

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



Why is this a priority	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. We also need to effectively monitor the performance of the city and use this challenge service provision and support decision-making.
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Graphs - There are no graphs for this priority.

Overall progress to date and outcomes achieved 1st April – 30th September 2009

Overall Summary: 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 we do not yet have effective performance management arrangements across the partnership. 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 within the Business Transformation team to strengthen our capacity towards developing the Business Transformation and Data Governance areas. Whilst progress is being made this priority remains amber as the outcomes have not yet been delivered from this work.

Achievements since the last quarter

- Corporate Data Quality Group expanded and now has a wider representation from across the council.
- An improved Action Tracker template has been introduced for Qtr 2.
- Business Intelligence consultants have been appointed to formulate a development plan for the delivery of Business Intelligence / Corporate Performance Management applications.
- A Corporate Intelligence Manager has been appointed.
- A Strategic Intelligence Officer group established with representation from each Directorate.
- A Research and Intelligence Group has been established within Policy, Planning and Improvement.
- The development of a project brief to improve our performance management processes across the partnerships.
- Consultation with Directors on corporate performance management arrangements.
- Closer working with NHS Leeds performance team has resulted in better quality and more joined up performance reporting. It has just been agreed to share data between the Council and NHS partners via the Leeds Initiative extranet.

Challenges/Risks

- Establishing a way forward for gathering and collating our evidence base for next year's CAA Organisational Assessment.
- To consider the council's approach to demographic information needs and to put in place arrangements for an effective approach for the commissioning and delivery of research and intelligence.
- Working with directorates to develop a business plan/scoping document for commissioning demographic research.
- Ensuring we have staff with good analytical skills in order to turn data and information into intelligence which can be used effectively
- The delivery of more effective performance management arrangements across the partnership requires the commitment of senior officers across the partnership and to be supported by effective governance arrangements across the Leeds Initiative structures that ensure a clear focus on delivery.
- This work is dependent upon the delivery of effective IT solutions to enable data to be analysed and presented in a more effective way.

Council / Partnership Groups	Strategic Planning and Policy Board		
Approved by <i>(Accountable Officer)</i>	Kathy Kudelnitzky	Date	28 November 2009
Approved by <i>(Accountable Director)</i>	James Rogers	Date	9/11/09

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Key actions for the next 6 months				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1.	To have a baselines of the data quality across a number of key systems	Ellie Fitzpatrick	To address levels of data quality, undertake a data profiling exercise on a number of key line of business systems.	Ongoing
2.	We have the right intelligence to inform our strategic planning	All Directorates and Partners	Production of major strategies as well as the Vision refresh and production of the next Leeds Strategic Plan will require collection and analysis of quality data and information. Contribute to preparatory work for Census 2011.	Ongoing Spring 2011
3.	A more robust, consistent and over-arching approach that provides a wider based data quality judgement for each performance indicator.	All Directorates and Partners	Working closely with directorates and partners to undertake a review of the criteria used to inform the data quality judgements that are included in Accountability reports for each performance indicator.	March 2010
4.	Development of a Performance Management Framework for the city	Steve Clough	Review Q2 arrangements Develop proposals for addressing poor performance Documentation of PMF	Mar 2010
5	Review of partnership governance and structures to facilitate better performance management through partnerships	Jane Stageman		Mar 2010

Performance Indicators										
Performance indicators aligned to the Improvement Priority										
Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2008/09 Result	2009/10 Target	2009/10 Quarter 2	Current Predicted Full Year Result	Data Quality
BP-4bii	Use of Resources Score for Use of Information	PP&I	Annual Number 1-4	Rise	2	3	3	2	2	No concerns
BP-36b	% of strategic indicators (LSP/CBP & NI) where we have “no concerns” on data quality	PP&I	Annually %	Rise	76%	76%	90%	Reported Annually result due in Q4		No concerns