



Proceedings of a Special Meeting of the Leeds City Council held  
at the Civic Hall, Leeds on Friday 20<sup>th</sup> May 2005

**PRESENT:** The Lord Mayor Councillor Christopher Townsley in the Chair

**WARD**

**ADEL & WHARFEDALE**

Barry John Anderson  
John Leslie Carter

**ALWOODLEY**

Peter Mervyn Harrand

**ARDSLEY & ROBIN HOOD**

Karen Renshaw  
Lisa Mulherin

**ARMLEY**

James McKenna  
Janet Harper

**BEESTON & HOLBECK**

Angela Gabriel  
Adam Ogilvie

**BRAMLEY & STANNINGLEY**

Angela Denise Atkinson  
Ted Hanley  
Neil Taggart

**BURMANTOFTS & RICHMOND HILL**

Ralph Pryke  
Richard Brett  
David Hollingsworth

**WARD**

**CALVERLEY & FARSLEY**

Andrew Carter  
Amanda Lesley Carter  
Frank Robinson

**CHAPEL ALLERTON**

Sharon Hamilton  
Mohammed Rafique  
Jane Dowson

**CITY & HUNSLET**

Elizabeth Nash  
Patrick Davey  
Mohammed Iqbal

**CROSSGATES & WHINMOOR**

Suzi Armitage  
Pauleen Grahame  
Peter John Gruen

**FARNLEY & WORTLEY**

David Blackburn  
Ann Blackburn  
Claire Nash

**GARFORTH & SWILLINGTON**

Andrea Harrison  
Mark Russell Phillips  
Thomas Murray

**GIPTON & HAREHILLS**

Alan Leonard Taylor  
Javaid Akhtar

**GUISELEY & RAWDON**

Graham Latty

John Bale

**HAREWOOD**

Ann Castle

**HEADINGLEY**

Greg Mulholland

Martin Hamilton

**HORSFORTH**

Brian Cleasby

Andrew Barker

**HYDE PARK & WOODHOUSE**

Kabeer Hussain

Linda Valerie Rhodes-Clayton

**KILLINGBECK & SEACROFT**

Graham Hyde

Michael James Davey

**KIPPAX & METHLEY**

John Keith Parker

James Lewis

Keith Ivor Wakefield

**KIRKSTALL**

Elizabeth M Minkin

Bernard Peter Atha

**MIDDLETON PARK**

Geoffrey Driver

Judith Blake

Stuart Bruce

**MOORTOWN**

Mark Daniel Harris

Brenda Lancaster

Richard Harker

**MORLEY NORTH**

Robert Finnigan

Stewart McArdle

Thomas Leadley

**MORLEY SOUTH**

Judith Elliott

Terrence Grayshon

Gareth Edward Beevers

**OTLEY & YEADON**

Grahame Peter Kirkland

Colin Campbell

Richard Downes

**PUDSEY**

Josephine Patricia Jarosz

Mick Coulson

**ROTHWELL**

Donald Michael Wilson

Steve Smith

Mitchell Galdas

**ROUNDHAY**

Valerie Kendall

Paul Wadsworth

**TEMPLE NEWSAM**

William Schofield Hyde

David Schofield

Michael Lyons

**WEETWOOD**

Brian David Timothy Jennings

Susan Bentley

Barry Stewart Golton

**WETHERBY**

Gerald Wilkinson

John Michael Procter

**93 Honorary Freeman**

It was moved by Councillor A Carter seconded by Councillor K Wakefield, supported by Councillors M Harris, D Blackburn and R Finnigan and

**RESOLVED UNANIMOUSLY** - That under and in pursuance of the powers conferred by Section 249(5) of the Local Government Act 1972 the Council admit

**JANE TOMLINSON MBE**

to be an Honorary Freeman of the City of Leeds in recognition and high appreciation of her outstanding achievement to raise over £1,000,000 for charity and her extraordinary feats of sporting endurance.



Proceedings of the Meeting of the Leeds City Council held  
at the Civic Hall, Leeds on Monday 23<sup>rd</sup> May 2005

**PRESENT:** The Lord Mayor Councillor Christopher Townsley in the Chair

**WARD**

**ADEL & WHARFEDALE**

Barry John Anderson  
John Leslie Carter  
Clive Fox

**ALWOODLEY**

Ronald David Feldman  
Ruth Feldman  
Peter Mervyn Harrand

**ARDSLEY & ROBIN HOOD**

Karen Renshaw  
Jack Dunn  
Lisa Mulherin

**ARMLEY**

Alison Natalie Kay Lowe  
  
Janet Harper

**BEESTON & HOLBECK**

Angela Gabriel  
Adam Ogilvie  
David Congreve

**BRAMLEY & STANNINGLEY**

Angela Denise Atkinson  
Ted Hanley  
Neil Taggart

**BURMANTOFTS & RICHMOND HILL**

Ralph Pryke  
Richard Brett  
David Hollingsworth

**WARD**

**CALVERLEY & FARSLEY**

Andrew Carter  
Amanda Lesley Carter  
Frank Robinson

**CHAPEL ALLERTON**

Sharon Hamilton  
Mohammed Rafique  
Jane Dowson

**CITY & HUNSLET**

Patrick Davey  
Mohammed Iqbal

**CROSSGATES & WHINMOOR**

Suzi Armitage  
Pauleen Grahame  
Peter John Gruen

**FARNLEY & WORTLEY**

David Blackburn  
Ann Blackburn  
Claire Nash

**GARFORTH & SWILLINGTON**

Andrea Harrison  
Mark Russell Phillips  
Thomas Murray

**GIPTON & HAREHILLS**

Alan Leonard Taylor  
Javaid Akhtar  
Roger Harington

**GUISELEY & RAWDON**

Graham Latty  
Stuart Andrew  
John Bale

**HAREWOOD**

Ann Castle  
Rachael Procter  
Alec Shelbrooke

**HEADINGLEY**

David Morton  
Greg Mulholland  
Martin Hamilton

**HORSFORTH**

Brian Cleasby  
Andrew Barker

**HYDE PARK & WOODHOUSE**

Penny Ewens  
Kabeer Hussain  
Linda Valerie Rhodes-Clayton

**KILLINGBECK & SEACROFT**

Graham Hyde  
Michael James Davey

**KIPPAX & METHLEY**

John Keith Parker  
James Lewis  
Keith Ivor Wakefield

**KIRKSTALL**

Elizabeth M Minkin  
John Anthony Illingworth  
Bernard Peter Atha

**MIDDLETON PARK**

Geoffrey Driver  
Judith Blake  
Stuart Bruce

**MOORTOWN**

Mark Daniel Harris  
Brenda Lancaster  
Richard Harker

**MORLEY NORTH**

Robert Finnigan  
Stewart McArdle  
Thomas Leadley

**MORLEY SOUTH**

Judith Elliott  
Terrence Grayshon  
Gareth Edward Beevers

**OTLEY & YEADON**

Grahame Peter Kirkland  
Colin Campbell  
Richard Downes

**PUDSEY**

Josephine Patricia Jarosz  
Richard Alwyn Lewis  
Mick Coulson

**ROTHWELL**

Donald Michael Wilson  
Steve Smith  
Mitchell Galdas

**ROUNDHAY**

Matthew Lobley  
Valerie Kendall  
Paul Wadsworth

**TEMPLE NEWSAM**

William Schofield Hyde  
David Schofield  
Michael Lyons

**WEETWOOD**

Brian David Timothy Jennings  
Susan Bentley  
Barry Stewart Golton

**WETHERBY**

Gerald Wilkinson  
Andrew Millard  
John Michael Procter

## **1 Election of Lord Mayor**

It was moved by Councillor A Carter, seconded by Councillor Driver, supported by Councillors Jennings, Finnigan and D Blackburn and

**RESOLVED UNANIMOUSLY** – That Councillor William Schofield Hyde be elected Lord Mayor of the City of Leeds to hold office until the date of the Annual meeting of the Council in 2006.

Councillor W Hyde made the declaration of acceptance of office and took the Chair.

## **2 Vote of Thanks to the Retiring Lord Mayor**

Councillor Harris moved a vote of thanks to the retiring Lord Mayor, Councillor Townsley. This was seconded by Councillor Atha supported by Councillors J L Carter, Finnigan and D Blackburn and carried unanimously.

## **3 Deputy Lord Mayor**

It was moved by the Lord Mayor seconded by Councillor M Hamilton and

**RESOLVED UNANIMOUSLY** - That Councillor Ann Castle be appointed Deputy Lord Mayor of the City of Leeds to hold office until the date of the Annual meeting of the Council in 2006.

## **4 Minutes of Council**

**RESOLVED** – That the minutes of the Council meeting held on 13<sup>th</sup> April 2005 be approved as a correct record.

## **5 Election of Leader**

It was moved by Councillor M Hamilton seconded by Councillor J Procter and

**RESOLVED** – That Councillor M Harris be elected as Leader for the period 24<sup>th</sup> May 2005 to 30<sup>th</sup> November 2005 and Councillor A Carter for the period 1<sup>st</sup> December 2005 to 22<sup>nd</sup> May 2006.

## **6 Constitutional Arrangements**

It was moved by Councillor M Hamilton seconded by Councillor Gruen and

**RESOLVED** – That amendments to the Constitution as detailed in the report of the Chief Democratic Services Officer be approved.

## **7 Establishment of Committees and Terms of Reference**

It was moved by Councillor M Hamilton seconded by Councillor Gruen and

**RESOLVED** – That Committees be established having Terms of Reference as detailed in Schedule 8(a) to the agenda.

## **8 Appointments to Committees and Outside Bodies**

It was moved by Councillor M Hamilton seconded by Councillor Gruen and

**RESOLVED** – That alternative arrangements for appointments to seats on committees and outside bodies as detailed in schedules 8(b)(i) and (ii) and 8(c) to the agenda be approved in accordance with Section 17 of the Local Government and Housing Act 1989.

## **9 Executive Arrangements**

It was moved by Councillor M Hamilton seconded by Councillor Gruen and

**RESOLVED** – That the list presented by the Leader setting out the arrangements for the discharge of executive functions detailed in Schedule 9(a) to the agenda be received.

## **10 Lead Members**

It was moved by Councillor M Hamilton seconded by Councillor Gruen and

**RESOLVED** – That Group Leaders be authorised to appoint Lead Members to support members of the Executive Board in the discharge of their responsibilities as detailed in Schedule 9(b) to the agenda.

## **11 Calendar of Meetings**

It was moved by Councillor M Hamilton seconded by Councillor Gruen and

**RESOLVED** – That the Calendar of Meetings as contained in Schedule 10 to the agenda be approved.

## **12 Members Allowances Scheme**

It was moved by Councillor M Hamilton seconded by Councillor Gruen and

**RESOLVED** – That the recommendations of the Independent Remuneration Panel as detailed in the report of the Chief Democratic Services Officer be approved.

(Council rose at 7.20 pm)

# Scrutiny at Leeds City Council



## Annual Report 2004/05



# Contents

<b>Foreword .....</b>	<b>page 1</b>
<b>Work of the Boards.....</b>	<b>page 3</b>
Scrutiny Board (Central and Corporate Functions).....	page 4
Scrutiny Board (City Services).....	page 7
Scrutiny Board (Development).....	page 13
Scrutiny Board (Health).....	page 17
Scrutiny Board (Leisure).....	page 22
Scrutiny Board (Lifelong Learning).....	page 27
Scrutiny Board (Neighbourhoods and Housing).....	page 32
Scrutiny Board (Social Care).....	page 37
<b>Supporting Scrutiny.....</b>	<b>page 42</b>
Performance information.....	page 43
Annual Stakeholder Survey.....	page 44
Scrutiny Support Unit Action Plan.....	page 49
<b>Scrutiny Board Arrangements 2005/06.....</b>	<b>page 50</b>
Contact details.....	page 51
List of reports and publications.....	page 52

# Foreword



*Cllr Cleasby , Chair of Overview and Scrutiny Committee*

I am delighted to present the Scrutiny Annual Report 2004/05. This is a new style report which combines a report on each of the Boards' work, the results of the Annual Stakeholder Survey and details of the Scrutiny Support Unit's performance, giving Council and the public a fuller picture of how the Scrutiny process has developed over the year.

This year has been challenging and stimulating, particularly for the Overview and Scrutiny Committee which has been involved in a number of cross cutting issues. Whilst we have undertaken a management role in developing procedures and ideas of how Scrutiny should work, we have also worked closely with individual Boards to ensure a co-ordinated approach. We discussed the progress made in assessing the quality and accessibility of greenspace in support of wider strategic aims, and in particular the development of the Parks and Greenspace Strategy. We undertook detailed work on the budget proposals and commissioned each Board to bring forward comments and recommendations based on their own investigations and consolidated these into an overarching response to the Executive Board.

We also reviewed the contact centre arrangements with a particular interest in how all departments relate to the requests for service made through the contact centre.

We discussed the development of the Corporate Plan 2005/08 with the Leader and emphasised its importance as a 'working' document on which efforts across the Council are now focused. As such we felt that it was vitally important to have open discussion about the priorities and aims that would form the direction for the next three years for the Council.

Discussions regarding plans for Health Service provision in Leeds and the aftermath of the flooding in areas of Leeds allowed the Overview and Scrutiny Committee to co-ordinate the work in the various Scrutiny Boards, which is still ongoing.

The Boards had two Call Ins during the year, referred to Scrutiny Board (City Services) and Scrutiny Board (Development); one was an Executive Board decision and the other a delegated decision. Call In is not a mechanism that is used often, but it does give the opportunity to Members to urgently examine decisions before they are implemented and the Scrutiny Boards, when called upon, treat these investigations as a serious, if short lived, piece of work. In both cases, the decisions were released for implementation, but the discussions raised important issues and allowed opinions to be aired.

The Annual Stakeholder Survey attracted 156 respondents and has given the Scrutiny Support Unit a picture of how the process has contributed to the governance of the Council. I am particularly pleased that 95% of Members were satisfied with the support given by scrutiny support staff overall.

There are a number of areas where potential improvements have been identified and I have every confidence that the Scrutiny Support Unit's improvement plan will deliver an enhanced approach to the scrutiny process.

Members will be aware of changes made to the Scrutiny process. These changes have been agreed in order to allow Scrutiny to focus on the Council's Strategic Outcomes and as a natural development of the Scrutiny function, which since its inception has become an integrated and fundamental part of the governance arrangements of the Council. Scrutiny Boards will be focused on the Strategic Outcomes within the Corporate Plan and work programmes will reflect those areas which have been identified as the most important objectives within these Strategic Outcomes. Details of how the Boards are to be configured and how the process will change are included in this report.

I would like to acknowledge the work that has done by all my colleagues in Scrutiny who have, once again, shown that effective Scrutiny can be achieved through cross party co-operation and consensus.

*Cllr Brian Cleasby, Chair of Overview and Scrutiny Committee*

# Work of the Boards

The Scrutiny Boards monitor the decisions made by the Executive Board and Council officers, contribute to the development of policies and review the work of the Council. They have an important function in providing checks and balances on performance and decision making.

In 2004/05 there were 9 Scrutiny Boards:

- Scrutiny Board (Central and Corporate Functions)
- Scrutiny Board (City Services)
- Scrutiny Board (Development)
- Scrutiny Board (Health)
- Scrutiny Board (Leisure)
- Scrutiny Board (Lifelong Learning)
- Scrutiny Board (Neighbourhoods and Housing)
- Scrutiny Board (Social Care)
- Overview and Scrutiny Committee



*Scrutiny Board meeting in progress*

The Overview and Scrutiny Committee meets to consider issues that fall within the remit of more than one Scrutiny Board, proposed guidance for Scrutiny Boards and to undertake its Scrutiny role for some of the Council's major plans.

The Overview and Scrutiny Committee is responsible for scrutinising the Corporate Plan, Community Strategy and the Council's Budget.

Each of the Boards has produced a report on the work undertaken in 2004/05. Some inquiries have been highlighted to give a flavour of the recommendations that have been made and the issues that have been raised. All final reports which contain the detail of the Boards' discussions and conclusions can be obtained from the Scrutiny Support Unit and a list of these appears at the end of this report.

# Scrutiny Board

## ( Central and Corporate Functions)



*Cllr Claire Nash*

Chair of Scrutiny Board (Central and Corporate Functions)

### **Membership of the Board:**

Cllr Claire Nash (Chair)

Cllr Mick Coulson

Cllr Clive Fox

Cllr Peter Gruen

Cllr Sharon Hamilton

Cllr David Hollingsworth

Cllr Linda Rhodes - Clayton

Cllr Brian Selby

Cllr Alec Shelbrooke

### ***The Chair's Summary***

I would like to take this opportunity in introducing the annual report of the Scrutiny Board (Central and Corporate Functions), to thank all Members of the Board for their support throughout the year. This year has been an extremely busy one for the Board and each Member has made their own unique contribution to the scrutiny process.

The Board has worked closely with the Executive and the Licensing and Regulatory Panel to help formulate the Council's Statement on Licensing Policy required by the Licensing Act 2003. We were delighted to help develop within this policy the ability to restrict the number of licensed premises within three designated areas in the city. This positive step will contribute to preventing these areas from becoming saturated with drinking establishments. It will also allow other areas to be considered in the future.

We undertook an inquiry into the Council's current policy of restricting the number of hackney carriage vehicles in our area. We recognised that this was a very sensitive issue. For this reason we put a great deal of effort into consulting with the public and stakeholders in order to ensure that our recommendations were well informed and based on current data.

As part of our performance management remit we have received update reports on a number of issues. These have included the Legal Services Best Value Review and the procurement and implementation of IT software for the Licensing Section. We are pleased to note the subsequent improvements which are being made in these areas. In particular the establishment of a Member Management Sub Group for IT as a result of the Board's recommendation, will help secure improvements for this vital service to Members of Council.

We have made a number of positive contributions on issues of corporate referral. This has included consideration of a number of important external audit reports including one on Private Finance Initiatives, departmental performance information and budget proposals. We made a number of specific recommendations on these issues.

Finally, I am grateful to our scrutiny officers for their advice and support. I look forward to seeing the role of scrutiny continue to develop and contribute to delivering a better service to the citizens of Leeds.

**Cllr Claire Nash**

**Chair of Scrutiny Board (Central and Corporate Functions)**

## ***Inquiry Reviewing the Current Policy of Restricting the Number of Hackney Carriage Vehicles in its Area***

In undertaking this inquiry we consulted widely and took evidence from officers, the trade, public and specific stakeholders. The Scrutiny Unit received 110 completed questionnaires from the public and 22 stakeholder submissions. We considered in detail the Government's Action Plan for taxis and private hirer vehicles. We also referred to the third report of the House of Commons Transport Committee on the Regulation of Taxis and Private Hirer Vehicle Services in the UK 2003/2004 and the Government's response.

*"When quality is concerned it is a proven fact that when numbers increase and there is no market place for them then almost overnight the quality of both drivers and the vehicles falls drastically. Certain key cities (Liverpool, Bristol, Sheffield) have proven this and one in particular still boasts a fleet which operates a limited number of vehicles which are near to 20 years old (London)." (Martin Hayton, Chairman of Streamline Taxis)"*

### **Our other recommendations included**

- The need to undertake a comprehensive review of taxi ranks.
- To explore the feasibility of introducing Marshals.
- To retain some saloon vehicles within the hackney carriage fleet.
- To look at the issue of nighttime transport provision.
- To consider whether taxi drivers have issues about entering certain areas of the city and what can be done to address those concerns.



### **Our main recommendation was that:**

- the current policy of restricting the number of hackney carriage vehicles in Leeds continues but that it be reviewed in 2007/08 following full implementation of the European Working Time Directive in 2007.
- Consultants be appointed to undertake a further unmet demand survey in 2006 following implementation of the Licensing Act 2003 and that such a survey is district wide.

*'There should be a greater concentration of taxis during the night when buses tend to stop operating or on/off peak timetables.'* (G.R Sharp, Principal Engineer, City Services)

*'There is a lack of ranks in suburbs which are abused by private hire vehicles.'* (Claire Hargreaves, Traffic Manager, West Yorkshire Police)

### **Links:**

#### **Corporate priority**

- High quality integrated transport system
- Looking after the Environment

#### **Vision II**

- "Going up a league" as a city
- Develop a 21<sup>st</sup>-century transport system

## ***Inquiry Reviewing the Decision of the Executive Board to Effect Changes to Personnel Panel Arrangements***

On 13<sup>th</sup> October 2004, Executive Board agreed, subject to consultation with trade unions, to transfer to the Director of Corporate Services the responsibility for approval of arrangements for the determination of employee related appeals, with the exception of grading appeals. We initiated an inquiry into these new arrangements.

### **Our interim recommendations to the Executive Board were**

- That a risk assessment of the proposed new Personnel Panel arrangements should be undertaken with particular reference to Employment Tribunals.
- That confidence in the new system be improved by providing ongoing information to staff and members on the training provided to senior officers involved in the new arrangements.

### **Our further Recommendations were**

- That the Personnel Appeals Panel should consist of 3 officers.
- That Human Resources monitor and report on the difference between departments in type and number of appeal cases under the new arrangements and provide a breakdown of those held under the current arrangements.
- That a monitoring report be submitted in March 2006 as part of an ongoing review by scrutiny on the new arrangements.



In answer to a question on the number of cases each year it was reported that in 2004, 4 dismissal cases went to Panel. A total of 5 days were involved and 3 of those cases were not upheld. There were also 5 grievance cases and 5 days were involved (Lorraine Hallam, Chief Officer HR).

#### **Links:**

Corporate priority

- Implementing the People Strategy and modernise HR policies and procedures

Vision II

- Health and wellbeing

### **The Board's full work programme 2004/05**

- Number of hackney carriage vehicles in its area.
- Implementing Electronic Governance.
- Best Value Review for Legal Services.
- People Strategy: Valuing Colleagues 2005/2008.
- Capital programme strategy.
- Procurement Strategy 2005/2008.
- Corporate Contact Centre proposals.
- Statement of Licensing Policy.
- Personnel Panels.
- IT software for the Licensing Section.
- Performance Management Reports.
- Audit reports on PFI, Setting High Ethical Standards, Fraud & Corruption Risk Assessment, Review of Internal Audit.
- Security of the Council's IT system.
- Benefits Joint Working Initiative.
- Flooding and out of hours call centre.
- Operating costs of Call Centres
- Extension of contracts and waiver of Council Procedure Rules.



# Scrutiny Board (City Services)



*Cllr Barry Anderson  
Chair of Scrutiny Board (City Services)*

## **Membership of the Board:**

Cllr Barry Anderson (Chair)  
Cllr Pauleen Grahame  
Cllr James Lewis  
Cllr Michael Lyons OBE  
Cllr Alison Lowe  
Cllr Stuart Andrew  
Cllr Rachael Procter  
Cllr Gareth Beevers  
Cllr Colin Campbell  
Cllr Stewart Golton  
Cllr Linda Rhodes-Clayton

## ***The Chair's Summary***

This year has been a challenging one for the Board, particularly as we've looked at a number of major initiatives being introduced by the department. At the beginning of the year, the Board took time to visit each of the services within the department, speak to the staff and learn about the pressures and challenges faced by the department as well as being introduced to the new ways of delivering services. This was highly beneficial to both Members and staff and has contributed to the good, and stimulating, working relationship the Board has developed with the department.

One of the more substantial pieces of work has been looking at Streetscene and its roll out across the city, which was included in the work programme following a previous inquiry evaluating the pilot for the scheme. Resulting from this study, a number of other pieces of work have been undertaken and we have linked the final reports to make a comprehensive series of recommendations which have influenced a wide range of services.

We received a Call In of a decision regarding the tendering process for advertising on lampposts. This provided a good forum for airing some of the views Members have on this subject. We released the decision for implementation, however, we agreed that it would be beneficial for the Board to receive updates on this.

Included in this Annual Report are synopses of the major pieces of work to give a flavour of the areas we have considered and the recommendations we have made. I am grateful to the members of the Board for their diligence and hard work, particularly as we have worked innovatively with site visits and working groups, requiring a great deal of time, effort and commitment. I wish to particularly thank Cllr Wilkinson for his contribution to the Board as a regular substitute. Also thanks go to Cllr Bruce and Cllr Ewens for their contributions as substitutes.



*Members on a site visit*

*Cllr Barry Anderson Chair of Scrutiny Board (City Services)*



## Streetscene Revisited: A Critical Assessment

The Board undertook an in-depth review of Streetscene Services being rolled out across the city. This followed on from work done by the Board in the previous year, which looked in detail at the pilot in Headingley. Members aimed to review the policy being applied to Streetscene services and look at how the department intended to apply the lessons learnt and roll out the improved set of services across the city.

The Board noted that the roll out of Streetscene was to take place in September 2004, resulting in all areas receiving a co-ordinated service including refuse and SORT collections, graffiti removal, needle picking and bulky items collection.

### Links:

#### Corporate priority:

- Looking after the environment
- Creating better neighbourhoods and confident communities

#### Vision II themes

- Environment City
- Health and Wellbeing
- Thriving Places



The Board has congratulated the department in its improved performance, particularly relating to the results of the ENCAMS survey in which the Authority scored highly for environmental cleanliness. Members were pleased to note that the Highways Maintenance and Enforcement services were being realigned to complement the environmental service. Our overall assessment was that Streetscene has raised standards in the areas where it has been piloted, developed and rolled out. As with any major scheme, we understand that only after it has been in operation for a period of time will some of the issues be resolved. Our recommendations, therefore, intended to assist in this process, by identifying ways in which the department can assess Streetscene and improve its implementation.

Our recommendations focussed on communication with Members, including using the Area Management arrangements to obtain detailed feedback at a local level. A number of recommendations outlined ways of improving the detail of the service with the aim of ensuring that there is co-ordination between services, which we felt would greatly enhance efficiency.

As part of this inquiry we also looked at the Audit Commission's recommendations for improving Streetscene Services. Our recommendations around consultation have reflected the discussion set out in the Audit Report and we have suggested that the department consolidate the various consultation activities into a comprehensive consultation plan.

We have requested further information to be reported back to the Board at the appropriate time, including detailed performance indicator information.

*"Streetscene includes some of the most high profile services the Council provides and the Board felt that undertaking a robust and detailed inquiry reflected the need for residents to experience an enhanced and co-ordinated service."*  
Cllr Anderson, Chair



## ***Managing Our Waste: Inquiry into Recycling***

The Board has undertaken two major inquiries under the overarching theme of Managing Our Waste, one of which focused on recycling. This was a detailed piece of work undertaken within a working group and resulted in a number of specific recommendations. In the short term we wanted to consider progress made by the department in meeting the LPSA targets and the policies and actions needed to increase recycling levels. With regard to the long term plans for recycling in the Council, we also wanted to contribute to the new Innovative Recycling Contract. As part of the inquiry, we considered progress made with the Integrated Waste Management Strategy which sets out how the Council will deal with waste across the city, and contributed to its review and development.

### **Links:**

#### **Corporate priority:**

- Looking after the environment
- Creating better neighbourhoods and confident communities

#### **Vision II themes**

- Environment City



*“Waste management is becoming a more urgent and sophisticated operation – and working with the City Services department has convinced me of the imperative need for the city to reduce, recycle and manage its waste ever more effectively” Cllr Anderson, Chair*

Our recommendations included proposals to assist in achieving the robust recycling target of 22.7%, for example, supporting the roll out of green bag provision, leaf fall collection and home composting initiatives. We also wished to emphasise the need to work with other bodies, particularly the ALMOs and schools, to give residents the best opportunities as possible to recycle. Our recommendations also covered the education and awareness campaigns needed in order to encourage the maximum amount of recycling possible.



*We visited a number of sites and saw first hand some of the facilities provided to encourage recycling – we were struck by the commitment of the staff and their obvious enthusiasm to make the system work.*

## ***Managing Our Waste: Inquiry into Bulky Items Collection***

This inquiry involved a pragmatic review of the new Bulky Items Collection arrangements. Whilst supporting the department in its aims to improve this service, we looked carefully at the proposals and suggested issues that the department needed to look at to ensure the scheme has every chance of success. Linking this into our Recycling Inquiry, we emphasised the need to ensure the Council was maximising the recycling potential of bulky waste, particularly through partnership with the voluntary furniture stores. We were pleased that the collection service was to become

### **Links:**

#### **Corporate priority:**

- Looking after the environment
- Creating better neighbourhoods and confident communities

#### **Vision II themes**

- Environment City

routine rather than appointment based (that is, bulky items being left when the green bins are presented. However, through discussion we recognised that there may be potential difficulties in where items are placed, how long they would be stood for and whether there are issues regarding hazardous waste. Our intention was to draw these issues out in the recommendations by proposing ways forward for the department.

Our recommendations included the suggestion that the department makes it clear and explicit to residents where and how bulky items need to be presented in order to avoid confusion for the operatives and the public. We also recommended that the department think through their procedures for missed collections and clearly communicate these to residents. We were particularly keen to link this inquiry to the wider waste management agenda and recommended that the department further develop initiatives which link the bulky items collection service with the recycling policy, such as liaising with voluntary furniture stores. We also recommended that the department seeks ways of establishing partnerships with other areas of the voluntary sector which may provide an avenue to recycle and re-use materials, in consultation with Area Committees.

