conducted (in City Development and Adults). A remote working policy is being concluded and has been tabled at Corporate Negotiating Group for Trade Union comments prior to being signed off. Training and learning and development packages have also been determined to enable more staff to adopt new ways of working in line with programme plans.

Safeguarding: Work is also ongoing with Education Leeds, Children's Services and Adult Social Care to understand how their CRB processes operate and to see how these can be integrated successful with the BSC processes. This follows recent changes on Independent Safeguarding Authority (ISA) reviews.

Improvement Area - The council develops a workforce plan which supports the organisations priorities and addresses equality of representation, attendance etc within the organisation

Improvement Priorities: VP-1a/b, 2a, 4a We have the right staff, in the right place with the right skills at the right time; improve leadership at all levels including officers and members; empower support and develop our staff and members by embedding core skills and behaviours with performance based appraisals; and ensure colleagues reflect the diversity of our communities.

Accountable Officer – Lorraine Hallam

Consultation is underway to clarify the CRB checking process and a reporting framework will be established with the BSC once this consultation has concluded. This will include setting new CRB reporting targets.

Learning and Development: Significant progress has been made to the **appraisal framework**. Regular reports on appraisal completion levels are sent to DMT's. Improvement is being made with the qualitative aspect of appraisal process, whereby HR business partners are supporting managers with appraisal discussions.

A five-year framework contract has been awarded to QA to deliver a large proportion of the Council's **learning and development requirements**. The contract will deliver a range of personal and management development courses as well as ICT and Project Management training in order to support service and organisational change.

Staff Survey – Q1 directorate and service level actions following the 2009 Staff Survey have been reported. Heads of HR have reported on the progress being made against the agreed actions at directorate and service level under the following broad headings: Communications, Analysis, Monitoring/Outcomes. One Council Board recently considered the future format of the staff survey and whether this should remain in its current format, replaced or developed into a cultural/employee engagement tool.

Equality and Diversity: A framework contract has been awarded to deliver equality and diversity training within the council, which commenced in June 2010. The HR actions within the **Council's Equality and Diversity Strategy 2008-11** are on track to be delivered within timescales; this includes Equality Impact Assessments on all the key policies. Paper submitted to CLT to review the staff placement process, this includes both PATH and Nari-ekta schemes. There is no significant change in BME figures from 2009/10 figures but there is a slight decrease in the number of disabled staff.

Challenges/Risks

- Impact of the current economic climate.
- Supporting additional changes and transformation - DECATS & Changing the Workplace
- Supporting Service improvement in Childrens' and Adult Services.
- The pay challenge – Progressing with pay agenda, key areas include legislation, phase 2, appeals and pay and protection.
- Equality and Sickness targets to be met for 2010/11.
- Safeguarding: need to reassess our approach in the light of changes at a national level. The most significant change is related to the halting of ISA registration process announced by the Coalition Government. The scope of those to be covered under the ISA is currently subject to review and as of yet there is no timescale for the completion of the review. There is clear indication from the Coalition that the numbers to be covered in any ISA or ISA like scheme will be significantly reduced and that the concept of controlled posts may be shelved. Therefore at present the main focus of work in safeguarding needs to focused on who is to receive a CRB check in the light of these national changes and assess what actions highlighted by the ISA work need to be progressed.

Council / Partnership Groups	Resources and Performance Board, HR Leadership team, CORS
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Approved by (Accountable Officer)	Lorraine Hallam	Date	10/11/10
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Approved by (Accountable Director)	Alan Gay	Date	10/11/10
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Improvement Area - The council develops a workforce plan which supports the organisations priorities and addresses equality of representation, attendance etc within the organisation

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Accountable Officer – Lorraine Hallam

Key actions for the next 6 months

	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
Budget Action Plan				
1.	Early Leavers Initiative	Karen Fentem	Approval/acceptance of expressions. DDN subject to Call-in period Further discussions with staff and services Termination of contracts	Dec 10 Dec 10 Jan 11 Jan 11 onwards
Safety, Wellbeing and Attendance				
2.	Maintain improving attendance Ongoing development of the Wellbeing Strategy	Richard Moss-Blundell	Wellbeing strategies developed. Challenge meetings undertaken to retain focus on manager's role in attendance. Stress Policy role out.	On-going Dec10 Nov 10
	Scoping options for specialist Attendance Management Team	HRLT/Karen Fentem	Present proposals inc structure and costings to CORS by end of Oct.	Oct 10
	Make progress in the delivery of the Managing Health and Safety in LCC Project.	Chris Ingham	Includes: developing the professional health and safety advisory service; embedding health and safety in the council; develop and implement an audit and compliance framework.	
Pay, Reward and Recognition				
3.	Progress with Phase 2 Pay & Grading strategy	Daniel Hartley	Pay consultation meeting with the TUs re discussions on phase 2 progress. Agreement on the Appeals process with TU's.	Dec 10 TBC Jan 11
	Corporate Recognition Event	Alex Watson	Corporate Recognition Event held	Nov 10

