

Leeds Strategic Plan

Ref	Improvement Priority	Action Tracker Rating
Culture		
CU-1a	Enable more people to become involved in SPORT and culture by providing better quality and wider ranging activities and facilities.	
<p>The gross number of swims and visits to council pools and leisure centres has fallen slightly compared to the same period last year. This reflects less usage by events, groups and teams in the face of wider competition and recessionary reductions in spending, and the end of funding for free swimming for 60+ and up to 16 year olds. Although this ended on 31 July 2010, Leeds extended it for under 16's for a further month. Throughout the rest of this year the absence of free swimming compared to 2009/10 will result in a comparative reduction in the number of swims. Key individual activity is up 2% compared to last year, due to considerably greater pool and gym capacity, following the opening of the Morley and Armley New Leaf PFI leisure centres. The Holt Park Wellbeing Centre PFI project has been it's suspended pending Department of Health budget decision which is expected in November. Two sports centres have been identified for closure South Leeds and East Leeds. South Leeds Sports centre closed to the public on 1st November pending further work with Tiger 11 and the East Leeds Community Asset Transfer work is suspended pending clarification on the position of the potential funder.</p>		
Enterprise and Economy		
EE-1a	Increase innovation and entrepreneurial activity across the city	
<p>Due to the continued uncertainty of the economic outlook, business confidence remains low making it more challenging for the Council and its partners to achieve their targets. The Business Link Yorkshire (BLY) local action plan, which was developed to match their offer to the needs of entrepreneurs and businesses in Leeds, will no longer be implemented owing to a reduction in their operational capacity. Despite this (and having to implement 23% in year cuts), the Local Enterprise Growth Initiative continues to successfully promote and support new enterprises in Leeds' most deprived areas. As a result, the overall business stock in the target areas is now back on the rise. A number of projects have been implemented, in particular at Kirkgate Market and Barkston House, to facilitate new business start-ups and enable existing tenants to grow their businesses.</p>		
Learning		
LN-1a	Enhance the skills level of the workforce to fulfil individual and economic potential.	
<p>This is a key priority in empowering both businesses and individuals within Leeds to lead on the economic recovery of the city. There is however, an overall uncertainty within the sector. Business Link Yorkshire (BLY), the Skills Funding Agency (SFA) and other key partners are awaiting the outcome of the Comprehensive Spending Review (CSR) which could result in a reduction in the services they deliver. The proportion of the</p>		

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<p>population with level 2 and 3 skills is continuing to rise year on year within Leeds but still remains slightly below target. Against the backdrop of the global economic recession however, this demonstrates that progress is being made. The SFA has now successfully established itself (in replacing the Learning and Skills Council as the UK's main skills body) and has now developed a close working relationship with the authority. In addition, the Leeds Economy and Skills Partnership (LESP) has established a new skills sub-group which will coordinate the progress against the skills of the workforce improvement priority.</p>		
LN-1c	Improve learning outcomes and skill levels for all 19 year olds.	
<p>The latest data on qualifications at 19 were presented in the report made in the last quarter, 2010 information is unlikely to be published until quarter 4. Reductions in NEET (further information on separate action tracker) which is a crucial variable affecting outcomes at 19 continue to be sustained in a difficult economic climate, and progress has made across the various strands of the 11-19 (25 for disabled young people) agenda. Strategies to mitigate against real and possible further budget reductions have been identified but a key focus going forward will be responding to changes in national policy and the implications of the Comprehensive Spending Review especially on non school funding.</p>		
LN-1d	Increase the proportion of vulnerable groups engaged in education, training or employment	
<p>NEET is a sound proxy indicator for poverty and deprivation and that ensuring every young person has the opportunity of education, employment or training at the start of their adult life is an equity issue and the mark of a fair and young person friendly city.</p> <p>Whilst the NEET and Not Known positions are improving, they are still a major challenge for the City which the public and private sector to will need to collectively address to ensure young people have improved outcomes and are able to participate and contribute to the communities in which they live.</p> <p>The Leeds reported figure for 16-18 year old NEET in September was 9.6%. With September being the start of the academic year the figure is quite volatile, post submission to the DfE additional college information became available which put the actual Leeds figure at 8.6%. Early indications are that October will show a further reduction to 8.2% (to be confirmed). While we are encouraged by improved comparative performance and the overall positive reduction in NEET since last year it will be a significant challenge to reach the 6.8% target for the formal November – January monitoring period.</p> <p>For the reasons outlined above the RAG rating has been set as red and the direction of arrow set at improving.</p> <p>It should be noted that the Children Leeds Learning Partnership, the 14-19 Strategy Group and the IYSS Board have merged to form the 11-19 (25 for disabled young people) Learning and Support Partnership which met for the first time in September 2010. This partnership will have clear ownership of the NEET Strategy on a permanent basis. The corporate NEET Improvement Board has passed all residual elements of the NEET Improvement Plan to the newly formed partnership discussed above. The work of the board since Nov 2009 has driven significant improvements.</p>		