An update report came to the April meeting of the Board which set out the initial feedback on the services and its teething problems. We hope that by implementing our recommendations the department will be in a position to further improve and develop the service.

## ***Holding the Executive to account***



*We met with the Executive Board Member with responsibility for City Services and the Lead Member for Highways to discuss issues and to foster a good working relationship with the Executive Board. We aimed to widen the debate on a number of issues as well as holding the Executive Board Member to account.*

The Executive Board Member attended a number of meetings of the Board enabling a debate on a wide variety of topics. Some of the Board's work was based on issues raised by the Executive Board Member at the beginning of the year. We feel that as well as challenging policies and holding the Executive Board to account, we have contributed to the positive working relationship and constructive dialogue between Scrutiny and the Executive Board.

## ***Inquiry into Highways Maintenance***

During this inquiry we aimed to linking into the theme of performance, determining how the department identified and integrated best practice, particularly through piloting new and innovative methods. The inquiry also looked at any legislative or policy changes and consequent changes in priorities.

Consultation and communication with Ward Members and the public was also a theme and the inquiry aimed to review how members of the public were informed and the methods used to provide up to date information, particularly for road users where there were potential traffic delays caused by road works. In terms of how the service is delivered, the inquiry looked at the balance between reactive and preventative maintenance and the life span of repairs.

Our recommendations covered the issue of resources particularly relating to the backlog of work faced by the department. A number of recommendations focussed on the issue of communication and we suggested that Ward Members be more involved in liaising with the department regarding timing of works and their completion in the local areas. We also linked into concerns raised by Scrutiny Board (Development) and recognised a review of how Highways in both departments work together.

*“We undertook the inquiry into Highways Services as a follow up from the previous Board’s work. We have sought to understand the levels of investment required and the careful balancing act between the amount of work which needs to be done and the capacity of the industry - this has been a fascinating inquiry” Cllr Anderson, Chair*

### ***Other issues***

The Board has covered a number of other issues which have arisen during the year. A particularly pertinent one related to the enforcement of parking in the Council car park adjacent to St. James’ hospital. The department responded to Members concerns that parking times were too short to serve the patients and visitors to the hospital. As part of the joint Health inquiry we anticipate that this debate will be widened to other hospitals where visitors park in the Council’s car parks.



*Wherever possible, the Board made contact with partners of the Council at work*

The Board took an active interest in the enforcement policies being developed by the department, particularly as this section is relatively new. We have discussed flytipping, A-Boards enforcement and the decriminalisation of parking enforcement, all of which will undoubtedly be topics raised in the coming year.

As with all Scrutiny Boards there were a number of corporate referrals added to the work programme. We looked closely at the performance management information provided by the department as part of the Directors' appraisal scheme. Our resulting report recognised the good work of the department, the ENCAMS survey results and the highly innovative approach to many aspects of the department's work. Recycling figures have been positive and improvements in streetscene services have been recognised. We also highlighted the ways in which the department could improve still further and referred to the recommendations resulting from the major inquiries undertaken this year.

The debate on the budget proposals was particularly interesting and the Board worked very closely with the Director to generate creative approaches to some of the challenges presented. Our intention was to help stimulate the debate around priorities and to suggest ways forward where financial decisions needed to be made.

### **The Board's full work programme 2004/05**

- Scrutiny of the Budget
- Performance Assessment
- Streetscene Revisited: A Critical Assessment
- Inquiry into Bulky Items Collection
- Inquiry into Highways Services
- Review of Enforcement
- Inquiry into Recycling
- Hospital Parking Enforcement
- Draft Policy on A – Boards
- Landfill Allowance Trading Scheme
- 100 Days Campaign
- East Leeds Flooding
- Update on Joint Health Inquiry
- Call In – advertising on lampposts



# Scrutiny Board (Development Services)



Cllr Brian Cleasby  
Chair of Scrutiny Board (Development Services)

## Membership of the Board:

Cllr Brian Cleasby (Chair)  
Cllr Denise Atkinson MBE  
Cllr Graham Hyde  
Cllr James McKenna  
Cllr John Bale  
Cllr Graham Latty  
Cllr David Hollingsworth  
Cllr Andrew Barker

## The Chair's Summary

This year the Board has been involved in some major projects which have challenged both Members and officers in the department. We have been impressed with the way in which the department and the Board have been able to work together to ensure the debate has been well informed and services developed.

We have arranged most of our work into major issues under the overarching corporate priority of Integrated Transport. This has covered the Ring Road Study, and Access to the Airport as well as keeping informed of progress on Supertram and the A65 Quality Bus Initiative. A number of these inquiries are around long term developments and will need to be pursued well into the next municipal year.

We have undertaken a detailed inquiry, through a dedicated working group, into Landmark Leeds, looking at lessons learnt and ways forward in terms of the Council's approach to major developments. We are indebted to Cllr Selby, who represented the Central and Corporate Functions Scrutiny Board during our discussions around procurement as part of this inquiry.

The unfortunate flooding event particularly in East Leeds in August 2004 has given rise to concerns regarding the city's long term drainage capacity. As a Board we are continuing to discuss this and we will publish our findings and recommendations in due course.

I would like to take this opportunity to thank all the Board Members for their commitment and the knowledge they have brought to each of the subjects we have tackled. It has been a privilege to Chair this Board during this year.

## Inquiry into Planning Notification

As a Board we are interested in meeting staff and undertaking site visits where this helps our understanding of a subject. When looking into the Planning Notification System we undertook a visit to Planning and spent time looking at the new IT system being introduced. We were impressed with the obvious improvements this will deliver both for the staff and for the customer. Our inquiries focused on the how consultation with Elected Members and the public will be improved (particularly addressing the need for Ward Members to be well informed of planning notices in their area) and the need to implement the new IT system as soon as is practicable.

### Links:

#### Corporate priorities: Delivering the Corporate Plan

- Improving access to Council Services
- E-Government target

#### Vision II:

Aims and themes

- Going up a league as a city
- An effective communications system connection people, goods and ideas.

Through our inquiries we learnt the importance of the department being able to meet its targets which are vital for funding it receives. This has also linked in to our performance management inquiries and scrutiny of the Budget. We have taken a robust monitoring position on issues related to Planning, not only to challenge but to support the department in its drive to improve the service.

## ***Inquiry into Landmark Leeds***

A working group of the Board undertook a lengthy inquiry into the problems which have arisen relating to the Landmark Leeds project. We deliberately set out to incorporate into the inquiry a forward looking approach which, whilst acknowledging the lessons learnt from this project, allowed us to make strong and positive recommendations regarding future innovative projects of this kind. We have noted the work already being done on the procurement and the design processes.

*“Landmark Leeds has given the Board the opportunity to help strengthen the process and to ensure that we continue to learn and challenge the way things are done, particularly in development towards Leeds being a city region.”*  
*Cllr Cleasby, Chair.*

*Links:*

### **Corporate priorities:**

- Competing in a Global Economy
- Looking after the Environment.

### **Vision II:**

#### **Aims**

- Going up a league as a city
- Leeds as regional capital
- Recognised and distinctive European city centre

We have based our interim recommendations on the lessons learnt from Landmark Leeds and also on the need for a more controlled and robust approach to the approval mechanisms for large and innovative projects. One of our main aims was to ensure that the decision makers are given more accurate costings at the approval stage by ensuring access to expert design and costing advice early on in the process. We also identified the need to minimise the Council’s exposure to spiralling costs both through the procurement process and through the use of industry good practice. Our interim report gives details on the recommendations being made.

## ***Inquiry into Train Stations***

At the beginning of the year the Board identified a number of transport related issues which we felt needed to be considered. One of these was the subject of local train stations and their role in an integrated approach to transport. Our terms of reference for this inquiry covers the issue of parking (for both cars and cycles) at train stations, the improvement of existing stations and the development of new stations. We also included the issue of capacity of the rolling stock of train companies which we felt was crucial to the effectiveness of the city’s transport strategy. We have liaised both with the Development



*Transport has been a major theme for the Board during the year*

department and with representatives from METRO in order to ensure that the inquiry terms of reference reflect the issues which are current and relevant. Our aim is to make recommendations on how local train stations help to provide a viable alternative to travelling into the city by car, through provision of adequate car parking provision, ease of use for cyclists and integrating with other forms of transport. This inquiry has begun in earnest this year and will be carried over into the next municipal year.

## ***Inquiry into Access to the Airport***

We have recognised the strategic importance of the airport to the city, particularly as passenger numbers grow. We have been keen to keep access to and from the airport as a high priority and have debated the potential of the airport as a ‘transport hub’ supporting the transport needs of people in and around Leeds. On a practical level, we have looked at comparative information from other airports on modes of transport used for access. We have also discussed with representatives from the airport and from METRO, as well as the department, the options which have been studied over a long period. From these discussions, and linking into our other transport inquiries, we have noted that emphasis is being placed on funding regionally-based transport schemes. We have acknowledged that this climate is an important factor in achieving a number of schemes where we are seeking Government funding. Our inquiries will continue into the coming year whilst further development is undertaken on plans for accessing the airport.

*Links:*

### **Corporate priorities:**

- Competing in a Global Economy
- Looking after the Environment.

### **Vision II:**

**Aims**

- Going up a league as a city
- Leeds as regional capital
- Recognised and distinctive European city centre



*The inquiry into Access to the Airport has involved Representatives from LBIA, METRO and the department.*

*“Access to the airport is a long term inquiry – and a strategic one – which has stimulated the debate about the contribution the airport makes to the city’s transport infrastructure.”*  
*Cllr Cleasby, Chair*

## ***Call In***

During the year we dealt with one Call In. This was of an Executive Board decision regarding Abbey Mills and St. Anne’s Mills. The Call In meeting involved a detailed discussion of the issues raised.

The Board released the decision for implementation, whilst at the same time taking the opportunity to highlight the issues raised in the debate regarding the future use of these sites.



### **The Board's full work programme 2004/05**

- Performance Management Information
- Scrutiny of the Budget
- Planning Notification and community involvement
- State of River Management Partnership
- A6210 Ring Road Study
- Landmark Leeds working group
- Otley HGV traffic levels
- Monitoring of recommendations
- Access to the Airport
- Probity in Planning – Audit Report follow up
- Road Safety
- Drainage and flooding issues
- Recruitment and Retention in Planning
- Section 106 appointment
- Park and Ride
- A65 Quality Bus Initiative update
- Supertram updates
- Energy and Water Management – Audit Report
- Local Transport Plan
- Local Development Framework update
- Disposal of Land at Portland Gate
- Inquiry into Local Train Stations (ongoing)
- Call In – Abbey Mills and St. Anne's Mills

# Scrutiny Board (Health)



*Cllr Pauleen Grahame  
Chair of Scrutiny Board (Health)*

## **Membership of the Board:**

Cllr Pauleen Grahame (Chair)

Cllr Josie Jarosz

Cllr David Schofield

Cllr Andrew Millard

Cllr Paul Wadsworth

Cllr Judith Elliott

Cllr Ralph Pryke

Cllr Patrick Davey

Cllr John Illingworth

Cllr Kabeer Hussain

Cllr Javid Akhtar

Eddie Mack - Co-optee

Megan Waugh – Co-optee

## ***The Chair's Summary***

I am very pleased to present the 2004/05 annual report of the Scrutiny Board (Health). This has been a busy and challenging year for the Board as we have conducted a number of major Inquiries which have focused on key public health issues.

At the beginning of the municipal year, we identified Sexual Health, Smoking in Public Places and Alcohol and Drug Misuse as being priority public health matters both nationally and locally and therefore we agreed to carry out major inquiries into these particular areas.

However, as part of our work programme we have also considered a number of other and equally important issues such as the new Out of Hours Primary Care Service in Leeds, MRSA, and the Financial Recovery Plans of the Leeds Teaching Hospitals NHS Trust. We also considered issues of local value, for example, the provision of a health centre in Gipton. As a result of our investigations into this matter, we were pleased to note that after two years of delays, progress is now being made in developing the much needed health centre to the residents of Gipton.

As a result of our heavy work programme this year, there are a number of issues which we hope will continue into the next municipal year. These include the Board's ongoing inquiry in Alcohol and Drug Misuse, issues surrounding Obesity and also the issue of Fluoridation.

I would like to take this opportunity to thank all Board members for their positive contribution to tackling health inequalities and helping to raise the health concerns and priorities of the local community. I would also like to thank officers and all those external witnesses who helped to contribute to the Board's work this year. As Health Scrutiny continues to develop, I feel it is important that positive relationships are developed with local NHS organisations and that we continue to work together closely in addressing health inequalities in Leeds.

Finally, I look forward to seeing progress against our latest recommendations, and to the further development of Health Scrutiny in the future.

*Cllr Pauleen Grahame, Chair of Scrutiny Board (Health)*



## ***Inquiry into Sexual Health in Leeds***

At the beginning of the municipal year, we identified Sexual Health as being a key public health issue both nationally and locally.

At our meeting in September 2004, we learned that the rising tide of STIs and HIV evidenced nationally is mirrored at a local level. Like many neighbouring areas, Leeds is experiencing a rise in STIs, increasing numbers of newly diagnosed HIV infections and more people visiting the department of genito-urinary medicine resulting in increased demand on service provision. In view of this, the Scrutiny Board (Health) agreed to carry out an Inquiry into Sexual Health in Leeds.

Whilst recognising the importance of exploring the provision and accessibility of contraceptive and sexual health services in Leeds, we also considered it vital to focus on the preventive work being carried out across the city to help promote sexual health and reduce the stigma associated with HIV and STIs. As part of this preventative approach, we also agreed to investigate the provision of sex and relationship education in schools and non-school settings.

*“During our Inquiry into Sexual Health in Leeds, we were particularly impressed with the commitment and dedication demonstrated by all the agencies involved in this area of work.*

*Sexual Health is now recognised as a key public health priority and therefore it is vital that we continue to invest in improving services and developing good models of working practice in Leeds”.*

*Cllr Pauleen Grahame*

Links:

**Corporate priority:**  
Creating better neighbourhoods & confident communities

**Vision II themes:**  
Health & Well-being

As part of our Inquiry, we considered evidence from a number of key partners. These included representatives from the local Primary Care Trusts and Acute Trusts, Social Services, Leeds Youth Service and Education Leeds. Through the Healthy Leeds Partnership, we were also able to engage with representatives from the voluntary sector and the local Universities on this issue.

Overall, we feel that there is a lot of good work being carried out across the city in addressing the issue of sexual health. However, we acknowledge there are still challenges ahead in raising the profile of sexual health and improving the accessibility of sexual health services in Leeds.

In view of this, the recommendations arising from our Inquiry focus on the need for further investment in this area of work; the need to modernise and better co-ordinate services across the city; the need to ensure that resources are being targeted effectively at the most high risk groups; and the need to continue to work closely with schools in delivering a good standard of sexual health and relationship education to young people.

## ***Inquiry into MRSA***

As a high profile issue, the Scrutiny Board (Health) considered it vital to conduct an inquiry into MRSA. The aim of our inquiry was to find out about the scale of the MRSA problem in Leeds and the measures being taken to monitor and tackle infection rates, both locally and nationally.

When considering MRSA, we felt it was essential to get the views of all the health Trusts in the city as well as the West Yorkshire Strategic Health Authority. We therefore invited representatives from the Leeds Teaching Hospitals NHS Trust, the Leeds Mental Health Teaching NHS Trust, the Primary Care Trusts and the West Yorkshire Strategic Health Authority to contribute to our discussions.

During our Inquiry, we also considered evidence from the local Patient and Public Involvement Forums who had previously carried out work into this particular matter.

Links:

**Corporate priority:**  
Creating better neighbourhoods & confident communities

**Vision II themes:**  
Health & Well-being



As part of our Inquiry, we particularly focused on the issue of cleanliness. Whilst we were informed that there is no evidence linking cleanliness levels in hospitals to the spread of MRSA, we feel that a clean environment helps to promote good hand washing and other hygiene practices, which help reduce the spread of infection.

In considering the measures in place to reduce MRSA and other hospital acquired infections, we welcomed the work already being carried out across the city.

Whilst we have suggested a number of areas for further development, many of which centre around education and awareness raising for all people involved with the hospitals, we feel that a pan-city approach needs further development to help co-ordinate infection prevention and control measures in the city. This would help to ensure that all health Trusts share good practice.

*“Whilst we welcome the work already being carried out across the city in addressing MRSA, we feel that a pan-city approach needs further development to help co-ordinate infection prevention and control measures in Leeds”*

*Cllr Pauleen Grahame*

## ***Inquiry into Smoking in Public Places***

Whilst the risks of direct smoking are now well recognised within our society, there continues to be an emergence of studies which also link environmental tobacco smoke with ill-health. Such links have been recognised by a number of organisations including the World Health Organisation, Chief Medical Officers for England, Wales and Scotland and the British Medical Association.

At the beginning of the municipal year, the Scrutiny Board (Health) received a report from the Chief Environmental Health Officer on smoking in public places. This report highlighted the significant damage to health posed by people exposed to second hand smoke. In consideration of this report, we agreed to undertake an Inquiry into smoking in public places.

At the start of our Inquiry, we were mindful of the Government's forthcoming White Paper 'Choosing Health' and the anticipation of the Government in making clear its intentions towards addressing the issue of second hand smoke.

Following the publication of the White Paper in November 2004 we noted that the issue of smoking had become a key public health priority nationally. We therefore welcomed the Government's commitment to increase investment in this area of work to support smoking cessation services making them more accessible and responsive to clients.



However, we were particularly interested to note the Government's proposal to put in place national legislation to restrict smoking in public places and workplaces. The Board will therefore be keeping a watching brief on the delivery of these proposals and evaluating their impact on local public places and workplaces.

As part of our inquiry, we considered the Council's own role in helping to restrict smoking and also the role of other partner agencies. We learned that in 2001, Leeds developed a Tobacco Action Plan in response to the Government White Paper 'Smoking Kills' (1998). The local Primary Care Trusts, in partnership with the Local Authority, set out to develop a comprehensive local approach to tackling tobacco use. This approach includes delivering specialist services to support smoking cessations and a more general service to tackle wider tobacco issues. We therefore identify the Leeds Tobacco Action Plan as being a key tool in helping to promote better networks with all key partners and encouraging them to work more closely together and share goals, information and resources.

Links:

**Corporate priority:**

Creating better neighbourhoods & confident communities

**Vision II themes:**

Health & Well-being

## **Leeds Teaching Hospitals NHS Trust - Financial Situation**

In November 2004, the Scrutiny Board (Health) was concerned to learn about the financial difficulties of the Leeds Teaching Hospitals NHS Trust and therefore held an additional meeting to consider the financial situation of the Trust.

At this meeting, the Chief Executive of the Leeds Teaching Hospitals NHS Trust provided an overview of the Trust's historical financial position, the drivers for the Trust's current financial recovery plans and the importance of the Trust to restore financial balance in line with the long term plans to build a dedicated Children's and Maternity hospital. In consideration of the Trust's financial recovery plans, we were particularly keen to learn the extent to which staff and members of the public were being consulted by the Trust. We therefore also heard from representatives of UNISON, the Vice Chair of the Senior Medical Committee at the Trust, the Chair of Staff Council and the Chair of the Patient and Public Involvement Forum at the Trust.

Since November we have continued to monitor the implementation of the Trust's Financial Recovery Plans and will continue to do so in the next municipal year.

### ***Other Issues***

As part of our work programme we have also investigated the new Out of Hours Primary Care Service in Leeds as it is vital that this service is delivered effectively to the residents of Leeds.

We also considered issues of local value, for example, the provision of a health centre in Gipton. As a result of our investigations into this matter, we were pleased to note that after two years of delays, progress is now being made in developing the much needed health centre to the residents of Gipton. However, we will still continue to monitor the progress made.



Leeds General Infirmary

### **The Board's full work programme 2004/05**

- Inquiry into Sexual Health in Leeds
- Inquiry into Smoking in Public Places
- Inquiry into Alcohol and Drug Misuse
- Inquiry into MRSA
- Leeds Teaching Hospitals NHS Trust - Financial Recovery Plans
- Out of Hours Primary Care Services for patients of Leeds
- Child and Adolescent Mental Health Services - Response to earlier recommendations
- Patient and Public Involvement Structures in Leeds
- NHS Dentistry - update report
- Carers Support and Services in Leeds
- Food Safety Service Strategy for Leeds
- West Yorkshire Metropolitan Ambulance Service
- Corporate Board for Health & Wellbeing - update reports
- Provision of a Health Centre in Gipton
- Chronic Obstructive Pulmonary Disease Scheme in Leeds
- Challenging Age Discrimination Scrutiny Group - update reports
- Healthy Leeds Partnership's Framework for Action
- Matching the provision of local authority one stop services and healthcare in Leeds
- Modernisation of Mental Health Services in Leeds
- The Five Primary Care Trusts' Budget Proposals for 2005/06
- Draft Leeds Tobacco Action Plan
- Leeds Teaching Hospitals NHS Trust National Audit Office Review - update

# Scrutiny Board (Leisure)



*Cllr Elizabeth Minkin  
Chair of Scrutiny Board (Leisure)*

## **Membership of the Board:**

Cllr Elizabeth Minkin (Chair)  
Cllr Bernard Atha  
Cllr Mitchell Galdas  
Cllr Roger Harington  
Cllr Kabeer Hussain  
Cllr Graham Kirkland  
Cllr Stewart McArdle  
Cllr Lisa Mulherin  
Cllr Frank Robinson  
Cllr Paul Wadsworth  
Cllr Gerald Wilkinson

## **The Chair's Summary**

I thank my colleagues on the Board for their commitment to the scrutiny process and careful attention to detail.

This year, we established five working groups. We charged three of the working groups with the task of each contributing to one of the exciting developments being carried out in the city, namely the new Museum, the Leeds Grand Theatre scheme and the project to enhance the City Art Gallery, Central Library and provide archives facilities in the current building. The fourth working group was asked to input and monitor the feasibility study being carried out on behalf of the Leeds Cultural Partnership into the future provision of concert, arena and other music and related facilities in Leeds. The final working group was appointed to undertake an inquiry to review and make recommendations on the refurbishment of the Council's Leisure Centres.

The Board has received regular progress reports from these Working Groups. In November 2004 the Board considered an interim report on the Council's Leisure Centres. This paper summarised the information which had been provided to Members of the working group including details of private sports centre provision in the city. In April 2005, we received details of an application which had been made under the Private Finance Initiative for the Council's Leisure Centres. Although a great deal of progress has been made, it has not been possible to complete this inquiry in the current municipal year.

In addition to the work carried out by the Board's working groups, we have contributed to a number of strategies being developed by the department including those for play, for parks and greenspace and for a forest strategy for the city. We have also undertaken work on performance management and the department's budget for 2005/2006.

It has been an enjoyable privilege to Chair this Board and I thank officers from the Chief Executive's Scrutiny Unit, the Learning and Leisure and Corporate Services Departments for their support during the year.

**Cllr Elizabeth Minkin**  
**Chair Scrutiny Board (Leisure)**

## ***Inquiry into the Development of the City Art Gallery, Central Library and Archives Facilities***

A working group of the Board undertook an inquiry to look at and contribute to the work of the Extended Reference Group reviewing this development. We considered the linkages with West Yorkshire Archives and the Henry Moore Institute in respect of the discussions held to produce the development briefs for this project. We received and commented upon the development of the Architects competition for this project.

### **Summary of Our Discussions**

- We were satisfied that the Archives will have a 20 year capacity but have some concern about archives being divided between two sites.
- We were satisfied that the archives project does not prevent the Resource Centre museum being extended in the future.

Part of the City Art Gallery



- We are encouraged that Leeds College of Art and the University of Leeds is designing and making the special ceramics required for restoration purposes.
- We took great pleasure that the library, art gallery and archive development is going ahead after many years of delay, although no firm timetable has been established.
- We suggested possible sources of capital grant or artefacts.

- We considered the consultation strategy and recommended that it be progressed without delay.
- We had strong concern that the department had a very small budget of £22,000 for exhibitions, a ludicrously small sum for a major Art Gallery.
- We recommended that minority groups need to be targeted in the telling of the history of Leeds.
- We were concerned that the skills and expertise of curators in their individual specialisms will not be preserved.

*"I hope that further delays will be avoided and that the scheme proceed in accordance with a timely programme."*

*Cllr Bernard Atha  
Chair of the Working Group*

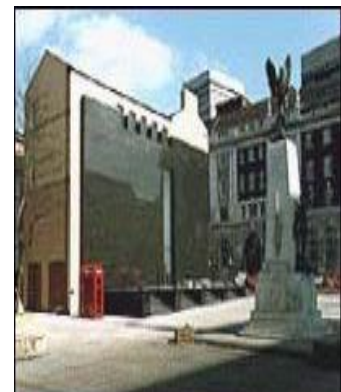
### **Links:**

Corporate priority:  
Making the most of People  
Improving access to Council Services  
Vision II :  
Create first class cultural facilities & experiences

The Current Archive



The Henry Moore Institute



### **Inquiry to Review the Council's Leisure Centres**

We were appointed to undertake an inquiry to review and make recommendations on the refurbishment of the Council's Leisure Centres. The working group has met on several occasions during the municipal year and made a number of visits to our leisure centres. However, we have not been able to conclude our inquiry in the timescales available.

*" I have been pleased with the progress that we have made to date on what is a very complex issue. I hope that this inquiry can be concluded soon"*

*Cllr Gerald Wilkinson  
Chair of the Working Group*



## ***Inquiry on the Development of the New City Museum***

### **Links:**

Corporate priority:  
“Closing the Gap”  
Improving access to  
Council Services

Vision II:  
Create first class  
cultural facilities &  
experiences



Leeds Institute  
Millennium Square

“We were impressed by the progress being made but note that a number of issues remain to be resolved.”

*Cllr Roger Harington  
Chair of the  
Working Group*



Frontage Civic  
Theatre

Early in the new year we considered the department’s formal response to the recommendations following the Board’s inquiry report on the City Museum. To fulfil the first recommendation of our report we agreed to establish a working group to monitor the progress made with developing the City Museum and Resource Centre.



### **Our Recommendations approved by the Board**

- We highlighted that the contents of the Ancient Worlds gallery would need careful consideration in order to help with the school curriculum, provide space for groups of pupils and not be cluttered.
- We recommend that the department preserves the possibility of extending the Resource Centre by retaining the necessary outside space.
- We felt that it was important to ensure that the Museum contents are relevant to all the residents of Leeds, wherever they come from. We were particularly pleased to see the involvement of many of Leeds’ diverse communities in the displays.
- We recommend that officers should also assess the possibility of obtaining sponsorship from different ethnic groups for the different areas of the Museum which related to them.
- We emphasised the need to have an overview of all these spaces and co-ordinate their use.
- We recommend that market testing be done to see if there was a demand for the Museum arena as a function venue.
- We doubt the validity of these assumptions and therefore the robustness of the Business Plan. We recommend that the Business Plan be revised to include more realistic figures and that adequate contingency funds are made available. The budgets set for the project must be realistic, and based on robust assumptions.

## ***Other Important Issues and Recommendations***

- We discussed the sale of the Leeds International Pool site and funding arrangements. We received assurances that income from the sale of the international pool would be “ring fenced” for new pool facilities. However, Members sought further clarification on the conditions of the Sport England grant as they thought that at least part of this income could be used for sport in general. Members asked whether the car park site was also “ring fenced” but were advised that proceeds from this site would be classified as general income to the Council. The position has still to be finalised.

Leeds International Pool Site



- We expressed concern that the Learning and Leisure department did not bid for the grass cutting contracts in 2004/2005 without reference to Members or this Board.
- We were delighted with the many schemes being progressed by the department but were concerned at the lack of progress with regard to the City Varieties lottery bid.

City Varieties



- We recommended that any future contract affecting a Leeds City Council school should be negotiated to ensure that:
  - community use of the facilities be maintained for a reasonable cost.
  - publicly accessible open land should remain as open land for the benefit of everyone.

Colton Primary School Playing Fields



- We recommended, under the development of a Parks and Greenspace Strategy that GIS software mapping and statistical data should be made available to all departments and Elected Members, with the necessary training
- In examining a request for scrutiny by Parent Participation we asked Area Committees to consider funding small items of equipment such as changing tables and shower chairs to help disabled people.

Roundhay Park



- We asked that Area Committees as an interim measure, consider undertaking maintenance of open spaces in their area when Section 106 monies run out.

