

### Corporate Assessment Actions 2008

Issue	Plan within which action sits	Current Position April 08	CO Responsibility	RAG status
<b>Ambition</b>				
No clear measurable outcomes relating to ambition of becoming a successful European city.	Vision for Leeds, Leeds Strategic Plan 2008-11 supported by Leeds Economic Development Strategy	<p>We have set up a new Leeds Initiative Going up a League Board whose remit is to drive forward outcomes which meet our aim to become a successful European city. The Board met for the first time in March 2008 chaired by Councillor Andrew Carter, Leader, Leeds City Council. It has on it representation from all three main political parties; the Chief Executive and Director of the council's City Development Directorate; representatives of the private sector; and the Vice Chancellors of both universities.</p> <p>The Board and its members will champion this agenda and in driving the city's approach to going up a league and becoming a successful European city. It will provide challenge and support to the council and other partners in achieving measurable outcomes</p>	Kathy Kudelnitzky	

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<b>Prioritisation</b>				
No issues identified				
<b>Capacity</b>				
<ul style="list-style-type: none"> <li>• <b>Inconsistency of Scrutiny Committees and their challenge role.</b></li> <li>• <b>Call-in arrangements are not as effective as they could be.</b></li> </ul>	All actions reside within the Council Business Plan 2008-11	<p>Programme of external training for Scrutiny Board Members to be undertaken during 2008/09</p> <p>Revised Call In and Scrutiny arrangements agreed for 2008/09</p>	Nick De La Taste	
Lack of developed corporate approach to workforce planning. No links with partners workforce planning.	Council Business Plan 2008-11	<p>Corporate Workforce Planning framework and guidance developed and linked to new service planning approach. Workforce plans being developed locally and collated to provide corporate workforce development plan.</p> <p>Chief Officer (Resources and Strategy) to take Directorate overview, followed by corporate overview and further report back to Resources and Performance Board in June. This will include joined up resource planning to link to ICT Blue print and Financial Planning.</p>	Lorraine Hallam	

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Personnel policies are sometimes locally interpreted	Council Business Plan 2008-11	<p>The following new policies and procedures have been completed:</p> <ul style="list-style-type: none"> <li>• Improving Performance Policy</li> <li>• Managing Attendance Policy</li> <li>• Probationary Periods</li> <li>• Pre-employment medicals</li> <li>• Smoking Policy</li> <li>• HIV and Aids Policy</li> <li>• Domestic Violence</li> </ul> <p>The Grievance, Disciplinary and Recruitment policies are nearing completion and sign off with the Trade Unions.</p> <p>The HR Intranet Page has been updated to ensure single version and version control polices and all HR teams have been trained in the new policies and are rolling out to managers.</p> <p>One HR restructure will be complete for June 08 following interviews of all HR staff. This includes the development of HR Admin in Business Support Centre to ensure consistent approach. An HR induction and development programme will commence summer 08.</p>	Lorraine Hallam	

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<b>Performance Management</b>				
<b>Lack of consistency for review and setting of individual targets and objectives.</b>	Council Business Plan 2008-11	New Senior Manager appraisal scheme based on core competencies and greater accountability piloted with Directors now being rolled out to Chief Officers. Middle Manager scheme being developed for Autumn 2008.	Lorraine Hallam	
Presentation of service plans was inconsistent up until this year, therefore embedding of performance management culture is yet to happen.	Council Business Plan 2008-11	Corporate Service Planning workshops held Feb/March 08. Quality assurance review in May 08 with report to CLT	Steve Clough	
<b>Achievement in Sustainable Communities and Transport</b>				
Not yet made significant impact on our target to reduce worklessness.	Leeds Strategic Plan 2008-11 supported by Leeds Economic Development Strategy*	City partnership group on worklessness established. Targets to reduce worklessness included in LAA. Strategy and action plan being developed through partnership group to deliver LAA targets	Stephen Boyle	
Affordable housing remains a challenge, particularly in the more prosperous areas of the city.	Leeds Strategic Plan 2008-11 supported by Leeds Housing Strategy 2005/06 – 2009/10	Emerging RSS is setting more challenging affordable housing targets.. The Council is looking to introduce informal planning policy reflecting this, once RSS adopted. Supplementary Planning Guidance which provides the basis for negotiating with developers is under review.	Paul Langford	