Improvement Area - The council develops a workforce plan which supports the organisations priorities and addresses equality of representation, attendance etc within the organisation

Improvement Priorities: VP-1a/b, 2a, 4a We have the right staff, in the right place with the right skills at the right time; improve leadership at all levels including officers and members; empower support and develop our staff and members by embedding core skills and behaviours with performance based appraisals; and ensure colleagues reflect the diversity of our communities.

Accountable Officer – Lorraine Hallam

Key actions for the next 6 months				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
Learning and Development				
4.	Introduce/roll out Core Offer within the business Further Improvements made to appraisal framework Proposals into new ways of engaging with employees. liP Reaccreditation	OD team OD team OD team P Harris	Launch Core Offer. Service reviews completed on scheduled.	Mar 11 ongoing Mar 11 Oct 11
Equality and Diversity				
5.	Equality action plans	Jane Stageman	Implement equalities good practice toolkit for managers. Review data and targets. Implement change programme work stream.	Dec 10 Dec 10 Mar 11

Improvement Area - The council develops a workforce plan which supports the organisations priorities and addresses equality of representation, attendance etc within the organisation

Improvement Priorities: VP-1a/b, 2a, 4a We have the right staff, in the right place with the right skills at the right time; improve leadership at all levels including officers and members; empower support and develop our staff and members by embedding core skills and behaviours with performance based appraisals; and ensure colleagues reflect the diversity of our communities.

Accountable Officer – Lorraine Hallam

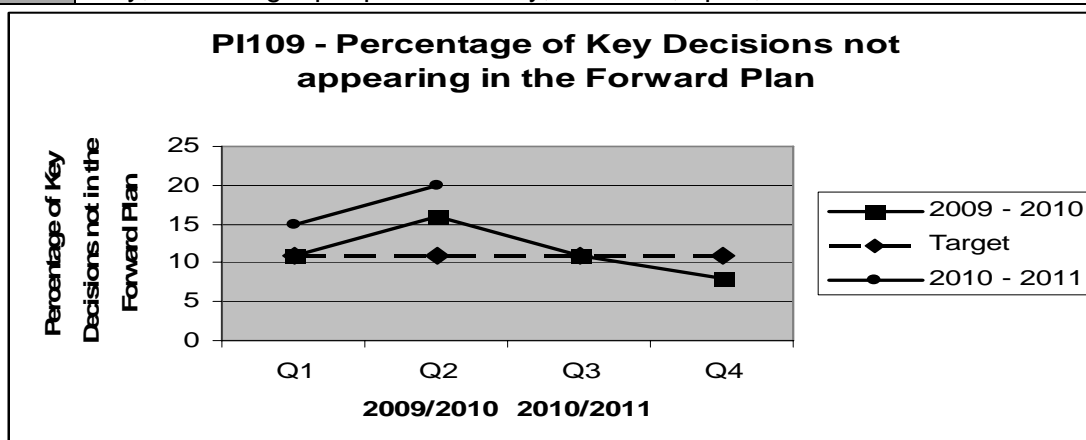
Performance Indicators										
Performance indicators aligned to the Improvement Priority										
Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 Year to Date	Predicted Full Year Result	Data Quality
BP-17	Number of working days lost to the authority due to sickness absence (average per FTE)	HR	Monthly Days	Fall	12.18 days	11.07 days	10 days	4.64 days	10.50 days	Some Concerns with Data
BP-18	Voluntary leavers as a percentage of staff in post	HR	Quarterly %	Maintain	8.90%	6.81%	N/A	3.12%	6.5%	No Concerns with data
BP-23	% local authority staff from BME communities	HR	Quarterly %	Rise	7.70%	8.12%	8.5%	8.20%	8.20%	No Concerns with data
BP-24	% local authority staff with disability	HR	Quarterly %	Rise	3.20%	3.75%	4.0%	3.68%	3.68%	No Concerns with data
BP-25a	% of top earners who are women	HR	Quarterly %	Rise	36.83%	40.11%	41.00%	40.75%	40.75%	No Concerns with data
BP-25b	% of top earners who are from BME communities	HR	Quarterly %	Rise	5.96%	5.85%	6.00%	6.44%	6.44%	No Concerns with data
BP-25c	% of top earners who are disabled (excluding maintained schools)	HR	Quarterly %	Rise	4.05%	3.16%	3.50%	3.47%	3.47%	No Concerns with data
BP-26	Maintain Investors in People accreditation	HR	Every 3 years Yes/No	N/A	Yes	N/A	Re-accreditation achieved	N/A	IIP Accreditation Maintained	No Concerns with data