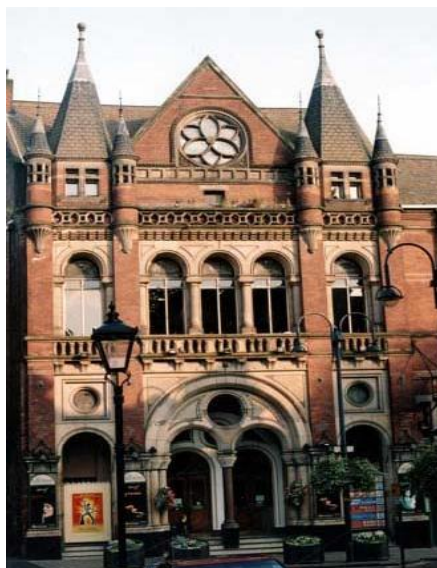
## The Board's full work programme 2004/05

- Request for Scrutiny from Parent Participation on disabled access to swimming pools.
- Review of Leisure Centres.
- Draft Parks and Greenspace Strategy.
- New National Library Standards.
- Development of the City Museum.
- Performance Management Reports.
- Development of an Urban Forest Strategy.
- Junior Football & Rugby Teams Sports Pitch Charges.
- Budget 2005/2006 and budget pressures within the department.
- Monitoring of the Leeds Grand Theatre scheme.
- Parks and Countryside Bye-laws.
- Contributing to and the monitoring of the new City Art Gallery/Central Library and Archives scheme.
- Performance Assessment & Monitoring report.
- Introduced Animal Species.
- Cultural Facilities & Infrastructure feasibility study.
- Delays with the Carriageworks Theatre Scheme.
- Draft "Towards a Better Play Strategy for Leeds.
- Implications of education PFI on Recreation Services.
- Leeds International Pool Site, Westgate.
- Control of invasive weeds.
- Sports pitch income and administration.
- Representative sent from this Board to Neighbourhoods and Housing Scrutiny Board on issues to do with "Alleygating"

Golden Acre Park



Leeds Grand Theatre



Kirkstall Leisure Centre



# Scrutiny Board (Lifelong Learning)



Cllr William Hyde  
Chair of Scrutiny Board  
(Lifelong Learning)

## **Elected Membership of the Board:**

Cllr William Hyde (Chair)  
Cllr Michael Davey  
Cllr Geoff Driver  
Cllr Penny Ewens  
Cllr Ronald Feldman  
Cllr Mitchell Galdas  
Cllr David Hollingsworth  
Cllr Valerie Kendall  
Cllr Tom Murray  
Cllr Adam Ogilvie  
Cllr Karen Renshaw

## **Co-opted Membership of the Board:**

Mr Tony Britten  
Prof. Peter Gosden  
Mrs Sue Knights  
Mr Cluny Macpherson  
Mrs Sarah Bowie  
Mr Tim Hales  
Ms Celia Foote  
Mrs Sandra Hutchinson

## ***The Chair's Summary***

I am very pleased to present this annual report of the Scrutiny Board (Lifelong Learning). This year has been an extremely busy one for the Board. As Chair, I have been fortunate to have been part of a team of people who have a keen interest in education. Individual contributions have been of the highest calibre and I would like to take this opportunity to thank all Board Members, especially those new to scrutiny, for their enthusiasm and participation.

An inspection of Leeds LEA was carried out by Ofsted and the Audit Commission in October 2004. The report was published on 5 January 2005 and described Leeds as a highly satisfactory local education authority. In particular, it contained the following judgement in relation to scrutiny:

*'The scrutiny function is performed exceptionally well. There is good participation by schools and diocesan representatives. Members have adapted to the role well and issues are treated on their merits without recourse to party lines. The scrutiny committee is increasingly and usefully involved in commenting on draft policies. The challenge function of its work is performed well. It instigates investigations on major topics and holds officers and executive Members to account.'*

Sadly the Board said goodbye to two of its parent governor representatives in 2004/05, Mr Jeremy Gill after 18 months, and Mrs Caroline Todd after three and a half years. Quite apart from the extensive workload Caroline undertook for this Board, she also had roles on the Governors Forum, the Admissions Forum and as chair of governors at Green Meadows School. The Lord Mayor, Chris Townsley, presented Caroline with gifts on behalf of the Scrutiny Board and Education Leeds, at a lunch held in the Civic Hall in celebration of her voluntary contribution to education in the city.

It has been an exciting year for scrutiny and I would therefore like to formally thank Board Members, officers and external witnesses who have given freely and generously of their time to contribute to scrutiny. I look forward to seeing progress against our latest recommendations, and to the further development of scrutiny in the future.

**Councillor Bill Hyde (Chair)**



Caroline Todd receives an award for her contribution to Scrutiny

*"I am proud to have been able to play a part, however small, in working for the education of all our children in Leeds. It is important that the professionals are able and willing to listen to and take advice from ordinary people like myself, and it is a privilege to have had the opportunity to be a part of that process"*

*Caroline Todd*

## **Inquiry into the Council's arrangements for providing behaviour support to children and young people in education**

At the first meeting of the Scrutiny Board in July 2004, Members decided that they wished to scrutinise the Council's arrangements for providing behaviour support to children and young people in education. The inquiry was conducted through a mixture of formal sessions of the Scrutiny Board attended by senior officers of Education Leeds, and a series of visits by pairs of Members to schools and units, to see these strategies operating in practice.

Members were extremely impressed with the hard work and dedication they witnessed from staff on the visits which formed part of this inquiry, and they observed the way in which some young people's lives were being truly transformed. We recognise that staff working with pupils with behavioural difficulties are doing some of the most difficult and continuously stressful jobs in the education service. We would like to pay tribute to their dedication and commitment to these invaluable roles.

### **Links**

#### **Corporate priority:**

- Making the most of people.
- Improving access to Council Services.

#### **Vision II**

- Narrowing the gap between the most disadvantaged people and communities and the rest of the city.
- Improve learning and achievement in schools.

### **We made nine recommendations including:**

- That Education Leeds, in seeking to ensure that all schools take collective responsibility for including pupils who require behaviour support, provides challenge and support to any school that does not take collective ownership of this priority issue.
- That Education Leeds continues to prioritise the area of behaviour support for improvement, in particular through the development of the No Child Left Behind programme.
- That Education Leeds continues to develop ways of supporting and celebrating the contribution of staff involved in behaviour support roles.
- That Education Leeds continues to provide support to schools in developing a quality, relevant curriculum for all their pupils.

## **Inquiry into the progress made in Leeds in developing the concept of Extended Schools**

In 2002, the Department for Education and Skills (DfES) published its policy guidance document 'Extended Schools: Providing opportunities and services for all', which encourages the increased use of school buildings to provide a range of services and activities to help meet the needs of pupils, families and the wider community. The Board decided to consider the role of extended schools in meeting the Council's commitment to making the most of people. The Board visited a number of schools including John Smeaton Community High School and Hillcrest Primary School. In brief, the inquiry focussed upon:

- the current position in Leeds in developing the principles of extended schools
- the potential benefits for schools, families and communities
- the role of other key partners and stakeholders in developing the concept of extended schools

The Board's final Inquiry report, including our conclusions and recommendations, will be finalised early in the new municipal year.

## **Inquiry into the options available to supply staff to access pension arrangements which include an employer contribution**

The Scrutiny Board looked at the arrangements for employing school supply staff, to see what pension provision was available. In particular we were interested in the options for staff to access pension arrangements which included an employer contribution.

The Board published its final report with regard to Pensions in December 2004. We made seven recommendations including:

- That Education Leeds promotes options which enable staff access to good employment conditions, in particular the option of access to a pension scheme with employer contributions, and also access to appropriate training and development opportunities.
- That Education Leeds provides information to schools about the costs and benefits of different supply options so that schools are able to make an informed choice from the available supply options. This may enable some schools to achieve better value for money from their supply arrangements in line with the government's Gershon review.

The Board is currently monitoring the implementation of these recommendations.

### **Links**

#### **Corporate priority:**

- Making the most of people.
- Addressing equality issues.

#### **Vision II**

- Narrowing the gap between the most disadvantaged people and communities and the rest of the city.
- Improve learning and achievement in schools.

## Inquiry into the strategic supply of school places

The Board has had a longstanding interest in admissions, having first considered the issue in 2000. The Board has commented as part of the annual statutory consultation on admissions arrangements on several occasions since then. It was during this process last year that Board Members decided that they wished to look more widely at the strategic supply of school places.

The Board considered a review of the admission arrangements conducted by Education Leeds, and found ourselves in agreement with the review's conclusion that the raising of standards across all schools, such that local parents can feel confident about sending their children to local schools, is of far greater significance than any tweaking of the school admissions policy. Accordingly, the Board welcomed the Executive Board's decision that the issue of the Council's admission policy be viewed as part of the school improvement agenda rather than as a separate issue.

The Board's final Inquiry report, including our conclusions and recommendations, will be finalised early in the new municipal year.

### Links

#### Corporate priority:

- Making the most of people.
- Improving access to Council Services.
- Addressing equality issues

#### Vision II

- Narrowing the gap between the most disadvantaged people and communities and the rest of the city.
- Improve learning and achievement in schools.

Besides the four major pieces of work summarised above, the Board has continued to be involved in monitoring the Council's contract with Education Leeds and tracking the overall performance of the education service. We have also gone back and checked on progress in delivering previous recommendations from the Board, and in particular this has generated additional work for us on the Private Finance Initiative.

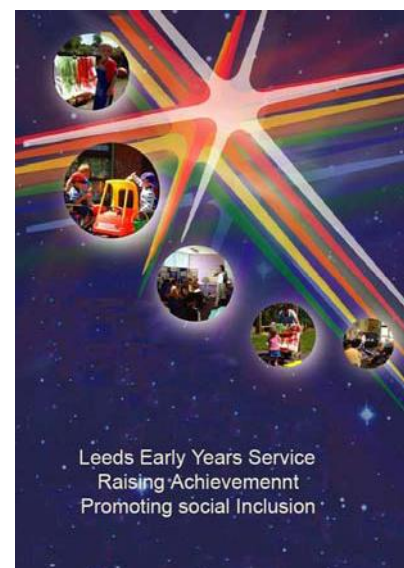
For the future we have already highlighted some potential issues for the Scrutiny Board to tackle in the coming year, including continuation of our work on behaviour support; transition arrangements from primary to secondary school; and the development of the new Academy in East Leeds.



*Roundhay School Technology College*

## The Board's full work programme 2004/05

- 14-19 Education and Training
- Behaviour support
- Black and Minority Ethnic recruitment in schools
- Consultation on the standard school year
- Education Development Plan Activity Programme 2005/06
- Education Leeds Contract Monitoring / Review
- Evaluation of reorganisations in Otley, Chapel Allerton and Cookridge
- Extended schools
- Inspection of Leeds LEA by OFSTED and the Audit Commission
- Monitoring of Previous Scrutiny Board Recommendations
- Ofsted inspection of Leeds Youth Service
- Pension provision for school supply staff
- Performance Assessment
- Private Finance Initiative
- Strategic Incentive Performance Targets
- Request for Scrutiny - School Reorganisation
- School places
- Scrutiny of the Budget
- Specialist Inclusive Learning Centres
- Sure Start Plan 2004/06 (Early Years Development and Childcare Plan)
- The Children Act
- Transition
- Funding for Inclusion
- Inclusion of Children and Young People with Special Educational needs
- School and College Transport Policy for pupils with special educational needs
- School trips



*"Our role is to hold the Executive Board to account, to bring issues which require decision to the attention of the Executive and to review the effects of its decisions. This has always been an important role. I believe that under the present structure it is also an essential duty."*

*Councillor Bill Hyde  
(Chair)*

*"I felt all comments and concerns were listened to and action taken...All concerns addressed satisfactorily."*

*Mrs Maureen Lumb  
(Parent and Member of ParentCarer Action Leeds) in relation to our work on Special Needs Transport*



*Lawnswood School*



# Scrutiny Board

## (Neighbourhoods and Housing)



*Cllr Ralph Pryke  
Chair of Scrutiny Board (Neighbourhoods and Housing)*

### **Membership of the Board:**

Cllr Ralph Pryke (Chair)  
Cllr Andrew Barker  
Cllr Ann Blackburn  
Cllr Stuart Bruce  
Cllr Robert Finnigan  
Cllr Angela Gabriel  
Cllr Richard Lewis  
Cllr Matthew Lobley  
Cllr Mark Phillips  
Cllr Mohammed Rafique

### ***The Chair's Summary***

Gypsies and Travellers, Asylum Seekers, Street Prostitution and Community Safety are just some of the real issues affecting local people considered by Scrutiny Board (Neighbourhoods and Housing) this year. I consider it both a measure of the importance of Scrutiny and the skill of my fellow Board Members that such controversial issues can be dealt with openly and sensitively without fear of political bias or preconceived ideas. For Scrutiny to be successful it must not only keep the Executive to account for the decisions it makes but must also provide a forum for mature discussion on how the City Council can address those issues which are important to communities.

I am pleased with the range of work undertaken by the Board this year and would like to thank my fellow Members for their considerable hard work in ensuring that the objectives we set ourselves at the start of the year in terms of topics to be covered have by and large been met. I believe our work programme this year has created a good balance between substantial policy reviews, for example our work on Gypsies and Travellers and our performance management role, for example our work on monitoring the effectiveness of the Anti Social Behaviour Unit.



*The Chair leads a site visit*

However, like other Scrutiny Boards we realise that there are many issues that we have yet to touch on. The Council's 'Closing the Gap' objective is challenging and there is clearly a role for Scrutiny to ensure that the Executive has policies in place to achieve that objective.

I would like to take this opportunity to thank those officers, Councillors and members of the public who have presented information to the Board or who have offered opinions on the matters we have discussed.

## ***Inquiry into Gypsy and Traveller Sites***

The issue of sites for Gypsies and Travellers first came to this Scrutiny Board in June 2003. At that time Members agreed to undertake an Inquiry into the Council's policy on Gypsies and Travellers, with a particular emphasis on the Council's approach to tackling unauthorised encampments and the provision of transit sites for travellers stopping in Leeds. The driving force for the Inquiry in 2003 was the serious and negative effect the use of unauthorised sites by Gypsies and Travellers had on the settled community and the environment.

It was their anti social behaviour and its associated cost which became the focus of our evidence gathering. In July 2004, the newly appointed Members on the Scrutiny Board concluded that with the changes outlined in proposed legislation in relation to the duties of local authorities to respond to the needs of Gypsies and Travellers, there was sufficient reason for Scrutiny to revisit the question of site provision.

Consequently in December 2004 and February 2005 we asked the Council and Gypsy and Traveller representatives to submit further evidence to the Board on the issue of permanent and transit site provision. The Board also agreed to receive evidence from the Morley Borough Independent Group.

“our report recommends that we should provide properly maintained sites for travellers, but also deal more quickly and more effectively with unauthorised encampments, or unacceptable behaviour”

*Cllr Pryke, Chair*



Links:

### **Corporate priority**

- Creating better neighbourhoods and confident communities

### **Vision II themes**

- Harmonious Communities
- Thriving places

### **Our recommendations were:**

- That the Executive Board, upon receipt of the appropriate government guidance, instructs the Director of Neighbourhoods and Housing to undertake a housing needs assessment of the accommodation needs of Gypsies and Travellers and that this assessment is completed within a planned timeframe.
- That the Executive Board instructs officers to develop meaningful and demonstrative ways in which the views and opinions of the Gypsy and Travellers Community can be considered when drafting a strategy for Gypsies and Travellers.
- That the Director of Neighbourhoods and Housing ensures that the Housing and Homeless Strategy is strengthened in the yearly review 2005/06 to incorporate the needs of Gypsies and Travellers and that this is reflected within the Leeds Housing Strategy and within its Regional counterparts.
- That the Travellers Interdepartmental Group be charged with ensuring that all relevant Council strategies incorporate services to Gypsies and Travellers, including the Community Cohesion Strategy

- That the Department works through the Regional bodies to determine the Region's position on the provision of transit sites.
- That a Council Officers Encampments Group be established and that this group review the current 'Unauthorised Encampment Procedure' in line with Government guidance for publication as soon as possible.
- That the City Council provides a collection service for *domestic* refuse on unauthorised encampments.
- That the Department of Neighbourhoods and Housing estimate the revenue costs of providing portable toilets on unauthorised sites and pilot their use.
- That the established Council Officers Encampments Group consider the practicalities and operational benefits of introducing a policy of carrying out checks on vehicles entering unauthorised sites for trade waste.



## ***Inquiry into Community safety and enforcement operations***

Throughout the year we have undertaken a considerable amount of work looking into issues around community safety. We have considered the deployment and allocation of PCSOs, looked at the variety of enforcement tools available to the Council and analysed their use and also undertook a piece of work looking at the effectiveness of current community safety partnerships.

Community safety issues also have permeated into other inquiries, for example our work on the Countryside and Rights of Way Act 2000. The Act provides powers to close and divert public rights of ways for the purpose of crime reduction, and we have recommended that a budget be established to implement the Act.

Links:

### **Corporate priority**

- Creating better neighbourhoods and confident communities

### **Vision II themes**

- Harmonious communities
- Health and well being



Community safety issues also figured highly in our work on responses to Street Prostitution. On this issue we took evidence from a number of sources including organisations who provide support to sex workers and those who lobby on behalf of those who have become or are in danger of becoming coerced into prostitution.

We have put our weight behind the creation of a multi-agency team established to tackle this issue and have supported the production of a fully costed multi-agency action plan to address street prostitution.

*"It is vital that Leeds puts a strong focus on improving the health and well being of all those who live in it by strengthening our communities"*  
Quote from Vision For Leeds

## ***Inquiry into Customer Involvement in delivering social housing***

A major piece of work started this year has been to look at tenant involvement and customer engagement within Leeds ALMOs. Our initial discussions have been with individual ALMOs and the Leeds Tenant Federation. This work is likely to continue and will consider issues such as the involvement of customers not affiliated to Registered Tenant Groups, the expectations of tenants and the level of service received by tenants for the money spent.

## ***Inquiry into Expiry of Single Regeneration Budget (SRB) Funding - Impact on and Support to Voluntary & Community Sector Organisations***

Leeds was successful in securing funding from each of the six rounds of SRB. Each scheme was targeted to address specific objectives within designated geographical areas over a seven year period. The schemes funded from SRB Rounds 1, 2 and 3 have been completed. The SRB Round 4 scheme will be completed by March 2005, SRB Round 5 scheme will be completed in March 2006 and SRB Round 6 scheme in March 2007.

The Board has considered the funding pressures arising from the expiry of SRB grant funded programmes and also the impact on voluntary and community organisations and the support being offered to address the loss of funding.

Links:

### **Corporate priority**

- Creating better neighbourhoods and confident communities

### **Vision II themes**

- Thriving Places
- Health and well being



*The Board has discussed in detail a number of challenging issues*

We were particularly keen to put our support behind the Department's programme of advice and support to those projects with a track record of delivery that supports service priorities in meeting community needs by :-.

- Providing advice to projects on the preparation of exit and forward strategies.
- Promoting and signposting organisations to existing and emerging funding opportunities.
- Providing advice and support to groups with the submission of funding applications
- Identifying support and resources to assist organisations to develop as social enterprises i.e. income generation through trading services.
- Assisting organisations to identify and access new opportunities through procurement / commissioning processes.
- Offering advice on project evaluation to demonstrate the value of projects in meeting local community needs.

#### **The Board's full work programme 2004/05**

- Gypsies and Traveller Sites
- Asylum arrangements in Leeds post 2005
- Responses to Street Prostitution
- Area management - progress and Implementation
- Lettings Policy and Local Lettings Policy
- Introductory Tenancies
- Licensing of Private Landlords
- Community Centre Review
- SRB Exit Strategies
- Evaluating the use of Enforcement Powers
- Allocation of PCSOs and Wardens
- Community Safety and Enforcement Operations
- External Audit Report - Community Safety Partnerships
- Energy and Fuel Poverty
- Leeds Tenant Federation
- Alley Gating Schemes
- Hostel Closures
- Scrutiny of the Budget
- Performance Management



# Scrutiny Board (Social Care)



Cllr Adam Ogilvie  
Chair of Scrutiny Board (Social Care)

## Membership of the Board:

Cllr Adam Ogilvie (Chair)  
Cllr Suzie Armitage  
Cllr Andrea Harrison  
Cllr Mohammed Iqbal  
Cllr Graham Latty  
Cllr Valerie Kendall  
Cllr Gerald Wilkinson  
Cllr Terry Grayshon  
Cllr Penny Ewens  
Cllr Sue Bentley  
Cllr Greg Mulholland

## ***The Chair's Summary***

This has been a busy year for the Scrutiny Board (Social Care). We have undertaken a number of major inquiries and conducted many visits to various Social Services locations around the city to see how things work 'on the ground'. I would like to thank officers and representatives from external organisations who have assisted us, and of course my fellow Board Members, for the commitment they have shown and for bringing their skill and experience to the range of issues we have scrutinised.

The Board has carried out a broad range of work, including performance management, scrutiny of the budget and consideration of policy and framework documents and external audit reports. Another one of our main roles is being 'Corporate Parents' to Looked After Children in the care of the local authority. We welcomed this duty and held regular Regulation 33 meetings to monitor the children's residential homes in Leeds.

One of the more substantial pieces of work carried out was our *Inquiry on Looked After Children*. As part of our inquiry, we considered the preventative measures in place to help reduce the number of children entering care, and also the support and services provided to children and young people leaving care. This is an ongoing piece of work which will continue into next year.

Another ongoing piece of work is our *Inquiry on the implementation of the Children Act 2004* by the Council and its partners. We wanted to help develop a new children's service, but also have a role in monitoring and evaluating the new service once it has been implemented.

This year we also carried out an *Inquiry into the Recruitment and Retention of Social Services Staff* and two other substantial inquiries were carried out through smaller working groups of the Board - an *Inquiry into Delayed Hospital Discharges*, and one into *Social Services Transport Arrangements*. We feel the working group format was very successful and allowed us to consider issues in real depth.

Throughout all our inquiries, we considered evidence from a number of other statutory and voluntary external organisations which we felt added a great deal of value to the Scrutiny process and helped us to consider the issues from a different viewpoint.

*Cllr Adam Ogilvie, Chair of Scrutiny Board (Social Care)*



## ***Inquiry into the Implementation of the Children Act 2004***

This is an ongoing inquiry which aims to monitor the progress made by the Council in implementing the requirements of the Children Act 2004. However, we are also helping to contribute to the development of improved children's services in Leeds by focusing on the following areas:

- The involvement of children and young people in the development of the service
- The involvement of parents and carers
- The development of a Children's Trust in Leeds

We noted the requirements placed on the Council and our partners in implementing the Act and received regular updates on the progress being made. Whilst acknowledging the wealth of work already being carried out in consulting children and young people, we felt there was a particular need to co-ordinate this work effectively. We therefore welcomed the new Participation Co-ordinator role. We also supported the work being carried out to further enhance the role of parents and carers in developing children's services and feel that this is an area of work which can be expanded further.

## ***Inquiry into Recruitment and Retention of Social Services Staff***

At the beginning of the municipal year we received information on the vacancy levels in the Social Services department and the impact this had on the department. This prompted an inquiry to look into the scale and impact of vacancy problems within the different service sectors, and the financial implications of using overtime and agency staff to provide cover.

We also considered the recruitment process, the local labour market and potential barriers to recruiting staff with the necessary qualifications, welcoming evidence from private care sector employers. We also considered the results of the Council's Corporate Staff Survey 2004 which highlighted issues for the department to tackle and were pleased to learn of the many new training and development initiatives in place.

*"In recognising that the recruitment and retention of social care staff is a national problem, we considered it vital to explore how such problems can be overcome in Leeds"*  
Councillor Ogilvie, Chair

Links:

### **Corporate priority**

- Making the most of People

### **Vision II theme**

- Health and wellbeing
- Harmonious communities

Links:

### **Corporate priority**

- Making the most of people

### **Vision II theme**

- Harmonious communities
- Health and wellbeing

## ***Inquiry into Social Services Transport Arrangements***

We agreed to undertake an inquiry into Social Services Transport Arrangements following the introduction of a new integrated transport service (Social Services and Education Leeds passenger transport) provided by the City Services department on a client - contractor basis.

Our inquiry covered a number of areas - the costs, efficiency and effectiveness of the passenger transport service; changes in practice such as the new route scheduling system and the new taxi and private hire passenger transport contract; and changes in the policy on transport provision resulting from the department's move towards promoting independence.

We welcomed the recent changes in the service and made suggestions for future developments, including further integration with non-emergency patient transport services provided by local NHS organisations.

Links:

**Corporate priority**

- Integrated Transport

**Vision II theme**

- Health and wellbeing

*“We welcomed the views of service user groups in our inquiry into Social Services Transport Arrangements. This has sparked real interest in the Board about how we work with the voluntary sector. Undoubtedly, this will be a theme we carry into the next municipal year.”*  
Cllr Ogilvie, Chair

We contacted a number of service user groups for their views - some submitted written comments, and others attended one of our meetings. This, coupled with the results from the Transport Service Customer Satisfaction Survey, allowed us to make suggestions for improved ways of working with voluntary organisations and service users. We also identified the need to provide clear information for people on the transport services available to them.





## ***Inquiry into Delayed Hospital Discharges***

We carried out an inquiry into Delayed Hospital Discharges through a working group of the Board, welcoming evidence from Social Services officers, the Leeds Teaching Hospitals NHS Trust and the Primary Care Trusts. The aim of our inquiry was to consider the scale of the problem of delayed discharges in Leeds and the legislation surrounding delayed discharges.

Our inquiry scrutinised the implications of the Community Care (Delayed Discharges) Act 2003 and Delayed Discharges (England) Regulations 2003, including the requirement for Social Services to reimburse the Leeds Teaching Hospitals NHS Trust if Social Services causes a delayed discharge.

In considering the problem of delayed discharges we agreed that a 'whole systems' planning approach was needed to tackle this issue. The Board supported the many initiatives developed by Social Services, the Leeds Teaching Hospitals NHS Trust and the local Primary Care Trusts to reduce the levels of delayed discharges, including the Joint Protocol between these organisations to deal with hospital discharges. We made a number of suggestions to improve intermediate care facilities as we believe intermediate care will play a major role in reducing delayed discharges.



Leeds General Infirmary

Links:

### **Corporate priority**

- Making the Most of People

### **Vision II theme**

- Health and wellbeing

## ***Inquiry into Looked After Children***

The aim of the inquiry into Looked After Children was to consider two particular issues: reducing the number of children entering care and support provided to young people aged 16-24 when leaving care.

When considering the issue of reducing the number of children in care, we welcomed the Local Preventative Strategy and all the preventative work taking place. We considered the role of partners, including Education Leeds, Sure Start, and the local Primary Care Trusts in reducing the numbers of children going into public care. Visits to the Seacroft Sure Start Centre and East Leeds Family Resource Centre also helped us realise how valuable prevention work is.

Links:

### **Corporate priority**

- Making the most of people

### **Vision II theme**

- Health and Wellbeing

The second part of our inquiry also considered the Leaving Care Strategy and how different agencies can help with supporting children leaving care. We welcomed valuable input from representatives from West Yorkshire Connexions, Leeds Children's Rights Service, Barnardo's, National Children's Homes (NCH) and the local Primary Care Trusts. A visit to Claremont Lodge children's home, run by NCH again helped us to understand the services available.



Members of the Scrutiny Board visiting the East Leeds Family Resource Centre

### **The Board's full work programme 2004/05**

- Scrutiny of the Budget
- Performance Assessment and Management, including monitoring the Joint Review of Leeds Social Services
- Inquiry into the Implementation of the Children Act
- Inquiry into Social Services Transport Arrangements
- Inquiry into Recruitment and Retention of Social Services staff
- Inquiry into Looked After Children
- Inquiry into Delayed Hospital Discharges
- Budget and Policy Framework - Children's Strategy and Children's Residential Strategy
- Monitoring of recommendations made in previous inquiries, for example, home adaptations service, meeting the needs of BME service users and potential service users, adult protection, etc
- Corporate Parenting role, including Regulation 33 meetings
- Audit report - Review of Partnership Arrangements for Services for People with Learning Disabilities
- Local Commissioning of Services for Young People with Complex Health Needs
- Area Child Protection Committee Business Plan and Annual Report 2004-05
- Educational Attainment of Looked After Children
- Research on a Cohort of 50 Looked After Children
- Personal Education Plans for Looked After Children
- Implementation of the Electronic Social Care Record System
- Record Management of Social Workers' Records

# Supporting Scrutiny

The Scrutiny Support Unit is part of Legal and Democratic Services. This group of officers is a dedicated resource for the Scrutiny Boards with each Chair having a Principal Scrutiny Adviser assigned to help manage the Board's work, liaise with departments and offer advice on protocol and the constitutional requirements of the Scrutiny Process.

The Unit assists the Overview and Scrutiny Committee to develop protocols and guidance notes which are in place to provide a framework for the Boards. These guidance notes cover:

- Arrangements for Call In
- Receiving requests for Scrutiny
- Presentation of evidence and reports to the Boards
- Minority Reports
- Working Groups
- Scrutiny of Outside Organisations

This information can be found in the Constitution.

The Scrutiny Support Unit has also produced a '**Guide to Scrutiny**' along with accompanying leaflets for officers, Members and the public when contributing to or attending Scrutiny Boards. Copies of these can be obtained from the Scrutiny Support Unit or can be downloaded from the website page.