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Progress in moving people from temporary accommodation is slow.	Leeds Strategic Plan 2008-11 supported by Leeds Housing Strategy 2005/06 – 2009/10	Target in place to reduce by 50% the number of households in temporary accommodation by March 2010. Temporary accommodation providers are invariably commissioned through the Supporting People programme. NI141 included within the LAA with a stretch target of 76% positive move-ons by 2010/11 – baseline position 60%. Intensive contract management work through the Supporting People programme has improved performance against NI141 from 55% in Q1 07/08 to 64% in Q4 07/08 and it is believed that this progress will continue in the next three years. The housing support service attached to the private sector leased temporary accommodation, TEAS, has been subject to competitive tender and an emphasis has been placed on the successful contractor being able to demonstrate how they will contribute to the target to reduce temporary accommodation placements.	Paul Langford	
Residents' satisfaction with the Council on Housing is bottom quartile and satisfaction has fallen steeply	Leeds Strategic Plan 2008-11 supported by Leeds Housing Strategy 2005/06 – 2009/10	As a result of decreased BME tenant satisfaction as measured by the BV User Satisfaction Survey 2006, a more detailed survey on BME tenants	Paul Langford	

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amongst the BME community.		satisfaction has been commissioned reporting in Aug 08. The council will be undertaking a further tenants satisfaction survey in 2008, reporting in early 2009.		
Planning performance is below average but has recently improved.	Leeds Strategic Plan 2008-11 supported by Local Development Framework	We have introduced performance management procedures and reduced the backlog of old applications. We have introduced 'standard' performance targets for major applications and a Planning Performance Charter for major development proposals. Performance against all BV109 indicators improved: 2007/08 compared with the previous year.	Phil Crabtree	
Sustainability is not yet embedded in planning processes.	Leeds Strategic Plan 2008-11 supported by Climate Change Strategy* and Local Development Framework	A process has been established for undertaking Sustainability Appraisal of new planning policy documents. This should ensure that the policies against which applications are judged are inherently sustainable. A Sustainable Design and Construction SPD is nearing completion. A range of information is required from developers to support their planning applications that address sustainability issues e.g. transport assessments and green travel plans	Phil Crabtree	

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There remains a recognised need to develop the public transport strategy further.	Leeds Strategic Plan 2008-11 supported by West Yorkshire Local Transport Plan 2006-11	<p>The following core strategy approaches are identified in the West Yorkshire LTP in relation to public transport.</p> <ul style="list-style-type: none"> <li>• Improve physical accessibility by making public transport more accessible.</li> <li>• Maintain and develop public transport networks through our bus and rail strategies.</li> <li>• Raise awareness of public transport and improve and target information and marketing.</li> <li>• Encourage modal switch to public transport by encouraging more travel by bus and rail and improving ticketing and information.</li> </ul> <p>Measures to address the issues related to buses are taken forward in partnership with Metro and the bus operators and coordinated by the Leeds Bus Partnership Group. A programme of interventions has been identified through to the end of LTP2 in March 2011 and this is monitored by</p>	Steve Speak	

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		<p>the partnership group.</p> <p>Rail measures are led by Metro and involve partnership working with the rail industry. Bids are made to the Regional Transport Board for funding to support selected rail improvements.</p>		
<b>Achievement in Safer and Stronger Communities</b>				
<p>Crime, and fear of crime, remains high when compared nationally.</p>	<p>Leeds Strategic Plan 2008-11 supported by Safer Leeds Partnership Plan 2008-11</p>	<p>Safer Leeds has developed its partnership plan 2008/11 with specific improvement priorities for 2008/9. These include delivery activity to reduce serious acquisitive crime and violent crime whilst improving community confidence and public satisfaction.</p>	<p>Richard Jackson</p>	
<b>Achievement in Healthier Communities</b>				
<p><b>Inconsistent approach to reducing health inequalities across the city.</b></p>	<p>Leeds Strategic Plan 2008-11 supported by Health and Well Being Plan*, Children and Young People's Plan 2006-09 and PCT Strategic Plan 2008-11</p>	<p>The Strategic Plan sets out clear improvement priorities for reducing health inequalities in the city. Targets for key priorities have been set to reflect improvements in the worst 10% SOA's. New strategic leadership and performance management arrangements are built into the Healthy Leeds Strategic Commissioning Board.</p>	<p>Ian Cameron Sandie Keene Rosemary Archer</p>	