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LN-1e	Improve participation and early learning outcomes for all children, with a focus on families in deprived areas – Early Years Outcomes	
<p>Following a very encouraging 4 percentage points improvement the percentage of children achieving a Good Level of Development (GLD) (NI72) in 2009, outcomes have again risen in 2010; by 2 percentage points to 53%. This continued improvement has been driven by the growing awareness amongst practitioners of the importance of encouraging children’s secure and appropriate development in the key areas of Personal, Social and Emotional Development and Communication, Language and Literacy. The provisional National figure for 2010 is 56%; this has slightly widened the gap with Leeds. Whilst performance against the national indicator for GLD is improving, average performance as a whole across all the strands of the foundation stage is static. Results for boys, free school meal eligible pupils, children with special education needs and looked after children have all improved more than the overall figure. However only 43.9% of boys (4168 in the cohort) achieved a good level of development with 61.6% of girls achieving this level (4162 in the cohort). Outcomes for BME groups are mixed and results fell for children with English as an additional language</p> <p>The second national indicator for the foundation stage looks at the gap between the average performance of the full cohort and the average performance of the lowest 20% of achievers. The 2010 gap was 35.7 percentage points, this shows minimal change from 2009 35.6. The national gap has continued to narrow to 32.7 in 2010. The narrowing of this achievement gap remains a key challenge for Leeds.</p> <p>A national review of the Foundation Stage is ongoing.</p>		
LN-1e	Improve participation and early learning outcomes for all children, with a focus on families in deprived areas – Primary Stage Outcomes	
<p>Provisional results show that Leeds children continue to achieve in line with their peers nationally at the end of primary education. 73% of Leeds children reached the national benchmark of achieving level 4 in both English and maths in 2010 a slight improvement from 2009. The percentage achieving level 4 or above increased by 1 percentage point for English and 3 percentage points for Maths. In terms of the percentage achieving 2 levels of progress through Key Stage 2 86% of Leeds children achieve this in English and 84% in maths. While overall measures are marginally below comparators the progress measures are inline or above leading to the best overall judgement as one of inline.</p> <p>Provisional Key stage 2 data also suggests a reduction in the number of schools below the floor targets from 34 in 2009 to 25 in 2010. The improvement in learning and achievement evidenced in the provisional results for the 2009/10 academic year and the Ofsted inspection process reflects the support given to, or brokered for, the schools and settings in the greatest need. This involves extensive partnership working with and between schools and across different services. The quality and consistency of services is being maintained through a transitional period where there is uncertainty over future levels of funding. The forthcoming White Paper is likely to signify further change to national school improvement policy and practice. In the light of these changes work on revised models of service delivery are progressing.</p>		