Included in this Annual Report are details of the Scrutiny Support Unit's performance management information and plans to improve how the Scrutiny process is supported, particularly in regard to the mission statement of Democratic Services;

'To ensure that the Council's Democratic arrangements are developed and supported in such a way as to provide open, responsive and accountable decision making by the Council for all the people of Leeds.'

## **Performance information – Why do we measure performance?**

In line with the Council's continuous improvement culture the Scrutiny Support Unit has developed a set of performance indicators which help to monitor satisfaction with the support given and measure how well processes are managed. Having collected this information, the Scrutiny Support Unit has carefully planned how improvements can be made. This year's improvement plan is included in this report. Some of the indicators simply involve measuring workloads of the Boards to help plan the administrative resources required, whilst others attempt to capture how people experience the Scrutiny process. Below is a table of the indicators and this year's figures.

**Table of performance indicators 2004/05**

Performance indicator	How this is measured	Target 2004/05	Results for 2004/05	Comparison with previous year: ↑ improvement ↓ declining → no change □ no target
<b>Corporate referrals</b> Includes Audit Reports, Performance information etc.	Number on agendas of all Boards.	No target	34	□ no target
<b>Corporate request</b> Includes requests from Executive Board	Number on agendas of all Boards.	No target	15	□ no target
<b>Request from non-Board Member</b>	Number on agendas of all Boards	No target	7	□ no target
<b>External requests</b>	Number on agendas of all Boards (including those which did not result in scrutiny work).	No target	12	□ no target
<b>Board initiated inquiries</b>	Number on agendas of all Boards.	No target	94	□ no target
<b>Called in decisions</b>	Number of valid Call Ins received by Scrutiny Support Unit.	No target	2	□ no target
<b>Level of satisfaction of Scrutiny Board Members with contribution of Scrutiny function to the Democratic Services mission objective of promoting open, responsive and accountable decision making</b>	Annual Stakeholder Survey	100%	78%	↑ improvement by 8%
<b>Level of satisfaction of Executive Board Members with the contribution of Scrutiny function to the Democratic Services mission objective of open, responsive and accountable decision making</b>	Annual Stakeholder Survey	100%	100%	→ no change
<b>Level of satisfaction of senior officers with the contribution of Scrutiny function to the Democratic Services mission objective of open, responsive and accountable decision making</b>	Annual Stakeholder Survey	100%	100%	↑ improvement by 12%
<b>Level of satisfaction of officers with Scrutiny process</b>	Annual Stakeholder Survey	100%	85%	↓ declining by 3%
<b>Level of satisfaction of other stakeholders with the Scrutiny process</b>	Annual Stakeholder Survey	100%	70%	↓ declining by 24%
<b>Number of complaints</b>	Unit records	0	0	→ no change
<b>ISO9000 group of indicators</b>	Unit records	100%	100%	→ no change
<b>Satisfaction of Board Members with level of support from Unit</b>	Annual Stakeholder Survey	100%	95%	↓ declining by 2%

# The Annual Stakeholder Survey

As part of the performance management arrangements for Scrutiny Support, an Annual Survey has been undertaken asking Elected Members, officers and external witnesses relevant questions about their experience of the Scrutiny process.

Each respondent is given the opportunity to give fuller answers and describe their experiences of Scrutiny in more detail which are taken into account in the improvement plan.

There follows a summary of the results we received from the 2004/05 survey. A more comprehensive report will be produced in due course. The survey was sent to Members of Scrutiny Boards, Members of the Executive Board, Corporate Management Team, officers who had attended a Scrutiny Board or who had submitted written evidence, and external witnesses. The response rate was as follows:

	<b>Scrutiny Bd Members</b>	<b>Officers</b>	<b>Ext. Witnes.</b>	<b>Exec. Bd</b>	<b>CMT</b>	<b>Total</b>
<b>sent out</b>	<b>83</b>	<b>170</b>	<b>92</b>	<b>11</b>	<b>11</b>	<b>367</b>
<b>returned</b>	<b>40</b>	<b>74</b>	<b>33</b>	<b>3</b>	<b>6</b>	<b>156</b>
<b>%age return</b>	<b>48%</b>	<b>44%</b>	<b>36%</b>	<b>27%</b>	<b>55%</b>	<b>43%</b>

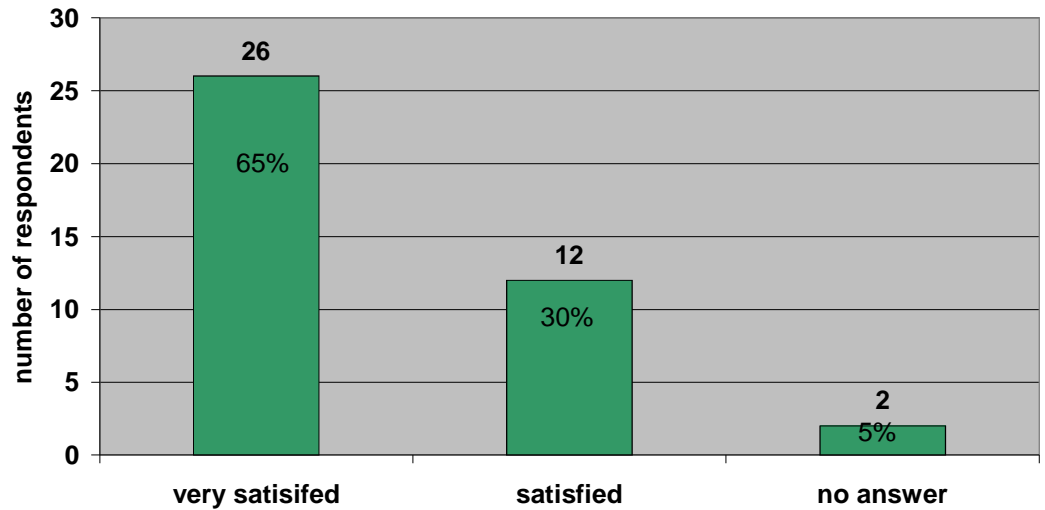
The results have been split into four sections:

- Section 1 - satisfaction with support from the Scrutiny Support Unit
- Section 2 - satisfaction with the contribution of officers to the scrutiny process
- Section 3 - satisfaction with the scrutiny process
- Section 4 - satisfaction with the effectiveness of scrutiny

# Section 1 - satisfaction with support from the Scrutiny Support Unit

Overall, how satisfied are you with the support given to scrutiny board members by scrutiny support staff? (Members)

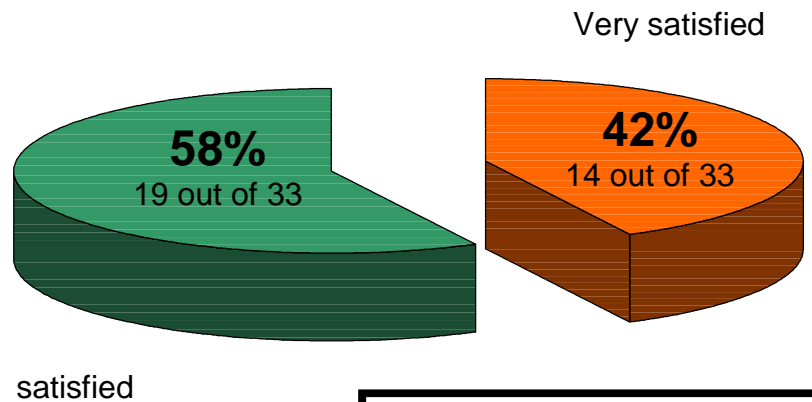
**95%** of scrutiny board members were satisfied with the support given by scrutiny support staff overall



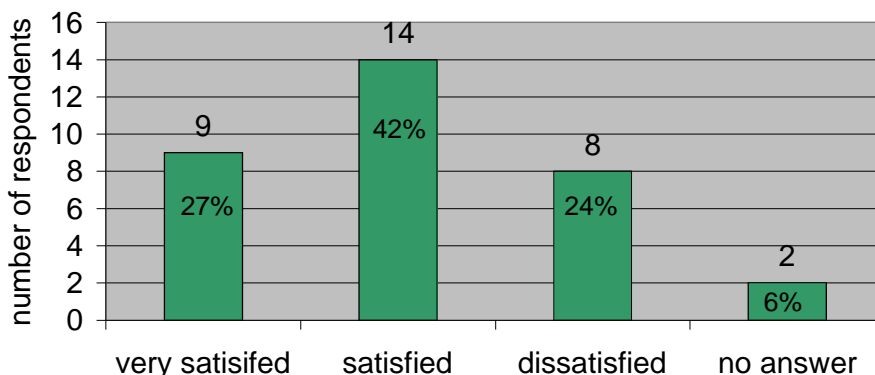
**94%** of officers (75 out of 80) were satisfied with the support provided by SSU BEFORE the meeting  
(RE written information)

**89%** of officers (71 out of 80) were satisfied with the support provided by SSU AFTER the meeting  
(RE written information)

100% of external witnesses were satisfied with the support and information provided by SSU



70% of external witnesses said they were satisfied with the feedback received after the meeting



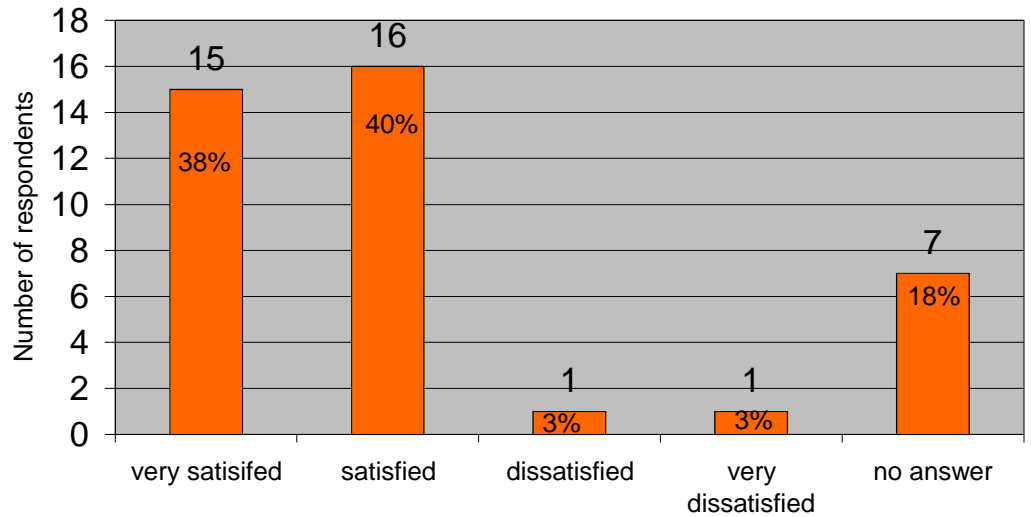
**94%** of officers and Executive Board Members (78 out of 83) were satisfied with the support provided by SSU BEFORE the meeting  
(RE contribution to a meeting)

**89%** of officers and Executive Board Members (74 out of 83) were satisfied with the support provided by SSU AFTER the meeting  
(RE contribution to a meeting)

## Section 2 - satisfaction with the contribution of officers to the scrutiny process

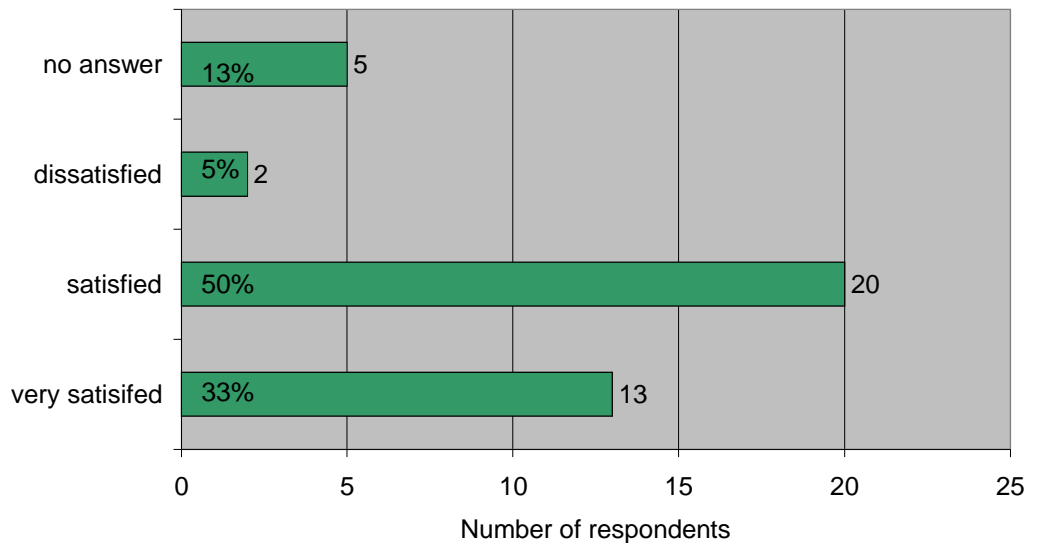
Members satisfaction with written papers from officers

**78%**  
of Members  
were satisfied  
with the  
quality of  
written papers  
submitted by  
officers



Members satisfaction with the verbal presentations of officers

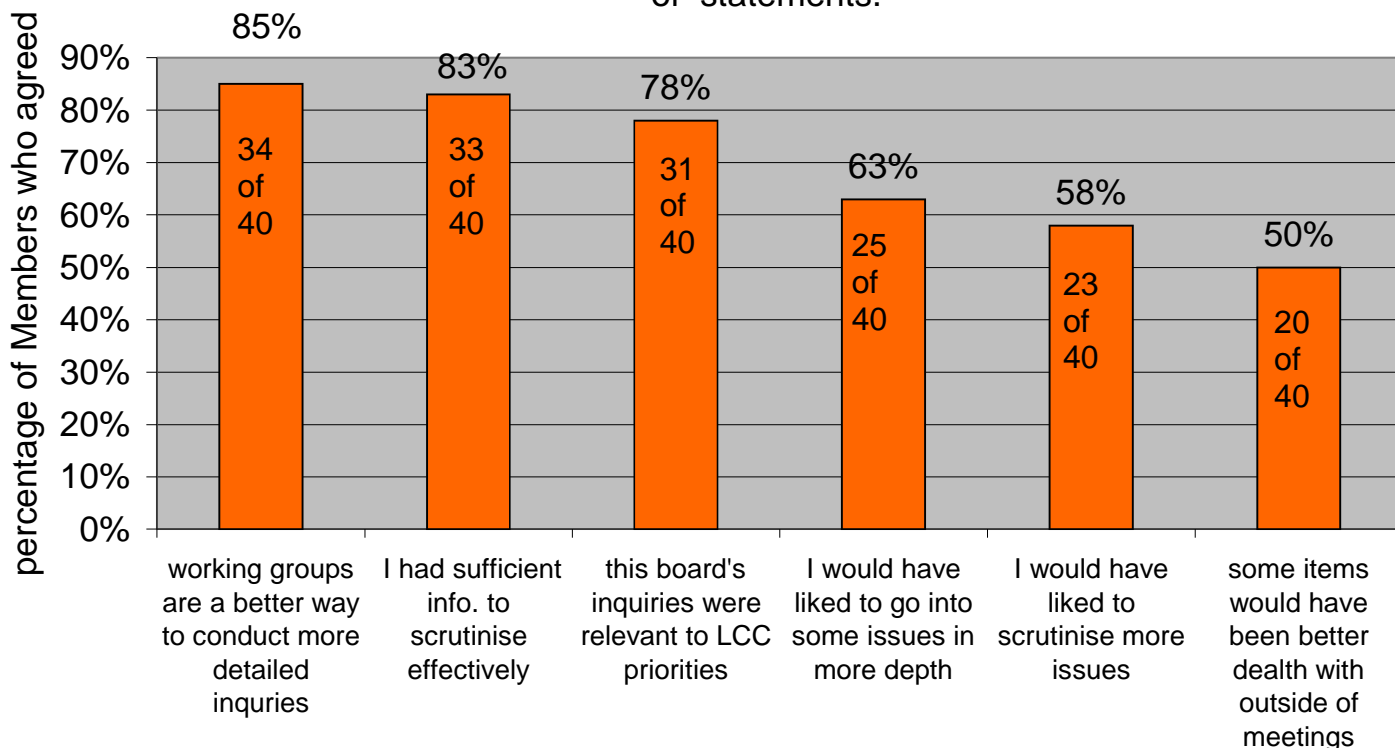
**83%**  
of Members  
are satisfied  
with the  
quality of  
verbal  
presentations



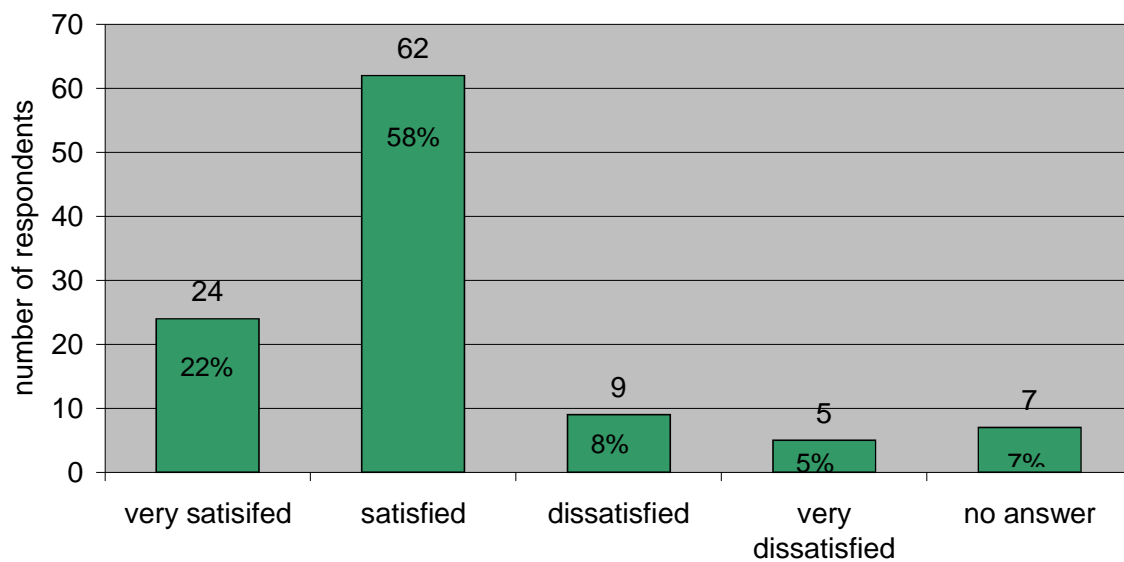
## Section 3 - satisfaction with the scrutiny process

<p><b>76%</b> of officers were satisfied with the type and relevance of questions asked at scrutiny boards</p>	<p><b>84%</b> of officers were satisfied with the opportunity given to them to offer all the information they felt was relevant</p>	<p><b>88%</b> of officers were satisfied with the manner in which the proceedings were conducted</p>	<p>"Advice before a decision is worth more than criticism afterwards"  An elected Member</p>
--	---	--	--

Members were asked whether they agreed or disagreed with a number of statements.



Overall, how satisfied are you with the scrutiny process? (officers and external witnesses)

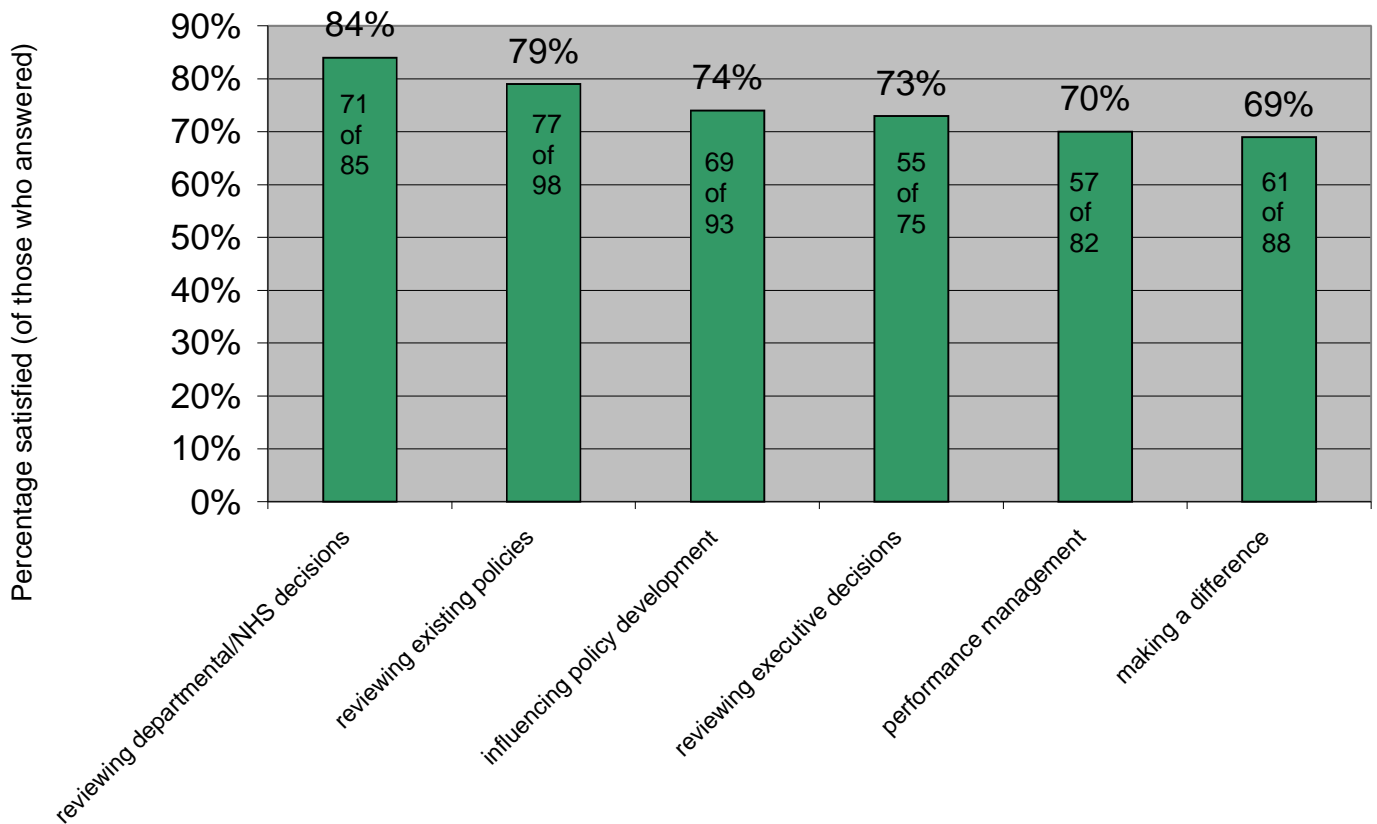


**80%**  
of officers and external witnesses were satisfied with the scrutiny process overall.



## Section 4 - satisfaction with the effectiveness of scrutiny

Members and officers were asked how satisfied they were with the effectiveness of scrutiny in performing certain functions



<p><b>82%</b> (40 out of 49) of respondents said the scrutiny function was useful to the council's objective of providing open, responsive and accountable decision making (officers, CMT &amp; Exec. Bd)</p>	<p><b>78%</b> (7 out of 9) of respondents said the scrutiny function was useful in helping the executive decision making process (MT &amp; Exec. Bd)</p>	<p><b>"we have found scrutiny helpful in commenting on draft documents and in the formation of policy"</b> An officer</p>	<p><b>"a little too formal and daunting for those not used to speaking in public"</b> An external witness</p>
---	--	---	---

# Action Plan

A number of issues have been raised by the Annual Scrutiny Survey and through our constant informal feedback and consultation with those who take part in the process.

In addition, the Chairs of the Scrutiny Boards undertook in May 2005 an intensive one day development training session focusing on the future direction of the Scrutiny function.

From this event and from those issues raised by the Annual Scrutiny Survey a number of action points have been identified.

Issue	Action	Target Date
Greater involvement of the media in Inquiries	<ul style="list-style-type: none"> <li>Scrutiny Support Unit to ensure relevant press articles relating to Scrutiny are circulated to Scrutiny Board Members.</li> <li>Scrutiny Boards to be more proactive in engaging the media at the beginning and end of an Inquiry</li> </ul>	On going  Ongoing
Better Co-ordination of work programmes	<ul style="list-style-type: none"> <li>Scrutiny Board Work Programmes to be formal item on Overview and Scrutiny Agenda</li> <li>Informal meetings of Scrutiny Board Chairs throughout the year</li> </ul>	Monthly  Ongoing
Increased sharing of learning and experiences amongst Scrutiny Members	<ul style="list-style-type: none"> <li>Within Overview and Scrutiny Committee's terms of reference</li> </ul>	Monthly
Better prioritisation of workload	<ul style="list-style-type: none"> <li>Alignment of Scrutiny Board portfolios to Strategic Outcomes within the Corporate Plan.</li> <li>Scrutiny Boards to discuss current issues relating to the delivery of the strategic outcomes in the Corporate Plan with the relevant Director on a monthly basis</li> <li>Formal process by which Directors and Executive Board comment on proposed Scrutiny Board Inquiries</li> </ul>	May 2005  Monthly  Ongoing
Increased use of different approaches to gather evidence	<ul style="list-style-type: none"> <li>Consider at the time of drafting Terms of Reference for Inquiries</li> <li>Look at the practice of other Authorities/Organisations</li> </ul>	Ongoing  August 2005

# Future Arrangements for the Boards

In the 2005/06 municipal year Scrutiny Boards will be realigned to match the corporate priorities of the Council. This means that rather than mirroring the departmental structure, the remits of the Boards will cover:

- Children and Young People
- Environment and Community Safety
- Thriving Communities
- City Development
- Health and Wellbeing
- Transforming Services

This provides an excellent opportunity for the Boards to influence progress on these corporate priorities and, whilst the day to day business of the departments remains important, Members will have the space and time to discuss much wider and more strategic issues.

The Corporate Assessment of the Council undertaken by the Audit Commission prompted us to think of ways which allow the Scrutiny process to consolidate the good work that has taken place at a strategic level, by focussing on the corporate priorities. These changes give us a golden opportunity to step out of the departmental structure to consider our wider strategic goals

## Overview and Scrutiny Committee

The Overview and Scrutiny Committee will be taking on a more formal scrutiny role, with a portfolio of its own, covering the Strategic Outcome People and Culture. As well as being able to recommend inquiries to relevant Boards, Overview and Scrutiny Committee will manage cross cutting inquiries through three Scrutiny Commissions, which are time-limited and dedicated to one inquiry at a time. These are chaired by members of Overview and Scrutiny Committee.

Overview and Scrutiny Committee will receive and undertake Call Ins, review departmental performance and receive requests for Scrutiny in the first instance.

## Contact details

Peter Marrington  
Scrutiny Support Manager  
**Overview and Scrutiny Committee**

Tel. 0113 39 51151  
e-mail: [peter.marrington@leeds.gov.uk](mailto:peter.marrington@leeds.gov.uk)

Kate Arscott  
Principal Scrutiny Adviser  
**Scrutiny Board (Children and Young People)**

Tel. 0113 2474189  
e-mail: [kate.arscott@leeds.gov.uk](mailto:kate.arscott@leeds.gov.uk)

Angela Brogden  
Principal Scrutiny Adviser  
**Scrutiny Board (Health and Wellbeing)**

Tel. 0113 24 74553  
e-mail: [angela.brogden@leeds.gov.uk](mailto:angela.brogden@leeds.gov.uk)

Richard Mills  
Principal Scrutiny Adviser  
**Scrutiny Board (Transforming Services)**  
**Scrutiny Board (City Development)**

Tel. 0113 24 74557  
e-mail: [richard.mills@leeds.gov.uk](mailto:richard.mills@leeds.gov.uk)

Sharon Winfield  
Principal Scrutiny Adviser  
**Scrutiny Board (Environment and Community Safety)**  
**Scrutiny Board (Thriving Communities)**

Tel. 0113 24 74707  
e-mail: [sharon.winfield@leeds.gov.uk](mailto:sharon.winfield@leeds.gov.uk)

Alison Redwood  
Scrutiny Adviser

Tel. 0113 39 50279  
e-mail: [alison.redwood@leeds.gov.uk](mailto:alison.redwood@leeds.gov.uk)

Mark Tyson  
Scrutiny Adviser

Tel. 0113 39 50492  
e-mail: [mark.tyson@leeds.gov.uk](mailto:mark.tyson@leeds.gov.uk)

General e-mail address: [scrutiny@leeds.gov.uk](mailto:scrutiny@leeds.gov.uk)

## ***List of publications available from the Scrutiny Support Unit***

Guide to Scrutiny – comprehensive publication

Information Leaflets:

Guide to Scrutiny – officers

Guide to Scrutiny – Members

Guide to Scrutiny – external witnesses

Final Reports issued in 2004/05:

### ***Scrutiny Board (Central and Corporate Functions)***

Inquiry into the Council's Current Policy of Restricting the Number of Hackney Carriage Vehicles in its Area

### ***Scrutiny Board (City Services)***

Streetscene Revisited – A Critical Assessment

Bulky Items Collection Service

Recycling

Highways Maintenance

### ***Scrutiny Board (Development)***

Landmark Leeds

### ***Scrutiny Board (Health)***

Smoking in Public Places

MRSA

Sexual Health in Leeds

### ***Scrutiny Board (Lifelong Learning)***

14 – 19 Education and Training

Inclusion of Children and Young People with Special Educational Needs

Pension Provision for School Supply Staff

Behaviour Support

### ***Scrutiny Board (Neighbourhoods and Housing)***

Community Centre Review

Gypsy and Traveller Sites

A list of all final reports since 1999 can be found on our internet site.