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Partnership working at a strategic level is under-developed.	Leeds Strategic Plan 2008-11 supported by Health and Well Being Plan*, Children and Young People's Plan 2006-09 and PCT Strategic Plan 2008-11	The agreement to establish the Joint Strategic Commissioning Board, and associated sub-groups covering the span of health and social care commissioning, reflects partner's prior assessment of this need. The first meeting of the board is scheduled for June 2008, whilst several preparatory workshops have been held and a Board constitution developed. The Programme Management arrangements for the JSNA also reflect significant progress towards strengthened strategic partnership arrangements.	Ian Cameron Sandie Keene Rosemary Archer	
Services not provided consistently across city	Leeds Strategic Plan 2008-11 supported by Health and Well Being Plan*, Children and Young People's Plan 2006-09 and PCT Strategic Plan 2008-11	The agreement to establish the Joint Strategic Commissioning Board, and associated sub-groups covering the span of health and social care commissioning, reflects partner's prior assessment of this need. The first meeting of the board is scheduled for June 2008, whilst several preparatory workshops have been held and a Board constitution developed. The Programme Management arrangements for the JSNA also reflect significant progress towards strengthened strategic partnership	Ian Cameron Sandie Keene Rosemary Archer	

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		arrangements.		
Limited success at reducing teenage conceptions	Leeds Strategic Plan 2008-11 supported by Health and Well Being Plan*, Children and Young People's Plan 2006-09 and PCT Strategic Plan 2008-11	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Ian Cameron Rosemary Archer	
<b>Achievement in Older People</b>				
<b>No strategic approach to people over 50.</b>	Leeds Strategic Plan 2008-11 supported by Cohesion and Integration priorities and delivery plan 2008 – 2011*	<p>“The Time of Our Lives” - the draft Strategy for Older People's in Leeds - to be published July 08 - recognises this issue and focuses on greater engagement and action for this group</p> <p>'The Work streams within Older Better; Tackling Poverty, Access to Information, Tackling Social Isolation, are being examine in relation to their impact on 50+ and action plans developed accordingly.</p> <p>The Intermediate Tier Strategy is aiming to eradicate the 65+ existing age barrier for many services and will make these available to all adults Inc. 50+</p> <p>Work on Falls Prevention has been extended to those under 65</p>	Sandie Keene	

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		<p>The Dignity in Care campaign is being extended to those under 65</p> <p>Emerging consultation structures in Leeds: LINKs, and the Councils equalities Assembly will specifically take account of the views of those 50 and over</p>		
<p>Council has not yet evaluated the cover provided by the voluntary sector and other partners and therefore we do not know if provision is consistent across the city.</p>	<p>Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09 and Cohesion and Integration priorities and delivery plan 2008 – 2011*</p>	<p>A joint ASC &amp; PCT engagement with the 42 voluntary sector Neighbourhood Network Schemes (NNS) for OP began in February. All stakeholders are involved in a comprehensive consultation programme to agree future outcomes &amp; models for more equitable and transparent joint funding arrangements.</p> <p>Our objective is to establish clear ASC/PCT joint voluntary sector commissioning practice and mechanisms and have new joint contracts in place by April 09, to deliver improved consistency across the city in terms of funding levels and services provided as well as an improved evidence base to</p>	Dennis Holmes	

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		demonstrate the effectiveness of these preventative services.		
<b>Achievement in Children and Young People</b>				
Too many young people leave school without any GCSE passes.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09 and People Centred Places*	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Mariana Pexton	
Pass rates at AS & A2 are low in some schools.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09 and People Centred Places*	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Mariana Pexton	
Quality of children's reviews varies and some core assessments are not produced within required timescales.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Edwina Harrison	
Number of unauthorised absences in secondary schools remains too high.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09 and People Centred Places*	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Mariana Pexton	

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There is still a high proportion of looked after children and young people involved in the youth justice system.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Edwina Harrison	
NEET is high for 19 year olds, young people with learning disabilities and for some BME groups.	Leeds Strategic Plan 2008-11 supported by Children and Young People's Plan 2006-09 and People Centred Places*	All actions relating to children and young people are picked up separately as part of the JAR action planning process which is subject of a separate report to Executive Board	Mariana Pexton	

\* Plans in development