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Health and Well Being		
HW-1a	Reduce Premature mortality in the most deprived areas	
<p>The premature mortality data has a two year time lag, new figures will be available in January 2011 and this will go a long way to identifying if the activities currently being undertaken are at the right scale and intensity needed to impact on this issue. The impact of lifestyle changes such as increased physical activity and healthy eating are unlikely to have an immediate impact on the current overall premature mortality results however progress can be measured by looking at the results on the reduction in the number of people who smoke or cancer related deaths etc. This issue is being tackled through a range of actions on a number of fronts to improve health and tackle health inequalities and on a number of occasions services are tailored to meet local priorities, for example clusters of smoking related or cancer related deaths. There are also many other lifestyle and income related issues which can have a significant impact on people's health and there needs to be greater understanding of the impact services have on health and improved partnership working. Work is currently taking place in partnership with LCC and health to make progress on these issues.</p> <p>The NHS Leeds Executive Management Team have recently agreed the NHS Commissioning for Health Inequalities Plan and this is a major step forward in targeting services towards those in greatest need.</p>		
HW-1c	Reduce rate of increase in obesity and raise physical activity for all.	
<p>Services have been redesigned and programmes and initiatives are in place to work with families, children and young people to provide solution focused support to help them achieve a healthy weight. Based on this data from the Health survey for England 2003 we can conservatively estimate that for the population of Leeds approximately 152,084 people would be expected to be obese (BMI of 30kg/m² or more). This figure is not weighted for deprivation but it should be noted men and women from unskilled manual groups are 4 times more likely to be obese than professional groups.</p>		
HW-1d / CYP7	Reduce teenage conception and improve sexual health	
<p>The latest available position for June 2009 shows a modest reduction in rates from 50.8 to 49.8 (rate per 1000 15-17 year old young women). Our performance is measured nationally against Office of National Statistics (ONS) conception rates for 15 -17 year old young women. There is a 14 month time delay in the data due to the nature of the information being collected and the significant number of suppliers of data. New data on under 18 conceptions rates from ONS will be available for Q3 2009 23rd November 2010 and for the whole of 2009 in February 2011.</p> <p>Our overall position is that Leeds is not moving in the right direction quickly enough. External support and review from the National Support Team suggests Leeds is the using the right strategy. We therefore must question whether we are utilising all our resources across the local authority (including those outside children's services) and in our partners in sufficient volume to change the direction of travel.</p>		

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HW-1e	Improve the assessment and care management of families and vulnerable adults	
<p>Leeds has been working to improve the timeliness and quality of community care assessments through introducing revised business processes within Adult Social Services. These will enable people with social care needs to choose and control services which are tailored to meet their individual needs and circumstances. These processes were introduced at the start of the current financial year and became fully operational in August 2010. This has, however, impacted negatively upon the timeliness of assessments during the first half of the financial year. This is thought to result from staff adjusting to the adoption of new working practices and the impact of this is expected to diminish over the remainder of the year. However, the impact of the introduction of the new processes has reduced the forecasted outturn for timeliness of assessments to a level 3% below last years performance. Leeds performance is however likely to remain well above the national and comparator authority averages for this indicator.</p> <p>Similarly, there has been a 2.7% reduction in the timeliness of care packages delivered during 2010/ 11 in comparison to last year. Although a detailed review of the causes of this has yet to be completed, recording issues have been identified as a significant contributor to this apparent fall in performance. An exercise to clean up the data and improve recording has commenced.</p> <p>An increasing number of people are receiving personalised social care services in Leeds. At the end of September, a total of 3382 people received a self directed support care package. This is an increase from last year when at the end of September 2009 Leeds had 1435 receiving Self Directed Care. Leeds currently provides self directed support to 19.6% of service users and carers and is forecasting achieving its 30% target by the end of the financial year.</p> <p>Surveys of service users during the year show increasing levels of satisfaction in the quality of their care package. 85% of service users surveyed reported that they felt they had control over there daily life in a survey undertaken during 2010/11, an increase of 8% over similar surveys undertaken in 2009/10.</p>		
HW-1e	Improve the assessment and care management of children	
<p>The information contained within this action tracker should be cross-referenced with the safeguarding action tracker (HW-3a).</p> <p>This priority is included in the Improvement Plan which provides the management framework in response to the inspection report and the Improvement Notice- Additional management capacity in Q2 has provided the resource and skills to accelerate the development of the looked after children's services, provide challenge and develop practice improvements.</p> <p>Strengthening the governance and quality assurance arrangements around children being admitted to care has evidenced that there is improving social care practice and that children are not being inappropriately brought into care. Further work will develop commissioned services to ensure improved VfM and better outcomes for children in placements.</p> <p>In relation to Q2, there has been significant progress and improvements which can be evidenced though our performance management and quality assurance activities which justifies the upward direction of travel; it also recognises that some initial referrals are complex, medium to long term</p>		