[www.leeds.gov.uk/scrutiny](http://www.leeds.gov.uk/scrutiny)



**LEEDS**  
CITY COUNCIL

AGENDA  
ITEM NO.:

Originator:  
Ian Walton

Tel: 2474350

---

**REPORT OF THE DIRECTOR OF LEGAL AND DEMOCRATIC SERVICES**

**MEETING: COUNCIL**

**DATE : 22<sup>ND</sup> JUNE 2005**

---

**SUBJECT : APPOINTMENTS**

---

**Electoral Wards Affected :**

**Specific Implications For :**

Ethnic Minorities

Women

Disabled People

---

**1.0 COMMITTEE APPOINTMENTS**

1.1 Appointments to Committees are reserved to Council

1.2 The relevant Party Whips have requested the following changes:

That Councillor Cleasby replace Councillor Townsley on the Overview and Scrutiny Committee

That Councillor Rhodes-Clayton replace Councillor Akhtar on the Scrutiny Board (Health and Wellbeing)

That Councillor Akhtar replace Councillor Rhodes-Clayton on the Scrutiny Board (Transforming Services)

That Councillor Hollingsworth replace Councillor Golton on the Scrutiny Board (City Development)

That Councillor McArdle be appointed to the Plans Panel (East)

That Councillor Harker replace Councillor Morton on the Development Plan Panel.

**2.0 APPOINTMENTS FOLLOWING THE ANNUAL MEETING**

2.1 At the Annual Meeting Party Whips were authorised to allocate seats in accordance with the proportions set out on the schedules, subject to their subsequent report to Council.

2.2 The relevant Party Whip has allocated seats as follows:

Councillors Latty and Robinson to the Licensing Committee

Councillor Latty to the City Centre Plans Panel

Councillor Wadsworth to the West Yorkshire Passenger Transport Authority

### **3.0 RECOMMENDATION**

Council are recommended to approve the appointments referred to in paragraph 1.2 and note those referred to in paragraph 2.2.



**LEEDS**  
CITY COUNCIL

AGENDA  
ITEM NO.:

Originator: Marilyn Summers

Tel: 39 50786

---

**REPORT OF THE CHIEF EXECUTIVE**

**REPORT TO COUNCIL**

**DATE : 22<sup>ND</sup> JUNE 2005**

---

**SUBJECT : Leeds City Council Plan 2005 - 2006**

---

**Electoral Wards Affected :**

**Specific Implications For :**

Ethnic Minorities

Women

Disabled People

---

**1.0 INTRODUCTION**

- 1.1 The Council is required to publish an annual performance plan by June 30 each year. The Council seeks to comply with this statutory requirement through the publication of a Council Plan. Annex A provides information on what the Council has an obligation to publish.
- 1.2 This year's Council Plan is the final annual report on the Council's Corporate Plan (2002-2005), setting out what the Council has achieved. The 2005/06 Council Plan also sets down the Council's corporate priorities reflecting the new Corporate Plan (2005-2008), and what the Council aims to achieve over the coming twelve months.
- 1.3 The nature of the Council Plan is such that work to collate and refine the performance information continues right up to the date of the Plan's publication. Therefore, at this stage, it is only possible to provide Council with a copy of the latest draft, and minor amendments may still have to be made prior to publication.
- 1.4 To ensure that Members have the most complete version possible, a draft copy of the Plan will be circulated to all Elected Members on Wednesday 15<sup>th</sup> June 2005.

**2.0 MODIFICATIONS OF THE POLICY FRAMEWORK**

- 2.1 The Local Authorities (Functions and Responsibilities) (England) Regulations 2000, provide that any modification to any plan or strategy which comprises the Council's Budget and Policy Framework must be approved or adopted by Council unless at the time of approving the plan or strategy, the Council has delegated freedom to the Executive to make any necessary in-year modifications.
- 2.2 The guidance suggests that the Council should, at the same time as approving or adopting the relevant plan or strategy, agree which elements of it the Executive will have the freedom to amend. However, non-urgent decisions which are contrary to the plans or strategies agreed by Council must be taken by the Council.



- 2.3 If the Executive makes any such modifications to any plan or strategy which comprises the Council's Budget and Policy Framework, then these modifications are required to be reported to Council at the next available Council meeting.
- 2.4 Council is therefore asked to agree that the Executive be authorised to make any necessary in year amendments in the light of experience gained in implementing the Plan, and that these changes be reported retrospectively to the Council.

### **3.0 RECOMMENDATIONS**

- 3.1 Council is asked to consider the Council Plan (to be circulated on Wednesday 15<sup>th</sup> June) and to
- (a) approve the Plan to allow publication by 30 June 2005;
  - (b) authorise the Chief Executive to update and complete the Plan with any outstanding information prior to its publication on 30 June 2005; and
  - (c) authorise the Executive Board to make any necessary in-year amendments to the Council Plan subject to the amendments being reported to the next available Council meeting.

**PERFORMANCE PLAN REQUIREMENTS****(a) Excellent and good authorities**

1. The following requirements are issued under Section 6 of the Local Government Act 1999.
2. All authorities categorised in CPA as excellent and good must include the following items in their Performance Plan published by June 2004, and in subsequent years:-
  - (a) details of performance:
    - outturn performance over the past year on all Best Value Performance Indicators (BVPIs)<sup>1</sup>;
    - targets for the current year and subsequent 2 years for all BVPIs.
  - (b) a brief statement on contracts. The authority should state and certify that all individual contracts awarded during the past year which involve a transfer of staff comply, where applicable, with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

---

<sup>1</sup> For plans published by June 2004, the reference to 'past year' relates to 2003/04.

**The Council Plan 2005 – 2006**

## **Useful Information**

### **How to contact the Council.**

For enquiries about the Council Plan please:

E-mail: [councilplan@leeds.gov.uk](mailto:councilplan@leeds.gov.uk)

Or Telephone: 0113 2243462

Or visit our website [www.leeds.gov.uk](http://www.leeds.gov.uk) for more information on Council services, departments, plans and reports.

Leeds City Council staff and Councillors can also visit the Performance and Improvement section on the Intranet for further information.

### **If you are unable to read this document**

**This publication can also be made available in large print, on computer disc and audio cassette. If you require any of these please ring 0113 2243462**

### **If you do not speak English:**

If you do not speak English and need help in understanding this document, please phone: 0113 22 43462 and state the name of your language. We will then put you on hold while we contact an interpreter.

Language 1

Language 2

Language 3

Language 4

Language 5

# Our Values



## Looking After Leeds

We are committed to improving the quality of life in Leeds and want to inspire pride in our city and communities. We will work with our partners, build on our successes and protect our city for future generations.



## Putting Customers First

We will make sure our services meet the needs of our customers and communities. We will communicate clearly and work hard to find out and respond to our customers' needs. We are committed to providing excellent services that are value for money.



## Treating People Fairly

We value the diversity of our communities and strive to ensure that everyone shares in the city's success. We will tackle discrimination and improve access to our services - especially to those with the greatest need.



## Valuing Colleagues

We know that the good work of our colleagues is key to providing excellent services. We will support colleagues and encourage them to work creatively.

## **Foreword**

Welcome to our annual performance plan - the Council Plan 2005-06; this plan complements our three year Corporate Plan as it sets out in more detail which aspects of the Corporate Plan we intend to deliver between now and the end of March 2006. It also shows how we have been performing over the past three years and in particular what we have achieved in the last twelve months.

### **A message from the Leaders of the Council**

“Over the past year the Council has continued to improve many of its services. We have received very positive inspection results for our Children’s Services including Education, Social Services and Youth, and secured our sixth consecutive Beacon Award. The standard of our street cleansing services have been judged as one of the best in the country for a major city and the amount we recycle is also very good in comparison to other major cities. Further reductions in burglary and car crime have also been secured over the last year. These achievements, and others, have been recognised by the Audit Commission assessing us as an ‘excellent’ Council.

Whilst we are very proud of this achievement we know there is still a lot more that we need to do to improve further. This year brings new challenges for the Council - all Councils are expected by the Government to make efficiency savings of 2.5% every year. We cannot achieve this by cutting services, instead we must give better value for money and change the way we deliver services.

Our performance as a Council will again be externally assessed but the rules are changing which will make it even more challenging to be judged ‘excellent’. We are working hard to continue to improve our services and are striving to create ‘one city’ where no one is disadvantaged by where they live. To enable us to really reach our potential we know we must operate as ‘one council’ providing seamless services between our departments.”

**Councillor Mark Harris,  
Leader  
Liberal Democrat Group**

**Councillor Andrew Carter,  
Leader  
Conservative Group**

**Councillor David Blackburn,  
Leader  
Green Group**

### **A message from the Chief Executive**

“We recognise that Local Government is a challenging and ever changing environment to work in. During the previous twelve months we have achieved many successes, however these would not have been possible without the hard work and dedication of all our staff who continue to be our most valuable asset. We will continue to deliver the best services possible for the people of Leeds, supporting our staff and working with our partners so that together we can rise to the challenges ahead. We will also strive to be an employer that people from all our communities in Leeds want to work for, both now and in the future.

**Paul Rogerson  
Chief Executive**

## CONTENTS

<b>Part 1 - The Council Plan 2004-2005</b>	
<b>Section One – Introduction to Leeds</b>	
The City of Leeds	
The Council’s Mission and our new priorities (Corporate Plan 2005-2008)	
The Council Plan	
Linking resources and priorities	
The policy planning and performance management framework and balanced scorecard	
Comprehensive Performance Assessment	
How are we performing – a general overview	
Narrowing the Gap	
<b>Section Two – Our Improvement Agenda</b>	
<b>Developing our organisation</b>	
<ul style="list-style-type: none"> <li>• <b>People and Culture</b> - We must make sure that our staff perform well and are constantly learning, and there is effective leadership at all levels of the Council</li> <li>• <b>Transforming our services</b> - Our customers receive excellent services <b>that</b> are efficient and effective and meet their needs</li> </ul>	
<b>All neighbourhoods are safe, clean, green and well maintained</b>	
<b>All communities are thriving and harmonious places where people are happy to live</b>	
<b>Our children and young people are healthy, safe and successful</b>	
<b>At each stage of life, people are able to live healthy, fulfilling lives</b>	
<b>Leeds is a highly competitive, international city</b>	
<b>Section Three - Looking Back - What have we achieved?</b>	
Creating better neighbourhoods and confident communities	
Making the most of people	
Competing in a global economy	
Integrated transport	
Looking after the environment	
Developing our organisation to deliver our priorities - closer working : better services	
<b>Section Four - National and Local Performance Indicators</b>	
All neighbourhoods are safe, clean, green and well maintained	
All communities are thriving and harmonious places where people are happy to live	
Our children and young people are healthy, safe and successful	
At each stage of life, people are able to live healthy, fulfilling lives	
Leeds is a highly competitive, international city	
Changing Leeds : Modernising our Council	
<b>Section Five - Corporate Statements</b>	
Contract of compliance	
<b>Section Six - Useful Information</b>	
Making your views known	
<b>Glossary</b>	
<b>Index</b>	





# **Section One - An Introduction to Leeds**

## **The City of Leeds**

Over the last ten years Leeds has become one of the most vibrant and successful cities in the UK. Leeds is recognised as the regional capital of the Yorkshire and Humber region, with impressive shopping, cultural and educational facilities, as well as a thriving business sector. The city has excellent road and rail links and hosts the main airport in the region.

In terms of area, Leeds is the largest metropolitan district in the country, covering 55,270 hectares consisting of a main urban area, an outer area of countryside and a number of small towns, villages and neighbourhoods, many of which have their own distinct cultural identity making Leeds a city of real diversity.

## **The Council's Mission and our new priorities (Corporate Plan 2005–08)**

In continuing to provide high quality public services that meet the needs of local people, in April this year the Council launched its new three year Corporate Plan.

The Corporate Plan 2005-08 sets out our key priorities for the City, which have been identified to address local needs, aligning these needs, where appropriate, with the Government's national priorities. We have used information on our current performance to help us determine our priorities and the areas where we most need to improve.

Within the Plan we have grouped the priorities into seven themes; our strategic outcomes.

Over the next three years we aim to make sure that:

- All neighbourhoods are safe, clean, green and well maintained;
- All communities are thriving and harmonious places where people are happy to live;
- Our children and young people are healthy, safe and successful;
- At each stage of life, people are able to live healthy, fulfilling lives;
- Leeds is a highly competitive, international city.

In order to achieve these outcomes we also need to make improvements to the way we work and conduct business. Therefore within the Council we must make sure that:

- Our staff perform well and are constantly learning, and there is effective leadership at all levels;
- Our customers receive excellent services, which are efficient and effective and meet their needs.

The outcomes and priorities within the Corporate Plan contribute to the delivery the eight themes of the Vision for Leeds 2004 – 2020, which are:

- Cultural life - A city with a vibrant and distinctive cultural life;
- Enterprise and the economy - Promoting Leeds as the regional capital;
- Environment City - A reputation for environmental excellence;
- Harmonious communities - A rich mix of cultures and communities;
- Health and wellbeing - Creating a healthy city
- Learning - A leading centre of learning, knowledge and research;
- A modern transport system - Safe, sustainable and effective transport - meeting people's needs to get about while affecting the environment as little as possible
- Thriving places - A place of many parts

Significantly, the Council's contribution to the delivery of the Vision for Leeds 2004 to 2020 is expressed through our Mission Statement "to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds".

## What is the Council Plan?

Each year the Government requires the Council to publish details of its performance over the previous twelve months, and also to set out our priorities and targets for the year ahead.

The Council Plan is the Council's key performance document, setting out:

- What we are trying to achieve;
- How we are performing in our priority areas;
- What we have achieved and not achieved so far; and
- What we are going to do next.

We publish the Council Plan for a number of reasons:

- To inform local people of how well we are performing and what our priorities are for the future;
- To enable partners, employees, councillors and other stakeholders to see how they can work with the Council to help deliver the Vision for Leeds 2004-2020
- To drive the delivery of our priorities as set out in the Corporate Plan 2005-2008; and
- To respond positively to the Audit Commission's performance monitoring framework including the annual Comprehensive Performance Assessment (CPA).

This year we have based our Council Plan on the themes within the Council's new Corporate Plan 2005-2008. Within each of the themes we have set out our priority areas and the key activities which will be achieved during the three-year life of the Plan. In section two of the Council Plan we have set out how and what we aim to achieve in the year ahead.

Strategic Outcome	Priority Areas
<p><b>People and Culture - We must make sure our staff perform well and are constantly learning and there is effective leadership at all levels of the Council</b></p>	<ul style="list-style-type: none"> <li>• We will build on the success of our Leeds Leadership Programme to develop leaders at all levels who involve, trust and support colleagues to make the most of their potential</li> <li>• We will make sure that all people understand and use Our Values in their day- to-day work</li> <li>• We will make sure the diversity of our workforce reflects the diversity of the many different cultures of the local population</li> <li>• We will further develop our staff and their working practices to be flexible enough to meet the needs of the City</li> <li>• We will develop and maintain good performance through new ideas, learning, coaching and effective performance management</li> <li>• We will work with the voluntary, public and private sectors, including the trade unions, to reduce unnecessary duplication and provide community leadership</li> <li>• We will make sure that all our corporate priorities, policies and strategies are embedded into the service planning processes</li> </ul>
<p><b>Transforming our Services - Our customers receive excellent services which are efficient and effective and meet their needs</b></p>	<ul style="list-style-type: none"> <li>• We will improve the whole customer service experience from beginning to end</li> <li>• We will improve the efficiency and effectiveness of services</li> <li>• We will improve consultation about all aspects of service delivery</li> <li>• We will prioritise services to those who need them most, for example, those most at risk of social exclusion and disadvantage</li> <li>• We will promote and support new ways of working and make best use of technology to improve the quality and efficiency of services</li> <li>• We will develop partnerships between ourselves and other organisations in the public, private and/or voluntary sectors, to improve the delivery of services</li> </ul>
<p><b>All neighbourhoods are safe, clean, green and well maintained.</b></p>	<ul style="list-style-type: none"> <li>• We will reduce crime and the fear of crime</li> <li>• We will improve road safety</li> <li>• We will improve the quality of our street environment</li> </ul>

	<ul style="list-style-type: none"> <li>• We will protect and improve green and open spaces and make them more accessible</li> <li>• We will reduce pollution and waste</li> </ul>
<b>All communities are thriving and harmonious places where people are happy to live.</b>	<ul style="list-style-type: none"> <li>• We will narrow the gap between the most disadvantaged people and the rest of the City</li> <li>• We will reduce unemployment amongst major target groups</li> <li>• We will enhance Leeds' town and district centres and city centre</li> <li>• We will develop strong and positive relationships between people from different backgrounds</li> <li>• We will create a sense of belonging for all communities and encourage active involvement in community life</li> <li>• We will make sure our community facilities meet the needs of local communities now and in the future</li> </ul>
<b>Our children and young people are healthy, safe and successful.</b>	<ul style="list-style-type: none"> <li>• We will make sure children and young people are safe</li> <li>• We will make sure children and young people are healthy and choose healthy lifestyles</li> <li>• We will make sure children and young people are achieving and getting the most out of life</li> <li>• We will make sure children and young people are free from the effects of poverty and benefit from the economic success of Leeds</li> <li>• We will make sure children and young people are active citizens and make a positive contribution to their communities</li> </ul>
<b>At each stage of life people are able to live healthy, fulfilling lives.</b>	<ul style="list-style-type: none"> <li>• We will improve the physical, mental and social health and wellbeing of all the citizens of Leeds</li> <li>• We will reduce health inequalities and the impact of poverty on health</li> <li>• We will help all adults, particularly older people to live independently with appropriate support if they need it</li> <li>• We will make sure people have the support they need at each stage of life and as they move between life stages</li> </ul>
<b>Leeds is a highly competitive, international city.</b>	<ul style="list-style-type: none"> <li>• We will develop high-quality transport</li> <li>• We will create a leading city in Europe which has an international reputation</li> <li>• We will further develop the role of Leeds as the regional capital</li> <li>• We will make sure the skills of the workforce match the skills needed to stay competitive</li> <li>• We will develop the City's cultural infrastructure to increase the cultural opportunities available to people in Leeds and the wider region</li> </ul>

## Linking Resources to Priorities

### Financial Plan 2005 - 2008

Executive Board in November 2004 approved the Council's Financial Plan. The plan is designed to provide a financial strategy to underpin our Corporate Plan and covers the three financial years 2005-2008. It sets out a framework for the preparation of the Council's annual revenue budget over the planning period by determining how available resources will be allocated between services reflecting Council priorities. The Plan identifies support for the delivery of our key priorities.

The plan identifies that the successful delivery of the strategy is dependent not only on the resources available via Government grant settlements, but also on our success in realigning resources to priorities. The financial plan sets out clear priorities for maximising funding for Education and Social Services. For all other services, the plan provisionally allocates funding for inflation on pay and prices with other available money being targeted at specific developments which will help with our corporate priorities. The plan identifies that the Council faces a number of significant financial pressures across a range of services and it is clear that delivery of the financial strategy will be challenging. To help meet this challenge, the plan targets the delivery of a series of efficiency related reviews across all services in order to align budgets to priorities. This is also an acknowledgement of the expectations of Government for local authorities to generate efficiencies gains, equivalent to at least 2.5% pa. The Council has embarked upon a process of service prioritisation. This will result in a clear statement of relative priorities across the Council. It is recognised that this will mean that resource allocations will be reviewed over the planning period.

The 2005/06 budget builds on the three year financial plan and provides for support for Corporate Plan priorities. In summary these additional resources will be spent in the following areas:-

### **Modernising our Council -**

#### **Transforming our services:- £769k**

- £349k for the development of the Council's corporate contact centre
- £320k for the development of one stop centres
- £100k for improvements to our planning service

### **Better Outcomes for Local People**

#### **All neighbourhoods are safe, clean, green and well maintained:- £8m**

- £500k for improvements in urban parks
- £27k for extending the Council's bulky household waste collection
- £100k for allotments and public rights of way
- £605k for street lighting developments
- £350k to address the increased pressure on winter maintenance services
- £395k for the provision of an additional 34 Police Community Support Officers across the city
- £200k for improved safety and tackling anti social behaviour in parks
- £265k for improved housing as part of the Swarcliffe PFI scheme
- £5m for increases in highway maintenance works
- £160k to support improved waste management arrangements
- £211k increase in funding for the removal of graffiti
- An increase of £200k for the enforcement of environmental crime

#### **All communities are thriving and harmonious places where people are happy to live:- £343K**

- £343k to support one of the biggest regeneration schemes in the Country

#### **Our children and young people are healthy, safe and successful:- £1,710k**

- £1m to secondary education
- £250k to support our changes for the Children agenda.
- £112k for new investment in our libraries
- £273k to support the development of our primary schools
- £75k for the early years centres

**At each stage of their lives people are able to live healthy, fulfilling lives:- £826k**

- £826k for independent living

**Leeds is a highly competitive, international city:-£100k**

- £100k to encourage business growth

## **The Policy, Planning and Performance Management Framework**

The Council ensures it is delivering the services local people want through the policy, planning and performance management framework. This framework includes the 'family' of plans that outlines what the Council is going to do to deliver local services and the performance management arrangements which are in place to ensure that what is planned to be delivered does get delivered.

The 'family' of plans (outlined in the diagram below), has at its pinnacle the Vision for Leeds 2004 to 2020. This provides the strategic focus for the Council by detailing a Vision for the city and the community priorities that are seen as fundamental to delivering it.

It is the Vision for Leeds 2004 to 2020 that provides the umbrella under which all the Council's plans and strategies fall from the Corporate Plan (the Council's most strategic plan) which outlines what the Council is going to do over the next three years to help deliver the Vision for Leeds, right down to the detailed operational plans which provide the focus for services and individual members of staff on a day-to-day basis.



Whilst the Council is clear that its 'family' of plans provides a consistent focus for the day to day activities of the Council, it is also clear that the quality of service delivery that occurs as a result of putting the plans and strategies into place is what matters most to local people.

To ensure this happens the Council has a well established and robust process of performance management in place which involves councillors, senior officers and operational managers. Whilst this is a continuously evolving process, it does ensure good performance is recognised and performance weaknesses addressed.

To build on the Council's strong performance management foundations, a balanced scorecard approach has been introduced to help manage and monitor the delivery of the seven strategic outcomes identified in the new Corporate Plan which was published in April this year.

The balanced scorecard approach is a radical departure from that adopted in the last corporate plan because rather than focussing solely on a very small number of targeted service delivery improvements within priority areas, it ensures the delivery of the council's strategic outcomes in a more 'balanced' way through managing and monitoring the delivery of actions across 4 different perspectives:

- those which meet the needs of customers and stakeholders
- those which contribute to the continuous improvement of the organisation
- those which help the organisation learn and grow; and
- those which ensure resources are managed efficiently and effectively.

Given the above, this more 'balanced' approach is viewed by the Council as being an improvement on the previous process and will develop the approach throughout the organisation over the next 12 to 24 months.

## **Comprehensive Performance Assessment**

In common with all other local authorities, the Council is subject to an annual assessment by the Audit Commission known as the Comprehensive Performance Assessment - or CPA for short.

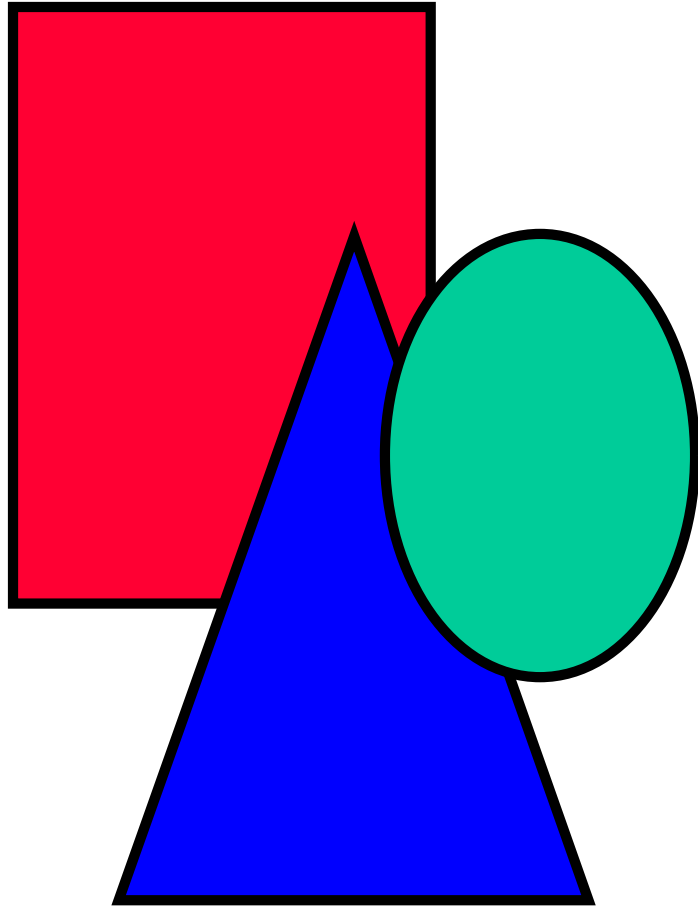
The aim of CPA is to ensure that continuous improvement takes place in local services and that all local authorities raise standards to those of the best. It also provides freedoms and flexibilities for high performers - removing red tape and enabling councils to pursue local priorities with greater freedoms from central government control. High performers, such as Leeds City Council, receive greater flexibility in terms of financial deregulation, a reduction in statutory plans and inspections, and the ability to charge for the provision of discretionary services.

The performance judgement takes account of the quality of the Council's key services, its track record in providing effective leadership and working with the community to improve the area, and the extent to which effective systems are in place that can deliver continuous improvement. As well as an assessment of key services such as education, housing and social services by the relevant inspectorates and auditors, each authority also has an independent corporate inspection, led by the Audit Commission, to judge the effectiveness of its political and managerial arrangements and its overall ability to improve services.

When CPA was introduced in December 2002 Leeds City Council was assessed as a 'Good' council, confirmed each year thereafter until the 2004 assessment when we were assessed as an '**Excellent**' council, the highest of five categories. Overall, the Audit Commission commented that based on its current plans, the Council is now well placed to further improve the way it works, and the services it provides to local people.

The Audit Commission has recently published proposals for the future of CPA. There will be annual "improvement reporting" process whereby the Council's CPA category will be refreshed using updated service performance information in December each year. The new CPA methodology is considered to be a much harder test for councils.

In preparing the Council for its next full Corporate Assessment, likely to be in 2007 or 2008, the new Corporate Plan 2005-08 together with the Council Plan gives us the opportunity to address current issues and deliver further improvements to our services over the next three years.

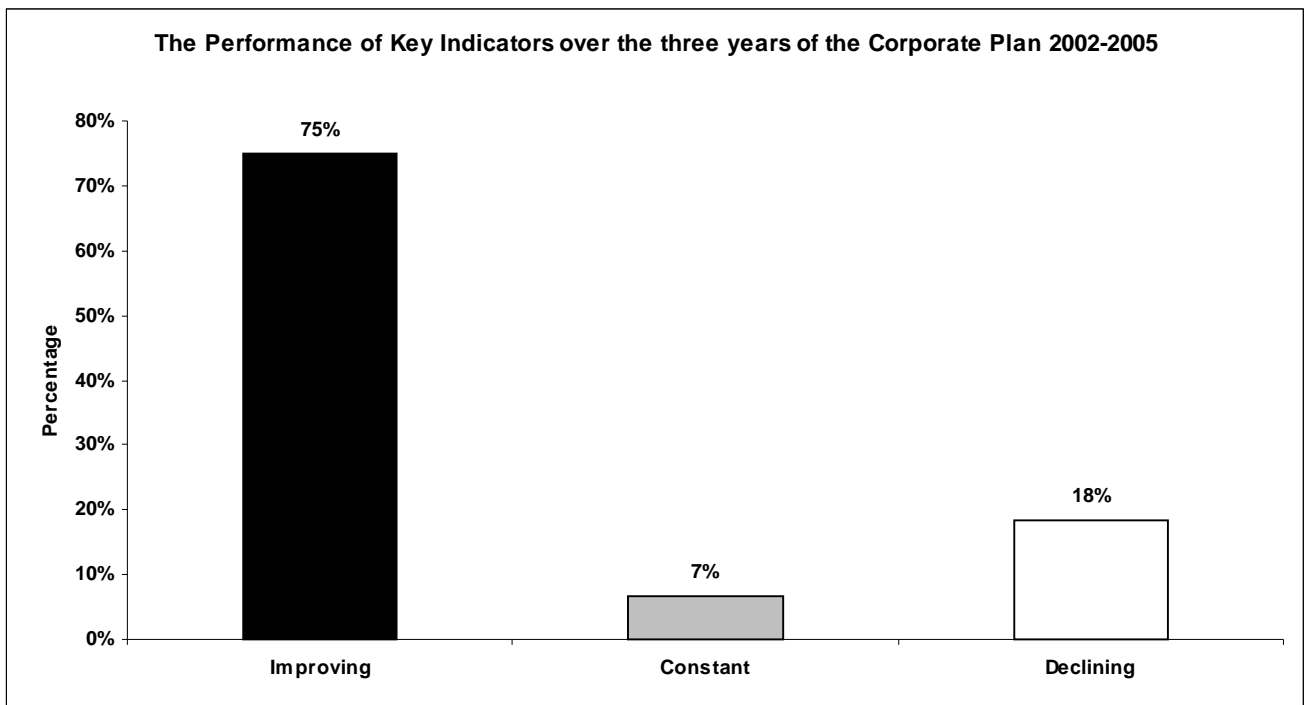


## How we are performing? - overview

March 2005 saw the end of the planning period for the old Corporate Plan which ran from April 2002 to March 2005. This date also saw the end of the Council's first Local Public Service Agreement. Over this three year planning period the Council has made significant improvements in its performance. In part this improvement can be evidenced through the CPA process which demonstrates that since 2002 the Council has improved its service assessment score by over 20%. Comparatively this puts the Council as one of the highest performing authorities in the country.