Improvement Priority – VP 1c, 3a/b Improve understanding and transparency of our decision-making and accountability processes; Strengthen our democratic processes to improve governance and policy making and Maximise member involvement in policy development, decision-making and accountability



Accountable Officer – Nicol  Jackson

Why is this a priority	Good governance helps to ensure that the council is doing the right things, in the right way, for the right people in a timely, inclusive, open, honest and accountable manner.
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Overall progress to date and outcomes achieved

Overall Summary

The Local Government Act 2000 requires local authorities to maintain, and publish on a monthly basis, a four month rolling programme of Key (Executive) Decisions. In Leeds the Council Key Decision are decisions which are likely to;

- result in the authority incurring expenditure or making savings which is/are significant having regard to the authority's budget for the service or function to which the decision relates; or
- be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the authority.

Performance at Q2 has declined since Q4 in 2009/10. Decision takers are not routinely informing Governance Services of slippage in planned decision dates. This has an impact the Forward Plan published in the subsequent month as, in many cases decisions not taken in a particular month are not 're- notified'. From October Governance Services will routinely slip all decisions, for which there has been no corresponding decision (officer or Executive Board), to the next Forward Plan period. Whilst this may result in some decisions being published which have already been taken, this is preferable to Key Decisions being taken which should have been published on the Forward Plan – in turn this will improve the possibility of meeting the 2010/11 target. The Annual Governance Statement action plan has been reviewed and continues to be closely monitored by officers and members.

Achievements and significant activities since the last report

- Potentially complex and challenging change in political administration supported and administered at the Annual Council meeting without challenge.
- Direct delegations to Officers with Children's Services have been reviewed by the Leader of Council and Executive Member for Children's Services
- The Annual Governance Statement has been approved by Corporate Governance and Audit Committee – prior to this approval Internal Audit reviewed the statement and whilst providing an opinion that the Control environment is good, have provided recommendations for further improvement. The process for developing Annual Governance Statement in 2010 was improved to include Lead Officer Assurances on internal control arrangements.
- A lessons learned report has been presented to Joint Plans Panel concerning the Technoprint case – a further report will be considered by the Corporate Governance and Audit Committee in November
- Successfully secured the Member Development "Charter Plus" award building on the main charter and demonstrates further improvement in member development and support arrangements.

Challenges/Risks

- Challenge to decisions due to actual or perceived contravention of Article 13.2
- Lack of transparency and failure to provide appropriate challenge
- Ensuring internal control arrangements are proportionate in the current environment.

Approved by (Accountable Officer)	Andy Hodson	Date	1/10/10
Approved by (Accountable Director)	Nicole Jackson	Date	9/11/10

Improvement Priority – VP 1c, 3a/b Improve understanding and transparency of our decision-making and accountability processes; Strengthen our democratic processes to improve governance and policy making and Maximise member involvement in policy development, decision-making and accountability

Accountable Officer – Nicol  Jackson

Key actions for the next 6 months				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1	Roll out training on decision making	Head of Governance Services	Outline programme of training established Training resources completed All Directorates to have received training	Sept 2010 Oct 2010 Jan 2011
2	Review of report writing guidance and templates	Head of Governance Services	Review of existing arrangements & review comparator authorities Draw up and consult on proposals Introduce new arrangements	Oct 2010 Nov 2010 Dec 2010
3	Review relationship between the Forward Plan and Talking Point	Head of Governance Services	Review completed by end of October 2010	Oct 2010
4	Undertake pilot benchmarking exercise re governance processes with CIPFA	Head of Governance Services	Pilot completed by the end of 2010.	Dec 2010

Performance Indicators										
Performance indicators aligned to the Improvement Priority										
Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 Result	Predicted Full Year Result	Data Quality
BP-37	% of key decision which did not appear in the forward plan	Democratic Services	Quarterly %	Fall	33%	11%	11%	19%	11%	Not completed