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<p>improvements.</p> <p>An announced inspection of the Fostering Service was carried out in Q2 and this reported an improvement from 'satisfactory' to 'good' for that service reflecting the improvement in capacity, management and outcomes for LAC which have resulted from the additional investment during this year.</p> <p>In addition, improvements in the outcomes of the Ofsted inspections of residential homes were recorded, with all homes retaining or improving their overall ratings.</p>		
HW-3a	Improve safeguarding arrangements for vulnerable children through better information, recognition and response to risk	
<p>The information contained within this action tracker should be cross-referenced with the assessment and care management action tracker (HW-1e).</p> <p>This priority is included the Improvement Plan provides the management framework in response to the inspection report and the Improvement Notice; it identifies all the areas where improvement is required and provides the tracking and monitoring framework. The high level of management scrutiny and focus on improvement provides a high level of assurance that children's best interests are being addressed, and all this work is underpinned by programmes of organisational development & improved practice standards, quality assurance, better systems, information, support and management</p> <p>In this quarter there is evidence of continued improvement in the key performance indicators, in particular</p> <ul style="list-style-type: none"> • The timeliness of completing initial and core assessments (within 7 working days and 35 working days respectively), which has specific improvement targets in the improvement notice • The improvements in provision of and timeliness of initial child protection conferences <p>This performance needs to be taken in the context of the significant increases in workloads across the service; the difficulty in recruiting experienced social workers and the higher standards of social care practice being applied.</p> <p>There has been a major increase in the volumes of referrals and an increase in the percentage of those which result in initial assessments. Nevertheless the service has continued to improve performance on the timeliness and appropriateness of contact, referral and assessments. Further reductions in the number of overdue assessments have been achieved. Furthermore decisions on referrals are routinely taken within the 24 hour practice standard and all referral decisions relating to potential abuse and neglect (incl. domestic violence) are audited on a weekly basis.</p> <p>Addressing the capacity to hold initial child protection conferences within the required timescales and with the appropriate agency representatives in attendance has been a key focus in this quarter. Organisational changes and additional resources have been introduced and are already demonstrating a marked improvement.</p> <p>Improvements in Q2 can be evidenced through our performance management and quality assurance activities which justifies the upward direction of travel. However-the RAG status remains Amber in recognition of the further work still required.</p>		