Alongside the CPA assessment, the Council undertakes its own performance assessment. The basket of indicators used to undertake the assessment include our Corporate Plan and Local Public Service Agreement indicators, plus key service indicators which have greatest impact on our corporate priorities. It excludes those indicators which are cost-based (e.g. outlining cost of a service per head of population). Further information on each indicator is given in Section 3 and 4 of the Council Plan.

Based on this basket of indicators, the graph below demonstrates the performance improvement that has taken place in the three years since the start of the old Corporate Plan.



The graph shows the proportion of indicators for which our 2004/05 performance has improved, remained constant or declined compared to our performance in 2002/03.

We have:

- Ø maintained or improved our performance on 49 out of 60 indicators (82%); and
- Ø declined in performance on 12 out of 60 key performance indicators (18%).

Developing this further we have compared this year's performance with those from both 2002/03 and 2003/04. The graph below shows the proportion of indicators for which our 2004/05 performance has improved, remained constant or declined compared to our performance in both 2002/03 and 2001/02.

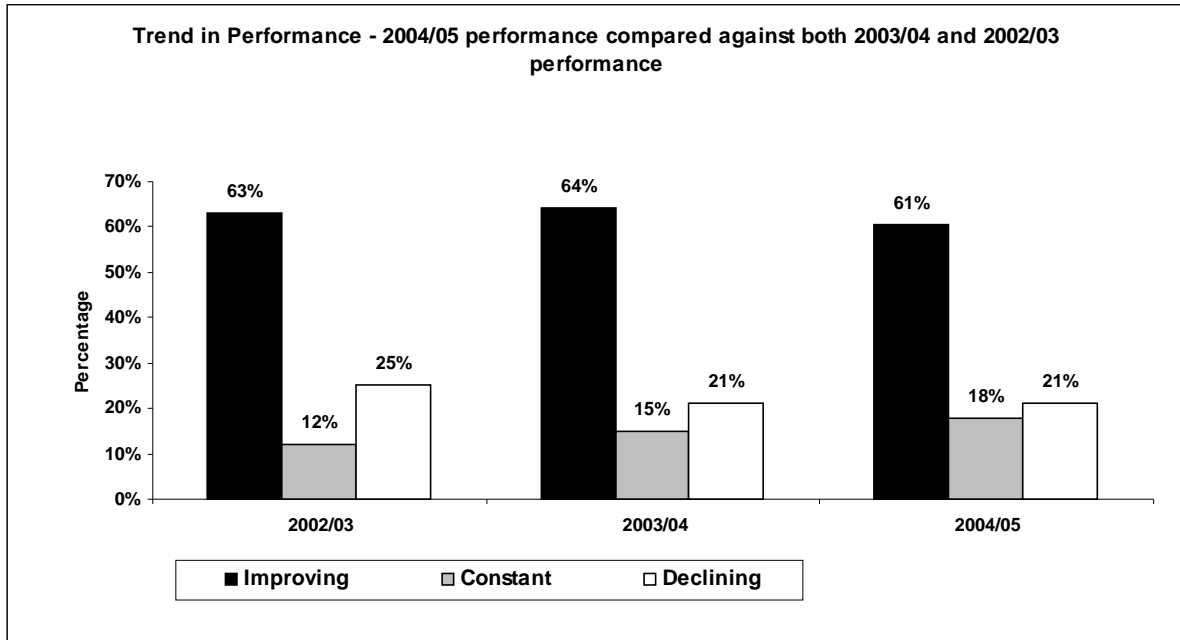
We have:

- Ø maintained or improved our performance on 48 out of 61 indicators (79%); and
- Ø declined in performance on 13 out of 61 key performance indicators (21%).

As can be seen from the graph, the Council has improved on 61% of the indicators, compared with 64% last year and 63% in 2002/03 and is declining on 21% of the indicators compared with 21% last year and 25% in 2002/03.

We monitor performance throughout the year and for those indicators showing declining performance, action plans are put in place promptly to ensure performance is turned around.



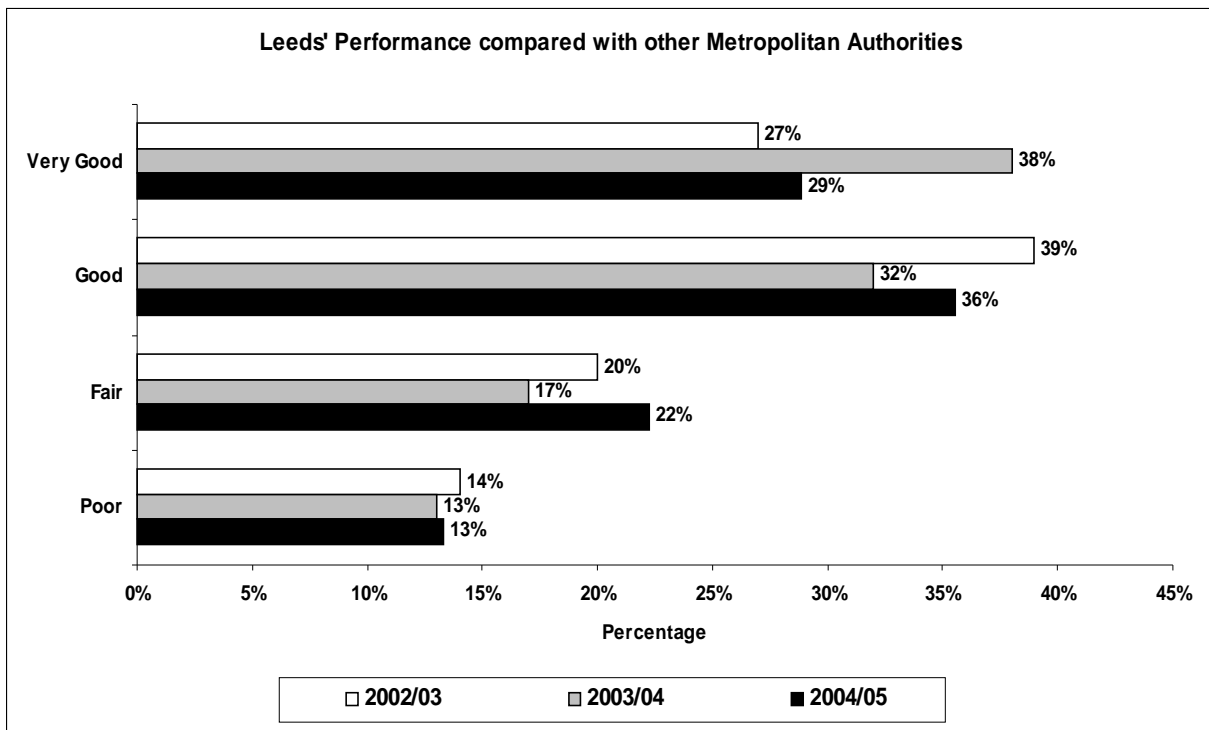


**How does our performance compare with other metropolitan authorities?**

We compare ourselves with all 36 metropolitan authorities. In 2004/05 we were:

- ∅ in the top half of the metropolitan authorities for 29 out of 45 key indicators (65%);
- ∅ in the 1<sup>st</sup> quartile\* for 13 out of 45 indicators (29%);
- ∅ in the bottom half of the metropolitan authorities for 16 out of 45 key indicators (35%); and
- ∅ in the 4<sup>th</sup> quarter\* for only 6 out of 45 key indicators (13%).

\* the 1<sup>st</sup> quarter is the top 25%; i.e. the “best” 9 metropolitan authorities, whereas the 4<sup>th</sup> quartile is the bottom 25%, i.e. the “worst” performing 9 authorities.



We compare our performance with the metropolitan authority quartiles for 2003/04 where this information is available. Where it isn't, we compare our performance with the last available quartile comparison. Comparative performance for 2004/05 will not be available until Autumn 2005.

For Social Services indicators, the Department of Health does not rank authorities in the same way. Instead they have ranges of performance for each indicator which they define as having a score of 1 to 5. We have assumed that a banding score of '5' is in the 1<sup>st</sup> quartile, a score of '4' is in the 2<sup>nd</sup> quartile, a '3' in the 3<sup>rd</sup> quartile and a '2' or a '1' in the 4<sup>th</sup> quartile.

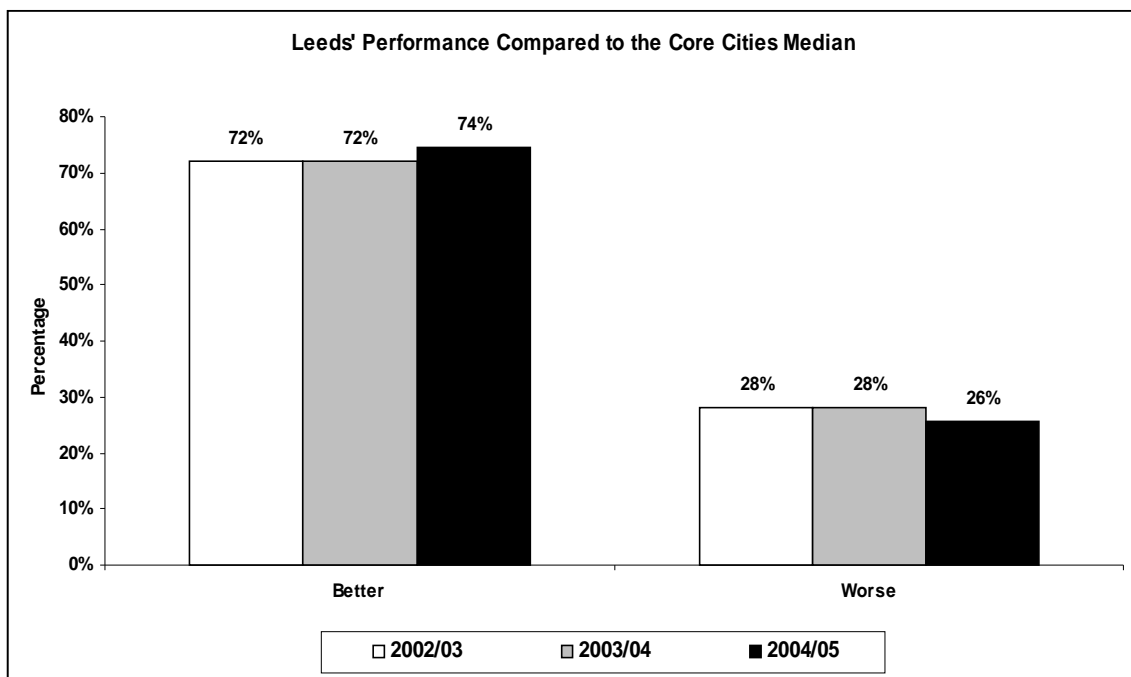
### How does our performance compare with the English core cities?

We also compare ourselves with seven other large metropolitan authorities that have similar characteristics to Leeds – Birmingham, Bristol, Liverpool, Manchester, Newcastle, Nottingham and Sheffield. These are known as the “core cities”.

In 2004/05 we were:

- ∅ above the core cities median\* on 29 out of 39 key indicators (74%); and
- ∅ below the core cities median\* on 10 out of 39 key indicators (24%).

\* the median is the middle score of all eight authorities. i.e. if all eight authorities were ranked in order of performance for any one indicator, the median would be the average score for the 4<sup>th</sup> and 5<sup>th</sup> ranked authority.



We compare our performance with the core city median for 2003/04 where this information is available. Where it isn't, we compare our performance with the last available median comparison. Comparative performance for 2004/05 will not be available until Autumn 2005.

### The Council's approach to Target setting

As the Council has published a new Corporate Plan for the next three years, a new approach has been taken on how the Council sets targets to assess its performance. The new approach is focused on improving performance and demonstrating continuous service improvement in priority areas.

The Corporate Plan detailed the success measures the Council will use to assess progress against delivering its strategic outcomes and priorities. In developing these success measures, targets for each of the next three years have been established and are reported in Section 2 of this Plan. Progress against these targets will be reported in next year's Council Plan.

Alongside the success measures, an exercise was also undertaken on all performance measures included in Section 4 of the Plan which has seen them assessed on whether they are a priority indicator and the extent to which they make a contribution to some of the more strategic issues facing the Council such as the Local Public Service Agreement and the CPA assessment. Based on this work, appropriate targets have been established and again progress on our performance against these targets will be reported in next year's Council Plan.

## Narrowing the Gap

During the last few years Leeds has had many successes. Led by the Council working in partnership with businesses, local communities and many other agencies to improve the quality of life for the people of Leeds. However, some of the people of Leeds have yet to fully share in the City's success; some parts of Leeds are more deprived than they should be in a successful city. Around 150,000 people in Leeds (almost 20% of the population), including many from black and ethnic minority communities, live in areas that are categorised as being among the most deprived in the country. Therefore, in meeting the challenges that lie ahead for the City, the Council and the partners of the Leeds Initiative are working together to ensure that they are:

*'Narrowing the gap between the most disadvantaged people and communities and the rest of the city'.*

Narrowing the Gap is about improving health, education, jobs, housing and the local environment and reducing crime in the poorest areas. This means raising the standards of service delivery in the most deprived neighbourhoods and making sure those groups, such as the black and minority ethnic community, benefit from this new focus on outcomes.

The Government has set targets to encourage councils to focus on combating deprivation. Some of these are regular targets, whilst others are "floor targets" - a new innovation in 2000. Setting floor targets means that we will ensure a certain level of standards for all, because for the first time Government departments, local authorities and other service providers are being judged on their performance in the areas where they are doing worst, rather than on the national average. No longer will the poorest areas and groups go unnoticed.

### What are floor targets and how do they help?

- Floor targets work like the minimum wage, setting the minimum standard for poor areas and disadvantaged groups.
- They show what the priorities should be at a local level.
- Floor targets make sure that where public services are failing, they get better.
- Reaching floor targets help reduce the gap between the poorest areas and the rest of the country.

To monitor our progress against our mission to Narrow the Gap we use the Leeds Neighbourhood Renewal floor targets centred on the focus areas of unemployment, worklessness, domestic burglary, GCSE attainment, teenage pregnancy, Housing Decency and Coronary Heart Disease Mortality, specific targets are as follows:

- No ward in the city to have a domestic burglary rate more than 60 per 1,000 households by 2005;
- At least 22% of pupils in schools in disadvantaged communities to achieve 5 or more GCSEs at Grades A\*-C by summer 2005, and by 2006 at least 25% of pupils in schools achieve 5 or more GCSEs
- No ward in the city to have a Housing Decency rate 15 percentage points higher than city wide average by 2005 and the social housing in all wards to meet the Decency Standard by 2010
- No ward in the city to have a percentage rate of empty homes more than 2.5 percentage points higher than city wide average by March 2005
- No ward in the city to have unemployment rate 2.5 percentage points higher than the city city-wide average by March 2005
- By March 2005, reduce by 20% the gap between the ward with the highest level of Coronary Heart Disease and the ward with the lowest (based on a 3 year aggregate) and by 50% by 2010
- The average conception rate across the worst 20% of Leeds wards not to exceed 34.7 per 1000 females aged 15-17 by 2010

The Council is working closely with partner organisations through the Leeds Initiative to deliver comprehensive regeneration programmes, which will bring long-term improvements in community safety, the environment, training, employment, education and health for people and communities in these areas. Funding has been made available through the Neighbourhood Renewal Fund (NRF), which aims to 'narrow the gap' between the 88 most deprived areas and the rest of England. The Government has allocated £975 million to the NRF for the periods 2004/05 and 2005/06.

Five district partnerships were set up in 2004 under the remit of the Leeds Initiative. Their central purpose is to improve the co-ordination of services provided by different agencies in local areas to achieve the aims of the Vision for Leeds, the Local Neighbourhood Renewal Strategy and other appropriate targets, and not to be a 'talking shop'. Their remit is to make real a difference in local neighbourhoods by fostering and developing joint working on the ground. District partnerships will be at the sharp end of "local partnerships making things happen." The district partnerships' activities are part of the Local Strategic Partnership (LSP) arrangements and activities, and their plans form part of the accreditation and performance management arrangements for the LSP.

The Council is currently in the process of negotiating its second generation Local Public Service Agreement (LPSA2) with central government. As part of the LPSA2, the Council has included the development of a composite Narrowing the Gap priority. The Council wants to develop the Narrowing the Gap priority from within existing priority areas, not least because it is the view of the Council and Government that reponding effectively to a significant number of priorities make a greater contribution to tackling the multifaceted nature of disadvantage.

**Subject to the decision on LAA proposal** - The Council has been successful in being selected to pilot a Local Area Agreement (LAA) from April 2006. The LAA will enhance our ability to deliver in partnership, our local priorities, therefore helping to create strong and more sustainable communities. The LAA will provide a practical and strategic approach through which we will be able to agree specific priorities from the community strategy and the emerging district plans that will make a significant contribution to narrowing the gap between the City's most disadvantaged neighbourhoods and communities and the rest of the City.

# **Section Two - Our Improvement Agenda**

## **Changing Leeds Modernising our Council - People and Culture**

### **Introduction**

People are our greatest resource and we have to be sure that we are making the most of that resource. The Council must be less bureaucratic, less hierarchical and more flexible. To help make these changes we need staff to be more empowered and more flexible with a 'can do - will do' attitude and a reputation for delivering results. Our aim is to have a workforce that is efficient, flexible and friendly.

In order to achieve our objectives we need to change the way we work. Achieving these changes is about looking at our 'culture' - the beliefs, attitudes and behaviour of the individuals in the Council. We will continue to modernise our Council by ensuring that our staff perform well and are constantly learning. This needs to be underpinned by effective leadership at all levels.

The plans for achieving our priorities for people and culture will be implemented through our People Strategy 'Valuing Colleagues'. The aims in this strategy give clear direction for all staff and managers in terms of making the most of our human resources to achieve our strategic objectives. They cover: Workforce Planning and Recruitment; Safety, Well-being and Attendance; Organisation and Workforce Development; Pay, Recognition and Reward; Employee Communications and Involvement.

### **Priorities**

The new three year Corporate Plan sets out the priorities in this area which the Council will be working on over the next three years with its partners. These are set out below and provide the policy framework for the actions the Council will take this year under this strategic outcome.

- a. We will build on the success of our Leeds Leadership Programme to develop leaders at all levels that involve, trust and support colleagues to make the most of their potential
- b. We will make sure that all people understand and use our values in their day-to-day work
- c. We will make sure the diversity of our workforce reflects the diversity of the many different cultures of the local population
- d. We will further develop our staff and their working practices to be flexible enough to meet the needs of the city
- e. We will develop and maintain good performance through new ideas, learning, coaching and effective performance management
- f. We will work with the voluntary, public and private sectors, including the trade unions, to reduce unnecessary duplication and provide community leadership
- g. We will make sure that all our corporate priorities, policies and strategies are embedded into the service planning processes

### **Activity to be undertaken in the year ahead**

Responsibility for managing the delivery of programmes and activities under this theme resides with the Council's Corporate Management Team(CMT). CMT will undertake regular monitoring of progress made and will produce an annual progress report, which will form the basis for 'reporting back' progress in next year's Council Plan.

Key activities to be undertaken in the year ahead to support the Council achieve its modernisation agenda:

#### **Improving service planning**

- Ø Implement and embed in the service planning process the People Strategy, Communications Strategy, Customer Strategy, ICT Strategy, Equality and Diversity Strategy and the Risk Management Framework
- Ø Formalise and strengthen the link between financial planning and service planning

- Ø Review the service planning guidance and implement Quality Assurance of the service planning process
- Ø Deliver a corporate approach to project management

### **Leadership**

- Ø Establish a Leadership Strategy
- Ø Achieve and maintain cross-council accreditation against the Investors in People Leadership & Management Model
- Ø Establish a Chief Officer Leadership Forum and Top Team Development activity
- Ø Continue to roll out Leeds Leadership Programme

### **Our Values**

- Ø Ensure council values are embedded into all key council documents, staff recruitment, induction, appraisals and behaviour measures/competencies
- Ø Introduce internal and external communication initiatives to reinforce our values to staff and customers and develop a strong values sub-brand
- Ø Evaluate the our values awareness and understanding through the annual staff survey

### **Workforce diversity**

- Ø Produce a comprehensive statement and action plan on equality and diversity covering all equality strands
- Ø Introduce workforce-planning tools at service level to plot the current profile of the workforce against future needs

### **Workforce effectiveness**

- Ø Review and implement changes to the 5 key employment policies of: Disciplinary, Grievance, Attendance, Capability and Dignity at Work.
- Ø Retain our cross-council Investors in People accreditation status

### **Learning Organisation**

- Ø Implement one comprehensive appraisal framework for managers
- Ø Increase the percentage of staff who have an appraisal during each year
- Ø Review the staff survey process to increase response rates and set targets for response rates for each service
- Ø Integrate action plans based on departmental results of staff survey and Investors in People Assessment into existing service plans

### **Improving partnership working**

- Ø Identify and overcome internal barriers to effective partnership working
- Ø One of our management competencies will be effectiveness in partnership working and we will work to develop this competency with all our managers
- Ø Bring together the public, private, community and voluntary sectors and set out plans for the ongoing economic, cultural, technological and environmental development of the city through the Leeds Initiative
- Ø Work in partnership with Trade Unions

### **How we will measure our success.**

The Council is keen to ensure that it measures its success in delivering the strategic outcomes and priorities it has established for itself. To help in this task, a suite of success measures was developed and published in the Corporate Plan 2005-2008. These measures, performance against which will be reported each year in the Council plan, will be the basis for assessing the progress the Council is making to deliver its Corporate Plan.

The table below details the success measures and appropriate targets (where possible at this time) for each of the next three years.

Success Measures	Targets		
	2005/06	2006/07	2007/08
Increase the percentage of performance targets achieved in priority areas	New Indicator		
Achieve a Comprehensive Performance Assessment (CPA) Corporate Assessment score of 4 out of 4	3	3	4
Increase the level of staff satisfaction	68%	69%	70%
Increase the level of response to the staff survey			30%
Achieve and maintain the Investors in People Leadership and Management Standard	New Indicator		
Increase the percentage of managers who achieve an average score of 2 or above (out of 4) in their 360 degree feedback.	New Indicator		
Increase the percentage of staff who feel they are involved in contributing to the direction of the organisation	72%	73%	74%
Increase the percentage of staff who feel they know and understand the Council's values	77%	79%	80%
Increase the percentage of staff who feel valued as an employee	56%	57%	58%
Increase the percentage of staff who feel the council and their department communicates well with them	55%	58%	60%
Increase the percentage of staff that are satisfied with the conditions of their employment (including physical, financial and psychological factors)	72%	74%	75%
Achieve Level 4 (the highest level) of the Equality Standard for Local Government	Level 3	Level 3	Level 4
Increase the percentage of staff who feel the Council is genuinely committed to equality and fairness for all	66%	68%	70%
Provide access to all principal Council services outside normal 9-5 working hours	New Indicator		
Increase the percentage of employment diversity targets achieved (based on a basket of diversity indicators)	New Indicator		
Increase the percentage of attendance targets achieved (based on a basket of attendance indicators)	New Indicator		
Increase the percentage of managers who consider policies to aid flexible service delivery	New Indicator		
Increase the percentage of staff who are satisfied with the overall provision made for their induction, appraisal and development within the organisation	58%	59%	60%
Ensure 100% of staff continue to be covered by the Investors in People standard	100%	100%	100%
Increase the number of staff that have had an appraisal within the previous 12 months	60%	64%	70%
Achieve a significant reduction in work related ill-health and injury	New Indicator		

**Hot Links** - Whilst the above information highlights the activities to be undertaken in the year ahead to help the Council deliver its priorities and how we will measure our success, much more detail on our plans and activities can be found in the following plans and strategies which have been published by the Council.

LeedsInitiative.org website

People Strategy **(still in draft form)**

Communications Strategy

Customer Strategy

ICT Strategy

Corporate Workforce Development Plan

Staff Survey

## -Transforming our Services.

### Introduction

Putting customers first is one of Our Values. We want to make it easier for people to get the services they need by making it quicker and easier for customers to have access to us and our services. This means making sure that the service is delivered effectively, and to the customer's satisfaction.

The coming year will see the beginning of a major transformation programme that will further improve and enhance services to the people of Leeds, whilst delivering tangible efficiency benefits.

Our overarching goals are to

- ◆ Improve and simplify access to **better quality** services through targeting resources to priority areas
- ◆ Improve **Value for Money** through organisational redesign, streamlining our processes, enabling greater operational efficiency and use of ICT, and developing more transparent performance management standards
- ◆ Redesign services and in doing so, support and develop our staff, so that they are able to make a positive contribution to the delivery of the Councils priorities and to achieve their potential
- ◆ **Maximise the opportunities** offered by new technologies and new ways of working to reduce transaction costs and to deliver services in innovative ways

In summary we want to provide services that meet the needs of customers and provide value for money for local residents. Achieving this will enable us to maintain our CPA standing.

### Priorities

The new three year Corporate Plan sets out the priorities in this area which the Council will be working on over the next three years with its partners. These are set out below and provide the policy framework for the actions the Council will take this year under this strategic outcome.

- a. We will improve the whole customer service experience from beginning to end
- b. We will improve the efficiency and effectiveness of services
- c. We will improve consultation about all aspects of service delivery
- d. We will prioritise services to those who need them most, for example, those most at risk of social exclusion and disadvantage
- e. We will promote and support new ways of working and make best use of technology to improve the quality and efficiency of services
- f. We will develop partnerships between ourselves and other organisations in the public, private and/or voluntary sectors, to improve the delivery of services

### Activity to be undertaken in the year ahead

Responsibility for managing the delivery of programmes and activities under this theme resides with the Council's Corporate Management Team(CMT). CMT will undertake regular monitoring of progress made and will produce an annual progress report, which will form the basis for 'reporting back' progress in next year's Council Plan.

Key activities to be undertaken in the year ahead to help the Council transform its services:

#### Customer Contact experience

- Ø strive to deliver a consistently high standard of customer contact experience whatever method people use to get in touch with the Council
- Ø set up new corporate Contact Centre for the Council's high volume public lines
- Ø increase the range of services available to customers through the Corporate Contact Centre, One Stop Centres and on a 24/7 self service basis and in order to help customers get in touch with the Council develop, promote and use a Contact Leeds sub-brand
- Ø implement initiatives to improve communication between customer contact staff and service delivery staff
- Ø apply for Chartermark reaccreditation for the Council's One Stop Centres



- Ø agree service standards for all services delivered through the Contact Centre and monitor our performance against them
- Ø implement a new compliments and complaints policy and procedure
- Ø implement the majority of electronic government priority outcomes
- Ø publish our Consultation and Engagement Strategy to include our first annual residents survey

**Efficiency/ Value for Money (vfm)**

- Ø Deliver efficiency savings in 2005/06 to support the Council’s priorities.
- Ø Review our Financial Plan to ensure that resources are aligned to the Council’s priorities within a priority service framework
- Ø Develop new mobile working solutions to ensure a better use of assets and increasing productive time

**Prioritisation of services according to need**

- Ø Work to identify key target groups and those at risk to tailor services as appropriate to meet their needs
- Ø In line with Level 3 of the Equality Standard, develop and implement monitoring systems that measure service take up by gender, race and disability in key service areas.
- Ø Following completion of the Financial Exclusion research a steering group will be established to consider financial inclusion initiatives in the City.