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Thriving Places		
TP-1e	Increase financial inclusion in deprived areas.	
<p>The most significant achievement over the past six months has been securing funding to sustain Leeds City Credit Union (LCCU) branch network for the next year. In terms of debt advice it is evident that demand still out-strips supply despite more resources currently being available. The main concern is that if government funding does not continue there will be a reduction in free debt advice provision in Leeds of 66% from the end of the year. The predicted year end result for the number of new customers accessing LCCU services has been revised down to 2400 (target 3000). This reduction is a result of the rationalisation of the LCCU branch network and reduced open hours. In addition, targets for this indicator were set in March 2009 before the full scale of the issues facing LCCU were fully recognised.</p>		
TP-2a	Creating safer environment by tackling crime	
<p>Overall assessment of progress against the outcome is fair and shows that the city is now moving in the right direction. Recorded crime figures at September 2010 suggest that Leeds can achieve the 2010/11 performance target, with an estimated out-turn of 18,100 offences. The falling trend in serious acquisitive crime (an aggregated target) however, masks a trend of increasing theft from motor vehicle offences (a component of the aggregated target). This increase is offset by falling burglary dwelling, robbery and theft of motor vehicle offences.</p> <p>The sustained trend for falling offence acquisitive crime numbers continues, down 10.7% (1068 fewer offences) against previous year. The main focus within this indicator has been on securing improvements in recorded domestic burglaries. The medium term trend for falling domestic burglary offence numbers continues, down 16.4% (765 fewer offences) against the previous year. The table below provides an overview of the monthly figures for the last 18 months.</p>		
TP-3a	Reduce worklessness across the city with a focus on deprived areas	
<p>Leeds WACG claimant rate remains below the national average, and has the third lowest JSA claimant rate of the Core Cities, with only Bristol and Sheffield having a lower rate in August 2010.</p> <p>The most recent Department for Work and Pensions data shows that:</p> <ul style="list-style-type: none"> • 22,891 Job Seeker Allowance (JSA) claimants registered in the City - a decrease of 171 on the August 2010 JSA claimant figures which totalled 23,062. • 4,703 people left the JSA register in September 2010 - a decrease of 787 (14.3%) against the previous month. • 4,583 people joined the JSA register in September 2010, a decrease of 1,679 (26.8%) against the previous month. • 5,549 vacancies were notified in Leeds, a decrease of 36 (0.6%) on July 2010 and This 750 (11.9%) less than August 2009. 		

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	<ul style="list-style-type: none"> the average out of work claimant rate for the 22 target neighbourhoods (NI 153 areas) as of February 2010 was 30.8%, compared to the city average of 13.3% and down by 0.5% on the previous quarter. the top 3 notified vacancies in Leeds are currently for care assistants and home carers; heavy goods vehicle drivers; and sales representatives. the 3 most current sought after occupations by jobseekers are for sales and retail assistants; goods handlers and storage operatives; and general office assistants and clerks. <p>The number of 16-18 year olds not in employment, education, or training (NEET) at the end of Sep 2010 was 2150 (9.6% of 16-18 year olds in Leeds) which compares favourably to the same time last year when there were 2462 (10.3%). However, significant work is required to meet the target of 6.8% as the quarterly average for January 2011. Work is ongoing to ensure that tracking young people is embedded into working practices. Arrangements for referring and fast tracking of young people to employability schemes are being improved in order to address this key priority for the city.</p> <p>The latest available DWP data (February 2010) shows that there are approximately 66,880 Working Age Client Group (WACG) people claiming out-of-work benefits in Leeds. Of these, 24,290 (4.5% of the Working Age Population in Leeds) were claiming Job Seekers Allowance (JSA); 31,010 (5.7%) were claiming Employment Support Allowance (ESA) or Incapacity Benefit (IB); and 9,070 (1.7%) were lone parents in receipt of Income Support. The highest concentrations of inactive claimants claiming IB/ESA are in Hunslet, Chapeltown and Cottingley, and for Lone Parents in receipt of Income Support the greatest claimant rates are in South Seacroft, Belle Isle and Middleton.</p> <p>Ongoing work is taking place amongst partners in Leeds to improve the targeting of resources to areas of most need. An improved approach to the use of information is being developed to support the city's work in tackling unemployment and improving its skills base. This is important in terms of designing and commissioning effective interventions from both the supply and demand side, providing value for money for the tax payer by avoiding duplication in service-provision, and developing a strong sense of partnership and ownership around intelligence-led targets and outcomes. Robust and up to date intelligence will cover data on the scale, nature and location of out of work claimants in Leeds, intelligence on employment growth prospects and analysis of the performance of current interventions.</p> <p>The impact of job losses has been felt across all sectors and parts of the district. However, the highest claimant rates remain concentrated in the inner city's most disadvantaged neighbourhoods. This is the pattern nationally, but it should be noted that the size of the Leeds Metropolitan District, and the scale of deprivation to relative affluence within it, can serve to dilute the city's overall worklessness position in comparison to some of our statistical neighbours.</p>	
TP-3b	Reduce the number of children in poverty	
	<p>The Child Poverty Strategic Outcomes Group has good representation from across key agencies and has in place a clear work plan for producing the Child Poverty Needs Analysis and Child Poverty Strategy that are required to be in place by April 2011. This strategy will highlight clear actions which can be taken to either tackle or alleviate the effects of child poverty. Lead Officers have been identified to start working on the 4 strands of the child poverty strategy and a framework has been developed to drive the work of the group forward. The value added by the group is to drive rationalisation and minimise duplication in activities that impact on child poverty and to bring practices together across the authority to enhance their effectiveness.</p>	