**Performance Management**

- Ø Introduce a balanced scorecard approach to performance management across the Council
- Ø Assign responsibility for delivery of the Corporate Plan priority outcomes to Corporate Priority Boards and monitor accountability for these priorities accordingly
- Ø Develop a suite of indicators to help measure value for money
- Ø Devise a methodology for and then complete the service priority review process

**Partnership Working**

- Ø Work with the private, voluntary and charity sectors to provide additional capacity. Examples of partnership working are included under each of the strategic outcomes.
- Ø Revise Corporate Procurement rules where appropriate, in order to promote competition and increase the diversity of service delivery.
- Ø Work with the Regional Centre of Excellence to identify areas and services where we might work collaboratively with other local authorities
- Ø Produce and submit our Local Area Agreement to the ODPM (subject to agreement with GOYH - confirmation expected on 22 June 2005)

**How we will measure our success.**

The Council is keen to ensure that it measures its success in delivering the strategic outcomes and priorities it has established for itself. To help in this task, a suite of success measures was developed and published in the Corporate Plan 2005-2008. These measures, performance against which will be reported each year in the Council plan, will be the basis for assessing the progress the Council is making to deliver its Corporate Plan.

The table below details the success measures and appropriate targets (where possible at this time) for each of the next three years.

Success Measures	Targets		
	2005/06	2006/07	2007/08
Maintain public satisfaction with the Council at 77% or above	77%	77%	77%
Increase the number of public telephone calls to the Council which are answered	80%	90%	92%
Ensure enquiries to the Council (in person or by telephone) are resolved at first point of contact	New Indicator		80% (as excellence benchmark)
Increase the proportion of public telephone calls to the Council that are handled by a corporate contact centre	60%	75%	90%

Success Measures	Targets		
	2005/06	2006/07	2007/08
Increase the volume of total transactions delivered through customer self-service	New Indicator		
Achieve greater than 2.5% efficiency savings year on year	At least 2.5%	At least 2.5%	At least 2.5%
Achieve a score of 3 out of 4 on the Comprehensive Performance Assessment (CPA) Use of Resources assessment	3	3	3
Assess and increase the percentage of our total budget spent through corporate framework agreements and corporate contracts	New Indicator		
Ensure 100% of milestone activities for the implementation of the national procurement strategy for local government are completed	New Indicator		100%
Assess and increase the percentage of our total budget spent through partnership with other public sector organisations	New Indicator		
Increase the percentage of residents satisfied that they 'have a say in what the Council does	New Indicator		
Achieve Level 4 (i.e. the highest level) of the Equality Standard for Local Government	Level 3	Level 3	Level 4
Increase the percentage of staff who feel the Council is genuinely committed to equality and fairness for all.	66%	68%	70%

**Hot Links** - Whilst the above information highlights the activities to be undertaken in the year ahead to help the Council deliver its priorities and how we will measure our success, much more detail on our plans and activities can be found in the following plans and strategies which have been published by the Council.

#### **2005-08 Financial Plan**

### **All neighbourhoods are safe, clean, green and well maintained.**

It is an important Council aim that, no matter where people live in Leeds, they should not only be safe, but also feel safe. In every neighbourhood in the city, a healthy and safe environment underpins all human activity.

Crime, drug misuse and antisocial behaviour are major concerns for the people of Leeds. The Council has been successful in the last year in reducing the levels of recorded crime and continues to increase its investment in community safety in 2005/06. The Council is a lead organisation in the Safer Leeds partnership. We contribute to addressing the partnership's priorities, established through the Drugs, Crime and Disorder Audit 2004. The Council is committed to multi-agency approaches to deal with these problems; area management will continue to support targeted multi-agency operations and longer-term intensive interventions to target crime and grime in some of the City's most disadvantaged neighbourhoods.

The physical appearance and quality of local environments, especially street quality and lighting, levels of litter, pollution, noise and air quality have an important influence on the quality of life and the feeling of safety within communities. We want attractive streets that are safe, well maintained and well lit. The Council has a zero tolerance approach to environmental crime and is committed to clean streets and public spaces; and is working towards the award of Britain's Cleanest City in 2008 and Green Flag status within its parks.

We want to reduce the amount of waste and pollution and make sure that the environment is enhanced for future generations. Through the development of a waste solution for Leeds we will ensure sustainability in waste disposal. Our commitment to the reduction in the use of natural resources, water and energy in neighbourhoods across the city, will ensure a sustainable environment for future generations.

The Council will continue to work together with its partners towards achieving safe, clean, green and well maintained neighbourhoods and communities, improving and enhancing environmental quality across the city, creating an attractively built and managed city for people today and tomorrow with a healthy and safe environment as its foundation.

### **Priorities**

The new three year Corporate Plan sets out the priorities in this area which the Council will be working on over the next three years with its partners. These are set out below and provide the policy framework for the actions the Council will take this year under this strategic outcome.

- a. We will reduce crime and the fear of crime.
- b. We will improve road safety.
- c. We will improve the quality of our street environment.
- d. We will protect and improve green and open spaces and make them more accessible.
- e. We will reduce pollution and waste.

### **Activity to be undertaken in the year ahead**

Responsibility for managing the delivery of programmes and activities under this theme resides with the Environment and Community Safety Corporate Priority Board. This Board will undertake regular monitoring of progress made and will produce an annual progress report, which will form the basis for 'reporting back' progress in next year's Council Plan.

Key activities to be undertaken in the year ahead to help the Council ensure that All neighbourhoods are safe, clean, green and well maintained:

- Reduce acquisitive crime: domestic burglary, particularly repeat offences; theft from and theft of a motor vehicle; commercial burglary and other commercial crime. We will achieve this through improving security, raising public awareness and the use of CCTV and Alleygates.
- Reduce anti-social behaviour and improve the local environment through a combination of early intervention, diversion and enforcement, using targeted multi-agency intervention programmes across the city.
- Reduce drug availability and minimise harm caused by drug misuse, reducing offending behaviour through treatment and support, and investing in drugs prevention activity with young people.
- Improve public reassurance and help prevent crime through visible street security, active communication and engagement with the public, agencies and the media and community based training with resident groups.
- Reduce the level and impact of violent crime, particularly domestic violence, hate crime, robbery and alcohol-related violence. We will achieve this by helping deliver the Leeds Domestic Violence Strategy, increasing the reporting of hate crime, targeting known offenders and addressing alcohol misuse in the city centre.
- Reduce the number of people injured on the roads of Leeds through a variety of measures and initiatives specifically targeted at those areas and sections of the community that are at greatest risk. Casualty reduction measures include, pedestrian and cycle skills training for school children, traffic calming measures, local safety schemes, safety cameras, and provision of radar activated speed-indicating devices to community groups.
- An organisation will be appointed to deliver the Leeds Street Lighting Private Finance Initiative in order to improve the condition of street lighting and the speed of response to street lighting problems within Leeds.
- Reduce the backlog of planned highway works, utilising increased funding allocations

- Establish a Board with Leeds Initiative and a partnership with ENCAMS. We will undertake an assessment of the City against Local Environmental Quality Indicators with a view to making a submission to Britain's Cleanest City at the end of 2006.
- Develop our approach to improving streets, through an integrated Streetscene service supported by effective education and awareness campaigns.
- Enforcement action will continue to be used to enhance and protect the environment of Leeds. Environmental crime such as flytipping, littering, dog-fouling, the use of flyposting, illegal placards and graffiti and the abandonment of vehicles will not be tolerated.
- Retain the 4 Green Flag awards achieved in 2004. We will be internally assessing around 50 parks against the Green Flag standard and reporting performance. This recognises our commitment to parks that are welcoming, safe, well-maintained and valued by the community.
- Improve fencing, pathways, gates and access to water during 2005/06.
- Improve the public rights of way network for recreation.
- Increase to 23.4% the proportion of all household waste in Leeds that is recycled or composted through a range of educational initiatives, improved facilities to increase recycling, partnerships to help Leeds business reduce their own waste and the reduction of the Council's waste as far as possible.
- Improve our Environmental Management System focussing our efforts on the most important environmental issues such as climate change and reducing the impact of our services on the environment.
- Consult upon and develop a waste management solution for Leeds in order to reduce the amount of waste going to landfill and to minimise penalties arising under the Local Authority Trading Scheme (LATS) for biodegradable wastes.
- Strengthen our approach to environmental protection, enhancement and management in the city by working with the Leeds Initiative, Forum for the Future and other local partners and making use of the sustainability standard for local government
- Provide new areas of green space within development according to standards we have adopted in our planning framework
- Support and enable the reduction of household CO2 emissions, replace inefficient heating systems with energy efficient alternatives in Council houses and enforce new Building Regulations to ensure required standards of energy efficiency in new developments.
- Enhance the value to biodiversity of the City Council's own land holdings
- Ensure that the Council's Development policies address the health impacts of poor air quality and the designated Air Quality Management Areas
- Implement the Carbon Management Action Plan -
  - Introduce an energy labelling system for council buildings to identify excessive consumption
  - Involve and train staff in energy and environmental awareness
  - Adoption of best practice procedures for the operational use of energy
  - Implement measures to improve the efficiency of buildings found to have poor energy performance.
- Reduce the environmental impacts associated with goods and services we buy such as office paper, peat and energy for our buildings

- We will work with the ALMOs to improve the energy efficiency of public sector dwellings. The ALMOs have agreed to invest ,backed by grant, £32 million in housing investment for double glazing, heating and insulation improvements ,to increase the housing energy performance to a City wide target of SAP 61.2
- Draw in Warm Front Grant to the privately rented and owner occupied housing sectors, whose occupants are identified as eligible to State Benefit, with a target of facilitating 3,500 heating and insulation grants in this financial year.

### How we will measure our success.

The Council is keen to ensure that it measures its success in delivering the strategic outcomes and priorities it has established for itself. To help in this task, a suite of success measures was developed and published in the Corporate Plan 2005-2008. These measures, performance against which will be reported each year in the Council plan, will be the basis for assessing the progress the Council is making to deliver its Corporate Plan.

Success Measures	Targets		
	2005/06	2006/07	2007/08
Reduce overall crime levels in Leeds by 35%			
Reduce the number of people who have a fear of crime			
Reduce the number of wards in the city with a domestic burglary rate of more than 60 per 1,000 households			
Reduce the number of people killed or seriously injured in road accidents each year to 365	387	368	
Reduce the proportion of relevant land and streets with unacceptable levels of litter and detritus to 25%	26.5%	26.5%	25%
Reduce the percentage of principal roads that need major repairs	25%	24%	23%
Reduce the percentage of the 'B and C ' roads that need major repairs	14%	12%	10%
Reduce the percentage of minor roads that need major repairs	24%	19%	14%
Reduce the percentage of the footway network where structural maintenance should be considered to 33%	33%	33%	33%
Increase the number of parks and countryside sites meeting the Green Flag standard by 70%	12%	14%	
Ensure over 75% of local residents are satisfied with parks and open spaces		76%	
Reduce the percentage of waste going to landfill to 72%	76.6%	75.5%	72%
Increase the percentage of waste recycled and composted to 26%	23.4%	24.5%	26%
Improve energy efficiency in Council owned dwellings by improving the Standard Assessment Procedure energy rating to 66 out of a possible score of 100	61.2	64	66
Increase the percentage of the Local Authority area that is inspected for contaminated land			
Increase the percentage of pollution control improvements to our existing installations			
Reduce energy consumption in Council buildings by a minimum of 10%.			

**Hot Links** - Whilst the above information highlights the activities to be undertaken in the year ahead to help the Council deliver its priorities and how we will measure our success, much more detail on our plans and activities can be found in the following plans and strategies which have been published by the Council.

# All communities are thriving and harmonious places where people are happy to live.

## Introduction

In line with the new Vision for Leeds 2004 - 2020, the Council's overarching priority is to narrow the gap and ensure that all people and neighbourhoods can benefit from the city's success and enjoy a good quality of life.

The Council works in partnership to ensure that the city's neighbourhoods are thriving places where people of different backgrounds want to live and feel valued. The introduction of area management, Area Committees and local District Partnerships plays a big role in this by working in local areas to address the complex set of issues and problems which exist in our neighbourhoods.

Because of the work of the Council and its partners over the last three years, progress has been made in narrowing the gap, with the city starting to reverse the downward spiral of deprivation. However the factors which exclude individuals and communities from the success of the city are complex and not easily separated. Therefore there are still places within Leeds which do not live up to the vision of thriving and harmonious communities where people are happy to live.

## Priorities

The new three year Corporate Plan sets out the priorities in this area which the Council will be working on over the next three years with its partners. These are set out below and provide the policy framework for the actions the Council will take this year under this strategic outcome.

- a. We will narrow the gap between the most disadvantaged people and the rest of the city.
- b. We will reduce unemployment amongst major target groups.
- c. We will enhance Leeds' town and district centres and city centre.
- d. We will develop strong and positive relationships between people from different backgrounds.
- e. We will create a sense of belonging for all communities and encourage active involvement in community life.
- f. We will make sure our community facilities meet the needs of local communities now and in the future.

## Activity to be undertaken in the year ahead

Responsibility for managing the delivery of programmes and activities under this theme resides with the Thriving Communities Corporate Priority Board. This Board will undertake regular monitoring of progress made and will produce an annual progress report for the Council's Corporate Management Team. The annual progress report will form the basis for 'reporting back' progress in next year's Council Plan.

Key activities to be undertaken in the year ahead to help the Council ensure All communities are thriving and harmonious places where people are happy to live

- Progress major programmes of regeneration by appointing a private sector partner to the East and South East Leeds initiative and develop plans for inner South, West Leeds Gateway and inner North Leeds that will:-
  - Improve housing conditions and the environment
  - Reduce crime
  - Improve educational attainment and skill levels
  - Reduce unemployment and worklessness
  - Reduce health inequalities
- Deliver a rolling programme of intensive interventions within priority neighbourhoods within the neighbourhood management framework to improve the quality of life of residents in those areas
- Work in partnership with the Department for Work and Pensions to tackle unemployment amongst key target groups. Initiatives which start this year include:
  - Ensure people claiming Job Seekers Allowance from 11 wards in the city entering mainstream programmes under the "day one eligibility rules" will have started work within 3 months of that programme ending;

- Provide a childcare guarantee for all children up to the age of 11 within Beeston, Holbeck, Killingbeck and Seacroft by December 2005. This will enable all lone parents to have access to high quality childcare should they request it.
- Work with at least 3 GP Practices to identify people on Incapacity Benefit who the GP feel are ready to start to consider a return to work and offer them routeways into work.
- Roll out strategies for the recruitment of target groups to Council vacancies, focusing on jobseekers, BME communities, apprentices and people with disabilities by September 2005. This will include expanding the Junior Job Guarantee Programme offering opportunities to year 10 and 11 pupils which will increase apprentice opportunities within the Council by 10% and running service and sector specific jobs fairs to target opportunities towards the target groups.
- Support 30% of workless people using the city centre jobshop to help them into work and further training by March 2006. This support includes providing advice and guidance, vacancy information and matching service, interview preparation and application form support. Hold regular IT job sessions in the city's libraries which will provide approximately 3,000 people with C.V. writing, researching employers and finding job vacancies online.
- Spend £285m to increase the number of council houses meeting the decency standard and work with developers and housing providers to increase the provision of affordable housing and to remove barriers to home ownership through a range of housing market interventions.
- Develop Town and District Centre Strategies and Action Plans in all five Area Management areas to create sustainable commercial centres. This work is supported by £5m of capital investment over two years and the focus for initial activity will be:
  - **North East Leeds** - Wetherby and Parish Councils in the area
  - **East Leeds** - EASEL area, Halton and Garforth
  - **South Leeds** - Morley and Rothwell
  - **West Leeds** - Armley, Pudsey and Farsley
  - **North West Leeds** - Headingley, Otley, Horsforth, Bramhope, Pool and Hawksworth
- The Council will develop initiatives to improve connectivity between the City Centre to Neighbourhoods in adjacent areas by:
  - producing a Development Framework for Mabgate to assist the processing of planning applications and to maximise linkages with local communities.
  - producing Supplementary Planning Documents for Holbeck Urban Village which encourages investment improving access and the public realm
  - Completing the review of the implementation arrangements at the Waterfront to ensure the full potential of the Waterfront is delivered for all the community.
  - Kirkstall Road - Completing a Planning Framework for Kirkstall Road to maximise the regeneration opportunities and linkages with local communities
- The Council will produce an Annual Report and Action Plan on Community Cohesion in the Autumn to provide an update on progress to date and set out planned actions and commitments to promote cohesion.
- Support the development of a Leeds Initiative Harmonious Communities Strategy Group to be launched in the Autumn. It will have responsibility for driving forward the cohesion agenda in Leeds and monitoring progress. The group will seek to ensure that partnership activity contributes to building cohesive communities.
- Develop an effective multi sector community cohesion tension monitoring and response system to enable us to better identify and respond to tensions within and between communities.
- We will continue to improve services to meet the needs of vulnerable groups and individuals. The Supporting People programme will spend £35m and will prevent homelessness by establishing a sanctuary scheme to assist households suffering domestic violence and hate crime to remain safely in their accommodation, and expand the mediation service to help young people reconcile differences with their parents.
- Ensure that there is a strategic, consistent and co-ordinated approach to community engagement that links to service planning and improved outcomes for communities. This will include:
  - Developing effective systems for managing consultation and tracking community perceptions, priorities and feedback on services.

- Developing opportunities for people to participate locally through area management arrangements.
- Identifying and targeting service delivery to meet the needs of hard to reach groups.
- Review Leeds Communities Online (a resource that provides quick and easy access to community information about crime prevention, local activities and events, local sports fixtures, entertainment and arts.) A forum and polls facility provides the opportunity for citizens to comment on local issues and get involved in their community and we will be working to increase usage and take-up by local groups this year to help inform service improvement and delivery.
- Increase investment in community venues such as Chapeltown Children's Centre and two new libraries in Otley and Horsforth to improve the fabric of community buildings.
- Finalise proposals for Joint service Centres to be included in the next Strategic Service Development Plan for Leeds LIFT in July 2005. Leeds LIFT is a partnership of public and private sector organisations which will use £15.7 million of approved Private Finance Initiative credits to support the development of 3 new Joint Service Centres in Kirkstall, Harehills and Chapeltown. These centres will contain Council services such as Social services, Environmental Health, Customer Services and Library Services along with services provided by partner organisations. Confirmation of the complete financial package will be agreed by December 2006
- Implement a new pricing and lettings policy for Council owned community centres and family Learning Centres to address the variation in prices that are being charged across the city for the use of similar facilities and ensure that there is a single pricing system in place for all users who should be paying for the use of the facilities. It is expected that following the results of public consultation the revised policy will be implemented from Autumn 2005.
- Continue the review of the portfolio of council owned community facilities to ensure local needs are met in a sustainable way

#### **How we will measure our success.**

The Council is keen to ensure that it measures its success in delivering the strategic outcomes and priorities it has established for itself. To help in this task, a suite of success measures was developed and published in the Corporate Plan 2005-2008. These measures, performance against which will be reported each year in the Council plan, will be the basis for assessing the progress the Council is making to deliver its Corporate Plan.

The table below details the success measures and appropriate targets (where possible at this time) for each of the next three years.

Success Measures	Targets		
	2005/06	2006/07	2007/08
• Improve the quality of life of people living in the most disadvantaged areas of the city by narrowing the gap between them and the rest of Leeds	New Indicator (Targets being negotiated with central government as part of LPSA 2)		
• Reduce the number of homeless people in Leeds per 1,000 households, as defined by the council	7.7	7	6.3
• Reduce unemployment amongst the following target groups: <ul style="list-style-type: none"> <li>- lone parents</li> <li>- people claiming incapacity benefit</li> <li>- people living in the 11 most deprived wards in the city</li> </ul>	New Indicator (Targets being negotiated with central government as part of LPSA 2)		
• Increase the percentage of Council owned dwellings that meet government decency standards	55%	65%	75%
• Increase the percentage of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	3.8%	4.0%	4.2%
• The number of private sector vacant dwellings that are returned into occupation or demolished each year.	800	800	800
• Increase the number of racial incidents recorded by the authority per 100,000 population	216	229	236



Success Measures	Targets		
	2005/06	2006/07	2007/08
<ul style="list-style-type: none"> <li>Increase the percentage of local people who feel local ethnic differences are respected.</li> </ul>	New Indicator (Targets to be determined this year)		
<ul style="list-style-type: none"> <li>Increase the percentage of local people who feel that they belong to their local area.</li> </ul>	New Indicator (Targets to be determined this year)		
<ul style="list-style-type: none"> <li>Increase the percentage of local people who feel they can influence decisions affecting their local area.</li> </ul>	New Indicator (Targets to be determined this year)		
<ul style="list-style-type: none"> <li>Increase the percentage of local residents satisfied with community facilities in their local area</li> </ul>	New Indicator (Targets to be determined this year)		
<ul style="list-style-type: none"> <li>Maintain levels of turnout at local elections</li> </ul>	N/A	32%	32%
<ul style="list-style-type: none"> <li>Achieve a score of 3 out of 4 for compliance with the Public Library Service Standards.</li> </ul>	2	3	3

### Hot Links

Whilst the above information highlights the activities to be undertaken in the year ahead to help the Council deliver its priorities and how we will measure our success, much more detail on our plans and activities can be found in the following plans and strategies which have been published by the Council.

- Asset Management Plan 2005

## Our children and young people are healthy, safe and successful.

### Introduction

To improve outcomes for children we need to radically change how we deliver children's services over the next few years. At the heart of these changes is a commitment to ensure that services are built around the needs of the child and make sure that families, parents and carers have access to high quality support when needed.

Over the next few years the Council and Children Leeds (the Children and Young Peoples Strategic Partnership) will be focusing on integrating children's services by increasing joint working between social services, education, health and voluntary/ community sector to ensure we better meet the needs of children and families. We have an emphasis on prevention and ensuring we safeguard the well-being of all children.

We believe that improving universal services, such as schools and children's centres, is vital if every child is to achieve their full potential. Our approach will include nestling specialist services for vulnerable children, young people and families within universal provision and developing specialist stand alone services where appropriate for children and families with complex support needs.

### Priorities:

The new three year Corporate Plan sets out the priorities in this area which the Council will be working on over the next three years with its partners. These are set out below and provide the policy framework for the actions the Council will take this year under this strategic outcome.

- We will make sure children and young people are safe.
- We will make sure children and young people are healthy and choose healthy lifestyles.
- We will make sure children and young people are achieving and getting the most out of life.
- We will make sure children and young people are free from the effects of poverty and benefit from the economic success of Leeds.
- We will make sure children and young people are active citizens and make a positive contribution to their communities.

## Activity to be undertaken in the year ahead

Responsibility for managing the delivery of programmes and activities under this theme resides with the Children Leeds Executive Board (the Children and Young Peoples Strategic Partnership). This Board will undertake regular monitoring of progress made and will produce an annual progress report for the Council's Corporate Management Team. The annual progress report will form the basis for 'reporting back' progress in next year's Council Plan.

Key activities to be undertaken in the year ahead to help the Council ensure all children and young people are healthy, safe and successful.

- Delivering the Change for Children Programme
  - develop a framework for engaging and involving children and young people in identifying local priorities. Consultation will take place between July and October 2005.
  - have new Children and Young Peoples Strategic Partnership governance arrangements in place by April 2006.
  - complete a comprehensive needs analysis of children, young people and families which will form the foundation of the first integrated Children and Young Peoples Plan to be published in April 2006.
- Ensuing children and young people are safe
  - increase the take up of leisure services to children in need through ensuring every looked after child has access to a wide range of free sport and leisure facilities through the 'Max Card' and improving access to Breeze Cards.
  - introduce independent chairs for adoption panels by December 2005.
  - work in partnership with the Crime and Disorder Reduction Partnership to develop and identify new services for drug and alcohol using parents.
  - organise a Paediatricians Conference in November 2005 to raise awareness and improve issues surrounding parental drug misuse and neglect.
  - introduce Safeguarding Boards by December 2005 with full implementation by April 2006. Safeguarding boards will run in partnership with other agencies to safeguard and promote welfare for children.
  - continue to deliver the Climbé Action Plan to ensure all social care services to children meet the revised national standards.
  - develop and implement a strategy for increasing the number of BME adopters **by when**.
  - ensure that all vulnerable and looked after children have access to high quality early years provision.
  - ensure that all schools implement action plans based on the recommendations from the Birchard Enquiry into safeguarding and protecting children, focusing on ensuring safe recruitment practices.
- Ensuring children and young people are healthy and choose healthy lifestyles
  - extend the provision of integrated Children and Adolescents Mental Health Service to cover the whole city.
  - conduct a survey of all pupils in Year 6 and 9 to identify their sporting interest, their levels of participation and their attitudes towards sport and physical activity.
  - test all year 7 pupils physical skill levels and health related indicators to establish a baseline of childhood obesity in the city. Activities will include:
    - healthy schools programme; and
    - Sport and recreational activities preferred by children and young people.
- Ensuring children and young people are achieving and getting the most out of life
  - work in partnership with the DfES to deliver the 'Releasing Potential Programme' focusing on 10 schools with low value added.
  - develop a primary and secondary transition strategy that ensures pupils build on their previous achievement.
  - role out a best practice model for the introduction of individual learning plans that are based on improving all outcomes for children and young people.

- audit current buildings and the quality of provision of child care services to ensure they meet the Day Care standard for early years provision
  - work with schools, providers and children and families to identify local need for early years services and develop strategies to ensure needs are met
  - Target additional support to improve the achievement of looked after children, BME communities and pupils with special educational needs. This will include ensuring:
    - all looked after children have personal education plans that are regularly monitored
    - all children without a full time placement are immediately offered full time education
    - extra financial support is available to looked after children
    - a mentoring scheme is available for looked after children
  - Build 5 new high schools, a new primary and a new Early Years centre. There will be one new campus development that will provide 0-19+ learning provision.
  - Build the David Young Academy in East Leeds.
- Ensuring children and young people are free from the effects of poverty and benefit from the economic success of Leeds
    - develop new and varied vocational pathways for 14-16 year olds that lead to a high quality accredited qualification and provide clear progression routes to further education or employment and training opportunities.
    - provide a full time Connexions Personal Advisor to work with those young people leaving care who are most disengaged and enable them to access education, training or employment opportunities.
    - Establish robust procurement mechanisms to ensure that schools can access a number of providers to support the delivery of early years services on the school site.
    - confirm the location of the next phase of children's centres in the most deprived areas of the city.
    - Open approximately 12 new children's centres by April 2006 to make a total of 23 city-wide.
- Ensuring children and young people are active citizens and make a positive contribution to their communities
    - introduce a number of city-wide anti-bullying campaigns to raise awareness of anti-bullying strategies and action to support children and young people.
    - work with 17 schools that have high rates of exclusions to develop more effective and preventative systems through behaviour audits.
    - continue to develop the 'No Child Left Behind' strategy to reduce exclusions and improve behaviour in schools by allowing schools to work together and introduce better services to support challenging behaviour.
    - work to reduce racism in schools by supporting schools to meet the Stephen Lawrence Education Standard and achieve the Inclusion Charter Mark
    - Reducing the number of young people offending
    - Work with the Youth Offending Service to increase the number of parents accessing parenting course to support children and young people at risk of anti-social behaviour
    - Launch the LSS4U consultation website targeted at children in need and looked after children to allow the view of children and young people to fully inform service provision and better meet their needs
    - Introduce a Lees Youth Work partnership to improve and better co-ordinate the provision on youth services in the city
    - Deliver the Positive Activities for Young People programme increase the availability of diversionary activities and reduce youth crime and anti-social behaviour.
    - Work in partnership with Education Leeds to offer more informal learning opportunities for youth people, particularly those at risk of anti-social behaviour and exclusion.
    - Work with the Connexions Service to provide more personal advisors in Youth work settings across the city.

### **How we will measure our success.**

The Council is keen to ensure that it measures its success in delivering the strategic outcomes and priorities it has established for itself. To help in this task, a suite of success measures was developed and published in the Corporate Plan 2005-2008. These measures, performance against which will be

reported each year in the Council plan, will be the basis for assessing the progress the Council is making to deliver its Corporate Plan.

The table below details the success measures and appropriate targets (where possible at this time) for each of the next three years.