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	<p>Most partners with a duty to cooperate have now been engaged in the work of the group and a number are now members of the Strategic Outcomes Group. More work needs to be done to fully engage other partners, including the Police. Work has been started to explore potential impact on child poverty in Leeds of likely funding cuts to identify where impact can be minimised.</p> <p>It is hard to categorise this priority as anything other than red and static at any time but particularly now - due to the possibility of deteriorating positions in terms of some of the indicators, in particular NI 116, as a result of the general economic climate. Even though more effective work is being undertaken by the group the full impact of recent policy announcements from the Coalition Government are not yet known.</p>	
TR-1a	Deliver and facilitate a range of transport proposals for an enhanced transport system, including cycling and walking	
	<p>Good progress now being made with Leeds Core Cycle Network with one route complete and two further ones about to commence on site. The Southern Station Access Scheme has been recently re-approved and a scheme to improve Pedestrian access to the station has been completed at City Square. Work is progressing on the long term transport strategy for the City building on the Transport for Leeds study and feeding into the preparation of LTP3. This development work is progressing well. Consideration of collaborative and joint working arrangements across West Yorkshire is also taking place. However, work on NGT is paused until the detail of the Comprehensive Spending Review is known, hence the amber rating on this action tracker.</p>	
TR-1b	Improve the quality, capacity, use and accessibility of public transport services in Leeds.	
	<p>The government has already announced cuts in the current year transport budgets and further cuts are expected for future year funding. Progress is still being made on the schemes being funded through the Local Transport Plan (LTP) Integrated Transport money, however, the new government put on hold the funding for a number of major schemes pending the Comprehensive Spending Review (CSR). This included New Generation Transport (NGT). A statement issued by Ministers in late October advised that some money has been made available to both NGT and the Leeds Rail Growth Package schemes, but this is subject to further analysis, and a final decision will not be made until the end of 2011. Consequently, it is still unclear as to how this decision will impact on planned transport initiatives underpinning this improvement priority.</p> <p>Preparatory work had started on the A65 Quality Bus Scheme prior to the spending cuts and main contract works commenced in May 2010. The DfT re-confirmed the funding following the election and the scheme is progressing, with completion expected June 2012.</p>	
TR-1c	Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.	
	<p>At present, good progress is being made in delivering highway maintenance works which overall improve the condition of the roads and pavements. However, streets awaiting maintenance have suffered badly over the last two winters. When taken in the context of current budget pressures, this is raising concerns that long term improvement targets will not be met. The resulting potential impact on claims liability and sustainability of the in-house operation are issues which are currently being assessed.</p>	

Council Business Plan

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Intelligent Organisation		
IO-1b/c	Use our information to shape service provision, provide challenge and improve decision making; Ensure we have the right intelligence to inform our strategic planning	
<p>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.</p>		
Value for Money		
VFM-1	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.	
<p>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.</p>		
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.	
<p>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</p>		

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<p>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.</p> <p>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'.</p>		
<p>Valuing People</p>		
<p>VP-1a/b, 2a, 4a</p>	<p>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; Ensure colleagues reflect the diversity of our communities.</p>	
<p>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.</p>		
<p>VP 1c, 3a/b</p>	<p>Improve understanding and transparency of our decision-making and accountability processes; Strengthen our democratic processes to improve governance and policy making Maximise member involvement in policy development, decision-making and accountability</p>	
<p>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;</p> <p>(a) 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</p> <p>(b) 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</p>		

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	<p>the authority.</p> <p>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.</p>	