Success Measures	Targets		
	2005/06	2006/07	2007/08
Increase the percentage of pupils who participate in at least 2 hours of PE / sport each week.	Targets to be set once a baseline has been established		
Increase the take-up of cultural and sporting opportunities amongst 5 - 19 year olds	Targets to be set once a baseline has been established		
Reduce the number of young people who have a fear of crime	Targets to be set once a baseline has been established		
Reduce the number of children killed or seriously injured in road accidents to 48	56	52	48
Ensure 25% of the city's 13 - 19 year olds are reached by the Youth Service	22%	23%	25%
Provide stability for children looked after by the Council by ensuring only 13% have 3 or more placements each year	13%	13%	13%
Reduce the number of children coming into care for the first time by 5%	Targets to be set once a baseline has been established		
Increase the number of children who are adopted to over 8% of all children looked after by the Council	7%	7.5%	8.1%
Ensure 99% of child protection cases are reviewed on time	98%	99%	99%
Ensure the level of overall assessment reached at the end of foundation stage (i.e. up to 5 years old) is in line with the national average (Summer 2007)	Targets to be set once a baseline has been established		
Ensure the percentage of pupils achieving Level 4 or above in English and Maths at Key Stage 2 (i.e. up to 11 years old) is in line with value added estimates of expected progress (Summer 2007)	Targets to be set once a baseline has been established		
Ensure the percentage of 14 year olds achieving level 5 or above in core subjects (English, Maths and Science) is in line with value added estimates of expected progress - see below (Summer 2007)	Targets to be set once a baseline has been established		
Ensure the percentage of 16 year olds achieving the equivalent of 5 or more GCSEs at grades A*-C is in line with value added estimates of expected progress - see below (Summer 2007)	Targets to be set once a baseline has been established		
Reduce the number of permanent exclusions in Leeds schools	1.35	0.9	0.65
Increase attendance in Leeds schools	Targets to be set once a baseline has been established		
Increase the percentage of school leavers progressing to full-time or part-time education and training	Targets to be set once a baseline has been established		
Ensure 100% schools in Leeds are judged by OfSTED to be satisfactory or better (Summer 2007)	Targets to be set once a baseline has been established		
All targeted under-performing pupil groups make expected progress against Key Stage 4 (i.e. 16 years old) value added estimates for the percentage of 16 year olds achieving the equivalent of 5 or more grades A*-C at GCSE (Summer 2007)	Targets to be set once a baseline has been established		
Ensure 15% of children looked after by the council achieve the equivalent of 5 or more GCSEs at grade A* to C	13%	15%	15%
Ensure 50% of children looked after by the Council leave care having obtained the equivalent of at least 1 GCSE at grade A* to G	50%	50%	50%
Ensure 70% of care leavers are engaged in education, employment and training at the age of 19	70%	70%	70%
Reduce the number of children under 16 years of age living in households where all adults are unemployed	Targets to be set once a baseline has been established		
Increase the number of places in children's centres <ul style="list-style-type: none"> <li>Number of places in children's centres</li> </ul>	1,353		

• Number of integrated places in schools	1,987	2,487	2,987
Reduce the number of first time offenders who are under 18 years of age by 5%	Targets to be determined		5%

**Hot Links** - Whilst the above information highlights the activities to be undertaken in the year ahead to help the Council deliver its priorities and how we will measure our success, much more detail on our plans and activities can be found in the following plans and strategies which have been published by the Council.

- Leeds Preventative Strategy
- [www.everychildmatters.gov.uk](http://www.everychildmatters.gov.uk) (website)
- Leeds Education Development Plan
- Social Services Business Plan
- Sport and Active Recreation Strategy for Leeds 2002-2006

**At each stage of life people are able to live healthy, fulfilling lives.**

**Introduction**

We want Leeds to be a healthy place for everyone who lives, works or visits here.

A number of factors help shape the health of people and communities. The more that our environment becomes, safe, clean and green, the better our health will be. Many of these are influenced through the work of the Council which is working to protect health, prevent ill health and promote good health at all stages of life. It is unacceptable that the opportunity for a long and healthy life is still linked to social circumstances, childhood poverty, where you live, whether you are in paid work and what job you do, how much your parent earned, your race and your gender.

Decent housing, safe environments, an adequate income, skills for health and life, good transport, family support and facilities for child care, high quality and appropriate services for those who need them, all contribute to public health. Many of these are covered under the other themes. Under this theme for 2005/6 we shall target services, promote choice and independent living, develop and promote practical opportunities for lifestyles which support physical, mental and spiritual health, and work towards maximising support for health in the home, at work (including within LCC) and in public places.

Working in partnership, the Council will focus its adult social care resources, over the next 12 months, on those most in need by applying the newly revised eligibility criteria “Fair Access to Care Services”. Service redesigns will enable a faster response with an emphasis on choice, recovery and enablement. New social enterprises will enable access to a wider range of alternative community-based services.

The Council will work with health agencies and providers of sport and recreation to improve opportunities for formal and informal physical activity with all communities in order to improve physical and mental health and help reduce risks of coronary heart disease.

We shall continue to enhance our partnerships with the health and voluntary sectors at city-wide and District level and also with service users.

**Priorities:**

The new three year Corporate Plan sets out the priorities in this area which the Council will be working on over the next three years with its partners. These are set out below and provide the policy framework for the actions the Council will take this year under this strategic outcome.

- a. We will improve the physical, mental and social health and well being of all the citizens of Leeds
- b. We will reduce health inequalities and the impact of poverty on health
- c. We will help all adults, particularly older people to live independently with appropriate support if they need it
- d. We will make sure people have the support they need at each stage of life and as they move between life stages

## Activity to be undertaken in the year ahead

Responsibility for managing the delivery of programmes and activities under this theme resides with the Health and Well Being Corporate Priority Board. This Board will undertake regular monitoring of progress made and will produce an annual progress report for the Council's Corporate Management Team. The annual progress report will form the basis for 'reporting back' progress in next year's Council Plan.

Key activities to be undertaken in the year ahead to help the Council ensure that at each stage of life people are able to live healthy and fulfilling lives:

- Continue to develop joint working to reduce the need for hospital admission and when this is not possible ensure that people have the support they need when they are ready to leave hospital.
- Work with Leeds Teaching Hospital Trust and the Primary Care Trusts to develop the Strategic Services Programme 'Making Leeds Better' - redesigning health services for adults and children to improve quality and access while achieving a better balance between acute and primary care.
- Together with our health, voluntary sector and service users, develop a mental health strategy, which will enable more people supported to live at home.
- Undertake the following take-up campaigns:
  - Housing and Council Tax benefit
  - Pension Credit
  - Working Tax Credit
- Develop a cross sectoral Affordable Warmth Strategy by March 2006 to help address the fuel poverty issues for the City.
- Develop cross City advice e.g. affordable warmth network for workers who will give advice to people who are deemed eligible for grant advice.
- Carry out a Winter Warmth Initiative including Warmer Homes Week events during November/December 2005.
- Develop a new part lottery funded £16m 50m Pool at the South Leeds Stadium complex. Target completion for March 2007. This new facility will provide Leeds with a Sub Regional Development centre for Swimming and Diving as well as providing top class facilities that the wider community of Leeds will be able to enjoy.
- Development of new £5m Sports facility at John Smeaton School, part funded by the Big Lottery Fund. This new development is due for completion by the summer of 2006. The facility will be used by local schools, John Smeaton High School and the wider Leeds community.
- Appoint City Physical Activity manager in partnership with the City PCTs by August 2005. To co-ordinate the provision of community based programmes where the need is greatest.
- Establish City wide Physical Activity Forum/Partnership by February 2006. To promote active recreation and sport for all in a wide variety of setting across the city.
- Increase the awareness of the benefits of physical activity we will deliver a "Smarten Up" campaign, including Leeds fitness week. The "Smarten Up" campaign continues to provide a promotional outlet for joint campaigns with the city's PCTs that help promote the value of taking part in physical activity.
- We are putting into action the playing pitch strategy, and in particular during 2005/06 will allocate £1.5million to playing pitch improvements.
- Pilot way-marked walks, which will contain interpretative information promoting the health, benefits of physical activity and guided by a walk leader.

- An ongoing programme of skill and capacity building will be undertaken within the Environmental Health Service with reference to the new public health agenda.
- A review of environmental health services in relation to food safety, Regeneration and Health Promotion will be undertaken, as part of a rolling programme of reviews in Environmental Health. A key focus of these reviews will be to maximise the contribution to the health improvement made by each service.
- Promote no smoking and safe alcohol and drug policies in the work place through the Council's enforcement activities.
- Conduct a targeted and prioritised programme of workplace inspections aimed at premises and activities with specific hazards and/or high risks in order to enforce health & safety legislation.
- In partnership with other agencies we will implement the city-wide Tobacco Action Plan subject to Council approval.
- Introduce specific programmes to promote the health, safety, wellbeing of Leeds CC staff with the objective of reducing absence from work.
- Revise and implement the Council's policy on Smoking at Work and provide smoking cessation support within each Department.
- Re-design our Social Services adult service teams by August 2005 to provide a faster response - including self assessed access to minor items of equipment.
- Re-commission home care services in October 2005 to provide a recovery service and a separate long term care service.
- Support the independent sector in the planning and further development of extra care housing.
- Submit a PFI bid in July 2005 for £52 million to support the re-provision of local authority learning disability and mental health hostels and offer community housing alternatives
- Provide all eligible service users more choice and control in the type of care they get by offering a Direct Payment in lieu of a service.
- Enhance the range of early intervention/preventative services for adults and establish a joint visiting team under the Link-age umbrella for older people. The team will bring together staff from The Pension Service, Leeds Benefits Service and Social Services Fairer Charging Team to provide a simple, single access route for older people to claim a wide range of benefits.
- All adult day services will be reviewed / redesigned to ensure that they are compatible with current Council policy and to provide a bridge between day services and other services offering educational, leisure and employment opportunities.
- The 'Keeping House programme' will promote the development of social enterprises to offer services to people needing support at home to maintain their independence and quality of life. The programme will also provide opportunities for employment and involvement, and will start by October 2005 with city wide access being developed during the following 12 months.
- Promote healthy and active life for older people including specific initiatives around exercise & nutrition (subject to final agreement on government funding). Across the city the number of schemes will be expanded this will also include an additional scheme for black & minority ethnic communities.
- Develop and commence the implementation of a Food Strategy for Leeds. focused on promoting opportunities for choosing a healthy diet, reducing diet based disease and addressing health inequalities. We will:

- bring together partners and stakeholders to co-ordinate implementation of the strategy and encourage positive attitudes towards for health;
  - promote the strategy across all council activities;
  - set up a food and health project in Kirkgate Market (with support from the Food Standards Agency);
  - set up a joint database for community food projects and link our work on food safety with the promotion of healthy food.
  - Review and improve our in-house and contracted provision, supporting the use of more local food suppliers
- £50k has been allocated to allotment sites to improve fencing, pathways, gates and access to water during 2005/06. An allotments Strategy will be developed that emphasises the importance of allotments in supporting the key benefits of health, diet, education, social wellbeing, recreation and the environment.
  - Support the introduction of a new Alcohol Harm Reduction Strategy for Leeds

### How we will measure our success.

The Council is keen to ensure that it measures its success in delivering the strategic outcomes and priorities it has established for itself. To help in this task, a suite of success measures was developed and published in the Corporate Plan 2005-2008. These measures, performance against which will be reported each year in the Council plan, will be the basis for assessing the progress the Council is making to deliver its Corporate Plan.

The table below details the success measures and appropriate targets (where possible at this time) for each of the next three years.

Success Measures	Targets		
	2005/06	2006/07	2007/08
Increase the percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation (including walking) on 3 or more days a week.***	New Indicator		
Ensure 70% of local residents are satisfied with sport and leisure facilities in the city			
Reduce the percentage of Leeds households that are vulnerable and suffer from fuel poverty	13.5%	10.2%	8.7%
Achieve the implementation of smoking control measures***	New Indicator		
Increase the number of adults receiving direct payments for care services to 91 per 100,000 of the population aged 18 years and over.	56.1	81.1	91
Ensure 89% of equipment and adaptations for disabled and elderly people are delivered within 7 working days	89%	89%	89%
Reduce the number of older people who are admitted to residential and/or nursing care to 85 per 10,000 population aged 65 or over.	89	85	85
Increase the number of families supported with childcare, including before and after school clubs where;*** a). parents work b). parents are in work based learning, training or further education	a). 1550 b). 450	a). 1770 b). 450	a). 2000 b). 550
Reduce unemployment amongst the following target groups:.* - lone parents - people claiming incapacity benefit - people living in the 11 most deprived wards in the city	Targets being negotiated		
Ensure 70% of care leavers are engaged in education, employment and training at the age of 19	70%	70%	70%

**Hot Links** - Whilst the above information highlights the activities to be undertaken in the year ahead to help the Council deliver its priorities and how we will measure our success, much more detail on our plans and activities can be found in the following plans and strategies which have been published by the Council.



## **Leeds is a highly competitive, international city.**

### **Introduction**

Cities are increasingly in competition with each other for jobs, investment, employees, tourists, shoppers and other visitors. Leeds needs to continue to respond to this, to make sure that we can compete successfully with other cities, the rest of Europe and further afield. Leeds has had a strong, growing economy for the last 20 years, whilst the Yorkshire and Humber region has been a relatively poor performer in the UK. Economists forecast that Leeds' economy will continue to grow over the next 10 years, but they think that the regions of northern England could, as a whole, fall further behind London and the south. Consequently, the Council must work with its partners, including the Leeds Initiative, to continue to build on its strong, diverse economy while promoting itself more effectively to national and international markets and investors as a city with an excellent quality of life which is a good place to do business in. So the Council, with its partners, must help to ensure that further growth is not constrained, for example, by transport problems; it must continue to protect and enhance Leeds' environment and invest in education and skills which lay the foundation for the economic prosperity of the city. At the same time, we will also need to work closely with other authorities and regional organisations to promote economic growth in the wider city region. This is necessary to maintain sustainable economic growth in Leeds and other locations.

### **Priorities**

The new three year Corporate Plan sets out the priorities in this area which the Council will be working on over the next three years with its partners. These are set out below and provide the policy framework for the actions the Council will take this year under this strategic outcome.

- a. We will develop high-quality transport.
- b. We will create a leading city in Europe which has an international reputation.
- c. We will further develop the role of Leeds as the regional capital
- d. We will make sure the skills of the workforce match the skills needed to stay competitive.
- e. We will develop the city's cultural infrastructure to increase the cultural opportunities available to people in Leeds and the wider region.

### **Activity to be undertaken in the year ahead**

Responsibility for managing the delivery of programmes and activities under this theme resides with the City Development Corporate Priority Board. This Board will undertake regular monitoring of progress made and will produce an annual progress report for the Council's Corporate Management Team. The annual progress report will form the basis for 'reporting back' progress in next year's Council Plan.

Key activities to be undertaken in the year ahead to help the Council ensure that Leeds is a highly competitive, international city are outlined below.

- Promote sustainable patterns of transport by encouraging alternatives to travel by private cars and by further encouraging multi-occupancy of cars. More specifically we will ensure each department develops its own Green Transport Plan to implement in 2006/07.
- Lobby for greater intra-regional, inter-regional and international connectivity and for representation on regional transport forums.
- Submit the new Local Transport Plan (LTP2) to the Department of Transport by March 2006.
- Continue to lobby for funding for Supertram. We are currently awaiting a response from the Minister.
- Further develop the Yorkshire Bus project in partnership with the West Yorkshire Passenger Transport Executive to make bus stops more accessible, create more bus lanes and give priority to buses at traffic lights.
- Continue with preliminary works with the aim of starting construction on the East Leeds Link road during 2006; construction is likely to take two years.

- Complete the detailed design for Stage 7 of the Leeds Inner Ring Road by April 2006 so that construction can be completed by December 2008.
- Complete a detailed study of the Outer Ring road and make recommendations for a future strategy.
- Work with Marketing Leeds to market the city to developers, investors and visitors in line with the emerging marketing strategy for Leeds; develop a city brand and better co-ordinate our marketing activity.
- Continue to work with the airport to improve rail and road access to it.
- Introduce a destination management system to enable on-line real time bookings for accommodation and tourist attractions.
- Introduce a framework for the renaissance of Leeds; we will approve the 2005/06 Renaissance Leeds Partnership business plan; and we will communicate the new Urban Renaissance principles for Leeds to those with an interest in development.
- Develop and put into place a programme of city centre improvements for example, improve city centre signage, refurbish Merrion Gardens, Park Square and Chancellor Court and undertake four public realm improvement schemes in Holbeck Urban village. We will also invest a further £3.1m in improving Briggate and gain approval for the supplementary planning document for the Harewood Quarter - the John Lewis development.
- Embed new partnership structures under the Leeds Initiative to promote and champion the 'going up a league' and 'Leeds in the region' aims of the Vision for Leeds. This includes contributing to the development of a competitiveness strategy for the city-region by December 2005 to influence the Government's spending review in 2006.
- Continue to lead the Leeds Economy Partnership, providing a forum for joint debate and action on economic issues such as financial exclusion, business improvement districts, business growth strategies, employment and innovation.
- Continue to work with other core cities and the Government to promote cities as drivers of regional economies. This year we will host the core cities summit to further this work and engage more effectively with businesses.
- Work with partners (especially Yorkshire Forward, the universities and Chamber of Commerce) to encourage a diverse economy and expand on knowledge-based and innovative businesses.
- Develop proposals to attract finance to support economic development in Leeds - for example bid to the Government for funding under the new Local Enterprise Growth Initiative.
- Our appointed consultants will report on feasibility of the developing a Concert Hall/Exhibition Centre/Arena during summer 2005.
- Support new businesses with practical assistance for example by improving the provision of managed workspace to e.g. St Ann's Mills.
- Work with and support relevant networks such as Leeds Financial Services Initiative.
- Commission research about innovation in health care in West Yorkshire in order to encourage greater innovation amongst existing companies and business spin-offs and help to market Leeds and West Yorkshire to potential investors.
- Analyse all new land-use planning policies to ensure they are consistent with our corporate social, economic and environmental policies.

- Prepare for the city's presence at the World Leisure Expo 2006 in Hangzhou, China to campaign internationally on behalf of Leeds.
- Continue to implement the Evening Economy Action Plan.
- Help others to develop a better understanding of why organisations in the city region need to work more closely together.
- Strengthen relationships with our partners and neighbours in the region and influence how regional and national economic policies develop. For example we will continue to influence and contribute to the Regional Economic Strategy, the Regional Transport Plan and the city region strategy.
- Encourage more key organisations to locate in Leeds e.g. through targeted advertising and by ensuring appropriate planning frameworks are in place to facilitate land and property availability.
- Help to attract and keep graduates and other skilled workers, for example by marketing Leeds, facilitating welcome events for overseas students arriving in Leeds and improving the overall quality of life in the city.
- Develop a comprehensive employment plan to improve the effective functioning of the labour market.
- Work with the Learning Partnership to deliver the skills strategy including :-
- developing the Construction Leeds Partnership to address construction skills needs in the city. In 05/6 funding will be agreed and the partnership will commence delivery;
- working with the health service to help people gain the skills needed for jobs in the NHS;
- focusing activity as appropriate on other key sectors including:
  - Business & Professional Services;
  - Retail, Tourism & Hospitality;
  - Distribution & Transport;
  - Creative & Digital.
- Use our planning systems and housing policies to facilitate the provision of a range of housing in all areas of Leeds to attract skilled workers.
- Increase the ease of movement within the Leeds catchment area.
- Work with arts organisations to develop arts events and increase the participation of adults and children in cultural activities through initiatives such as arts@leeds, Breeze on Tour and the programme of events on Millennium Square.
- Facilitate the provision of a media screen in Millennium Square.
- Continue to work to create new Museum in the Leeds Institute by 2008.
- Continue to create a resource centre to broaden access to the city's cultural collections.
- Complete the new 'Carriageworks' theatre to open in October 2005.
- Begin to make a new home for the Northern Ballet Theatre and Phoenix Dance, commencing with a value engineering exercise in 2005/06.
- Start work on the Grand Theatre, including a new 'fly tower', air handling system, lifts, etc.
- Develop proposals for the Art Gallery and Central Library to make improvements to access and signage, and upgrading some galleries.
- Complete the restoration of Kirkstall Abbey and open a visitor centre.

- Retain the Green Flag status at the 3 city parks that achieved the award in 2004 (Chevin Forest Park, Temple Newsam Estate, Lotherton Hall Estate) in addition to submitting Golden Acre Park for the award as a new entrant in 2005. We intend to submit Roundhay and Kirkstall for the award in 2006/7.
- Continue preparations for a Leeds festival in 2007, the 800<sup>th</sup> anniversary of the 1207 Leeds Charter.

### How we will measure our success.

The Council is keen to ensure that it measures its success in delivering the strategic outcomes and priorities it has established for itself. To help in this task, a suite of success measures was developed and published in the Corporate Plan 2005-2008. These measures, performance against which will be reported each year in the Council plan, will be the basis for assessing the progress the Council is making to deliver its Corporate Plan.

The table below details the success measures and appropriate targets (where possible at this time) for each of the next three years.

Success Measures	Targets		
	2005/06	2006/07	2007/08
Ensure the annual assessment of our Local Transport Plan scores 4 out of 4 (a "well above average" assessment).			4
Increase the percentage of non-car journeys at rush hour periods into the city centre to 45%	43.3%	44.3%	45%
Increase the proportion of local businesses who say they are satisfied that the Council and its partners are helping to create a good business environment in Leeds	New Indicator		
Increase the number of trips (inward and outward) made on scheduled services between Leeds Bradford International Airport and six key European cities	New Indicator		
Increase the number of foreign students enrolled at the city's universities	New Indicator		
Achieve recognition in the European Cities Monitor as an important business location	N/A	N/A	Top 10
Maintain the national ranking (4 <sup>th</sup> ) of Leeds' prime shopping quarter	4th	4th	4th
Increase the percentage of the population of working age qualified to NVQ level 4&5	New Indicator		
Increase the percentage of the population of working age qualified to degree level	New Indicator		
Continue to meet statutory targets (currently 60%) for major commercial and industrial planning applications determined within 13 weeks	60%	60%	60%
Continue to meet statutory targets (currently 65%) for minor commercial and industrial applications determined within 8 weeks	65%	65%	65%
Ensure the quality of the Planning Service is 100% when measured against a best practice checklist	94%	100%	100%
Ensure 64% of local residents are satisfied with museums and galleries in the city			64%
Ensure 70% of local residents are satisfied with theatres and concert halls in the city			70%
Increase visitors to the city council's cultural facilities	New Indicator		
Increase the percentage of school leavers progressing to full-time or part-time education and training*			
Build three new high-quality cultural facilities in the city			3

**Hot Links** - Whilst the above information highlights the activities to be undertaken in the year ahead to help the Council deliver its priorities and how we will measure our success, much more detail on our

plans and activities can be found in the following plans and strategies which have been published by the Council.

**City Region Strategy**  
**Evening Economy Action Plan**  
**Regional Economic Strategy**  
**Regional Transport Strategy**

## **Section Three - Looking back - What did we achieve?**

In launching the new Corporate Plan 2005 -2008, the Council has set some challenging targets for the next three years in order to continue to improve the services we provide.

However, the publication of the new Corporate Plan also brought to a close the planning period of the Corporate Plan 2002 - 2005. Therefore this section of the plan looks back at what has been achieved over the lifespan of the Corporate Plan 2002 - 2005.

This section specifically focuses on the key achievements and performance of the Council in the last three years. The information which follows is organised around the Corporate Plan 2002 - 2005 themes of:

- Creating better neighbourhoods and confident communities;
- Making the most of people;
- Competing in a global economy
- Integrated transport; and
- Looking after the environment
- Closer Working : Better Services

### **Creating better neighbourhoods and confident communities.**

In line with the Vision for Leeds, the Councils' overarching priority is in narrowing the gap to ensure that all the people in Leeds can benefit from the city's success and enjoy a better quality of life. In working towards creating better neighbourhoods and confident communities Leeds has become a safer and more secure place where people feel happy to live and has started to reverse the downward spiral of deprivation that exists in certain areas of the city.

The Corporate Plan 2002 - 2005 focussed on three social issues that consistently appeared as local and national priorities, and where performance needed to improve. These were:

- Community safety;
- Housing decency; and
- Supporting older people to live more independently

The following information 'reports back' on what the Council has done over the past three years to create better communities and confident communities.

#### **How have we performed?**

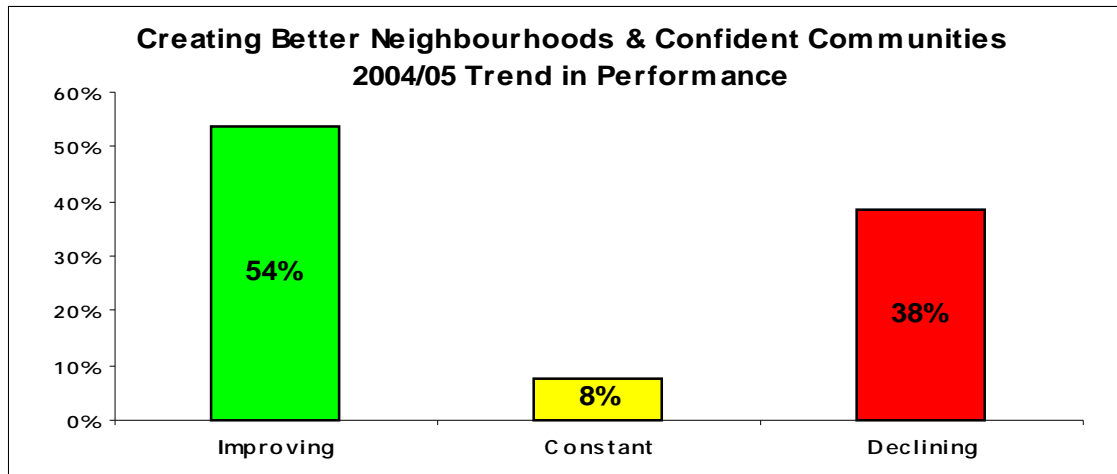
The following section assesses performance against a number of key measures within this theme and is aimed at providing a view on whether the Council has delivered against the priorities it set for itself under this theme. It does however have to be borne in mind that this only gives a limited picture, with the remainder of progress captured in the narrative that follows about achievements in each area over the last three years.

The indicators included in this analysis are those in the basket of measures used to provide the corporate performance overview included in Section 1 of this plan.

We have compared this year's results with those from 2002/03, the first year of the Corporate Plan 2002 - 2005. The graph below shows the proportion of indicators for which our 2004/05 performance has improved, remained constant or declined compared to our performance in 2002/03. Where appropriate the bars for 'Improving' and 'Declining' are split to show those indicators which have improved / declined by less than 5% (light shading) and those which have improved / declined by more than 5% (dark shading)

We have

- Ø maintained or improved our performance on 8 out of 13 indicators (62%);
- Ø improved our performance by more than 5% on 7 out of 13 indicators (54%); and
- Ø declined in performance on 5 out of 13 key performance indicators (38%);



We have continued to make progress in addressing community safety and have again seen a sustained fall in both burglary and vehicle crime this year. Since 2002/03 analysis shows a reduction in burglary of over 43%, with a reduction of 32% in the last year. This means that in 2004/05 there have been over 4,300 fewer victims of burglary. This is on top of the 2,500 fewer victims of burglary last year. This reduction is due to a number of factors including; reducing opportunities for offending by 'target hardening' properties in the city, targeting known offenders leading to arrests and prosecutions and crime prevention messages being taken on board by residents and home owners.

One area under the Community Safety priority where performance has not improved is on the reporting of Hate Crime. The Council's policy is to work to increase the number of racial incidents reported on the premise that it is an area of crime which is currently significantly under-reported. The Council has undertaken a lot of work over the past three-years to improve access and make it easier to report racial incidents and it is hoped that reported incidents will increase over the next three-years. Despite poor performance to-date in this area, the level of reporting in Leeds is still in the best 25% of metropolitan authorities nationally and the Council continues to identify this as a key performance area in the new Corporate Plan 2005-2008.

Overall the Council has made significant progress in addressing the Housing Decency issue over the past three years. In that time, six new ALMOs have been set-up to manage the Council's housing stock and each of those has been independently assessed as being a good 2 star (out of 3) authority. These assessments have provided the Council with access to increased funding to improve Housing Decency and ensure that no house in the city fails to meet decency standards by 2010.

However, more broadly within the Housing Decency agenda our performance is more mixed with improvement made in ensuring private sector vacant dwellings are made fit or demolished, but deterioration in performance on average number of days taken to re-let empty Council properties.

With regard to returning vacant properties back into occupation, performance has improved by over 95% in the last year such that in 2004/05 nearly 1600 properties were serviced compared to 800 last year. Improved performance in this area has been achieved due to the development of a database that enables more accurate management of data. This has facilitated a more efficient capturing of successful interventions. Coupled with this, Environmental Health Services have devoted more staff to undertake empty property strategy work and this has greatly improved our performance.

Counter to this, performance on average re-let times for local authority dwellings has deteriorated by 8 days since 2003/04 such that it currently takes 55 days on average to re-let our homes. This deterioration in performance which occurred predominantly earlier in the year is linked to the introduction of new revenue repairs partnering arrangements, however performance did improve towards the end of the year as the partnership started to have an impact.

Within the priority area of supporting older people to live at home independently and reduce health inequalities, again the performance is mixed. There have been improvements in the number of households receiving intensive home care, with specific improvements in the Council's LPSA target

around providing intensive home care for people aged 75 or over which has increased by over 30% since 2002/03. There have also been improvements in the number of people aged 75 or over who receive intermediate care services with the numbers receiving such care increasing by over 20% since 2002/03. Both these areas are part of the Council's LPSA agreement and it is hoped that our performance in these areas will provide the Council with access to over £400,000 in reward grant from the Government for achieving agreed targets as part of this agreement.

Counter to this, performance has not been as planned in two areas of supporting people to live independently. Firstly there was an increase of nearly five people per 1,000 people aged 75 or over who are admitted to hospital as a result of hypothermia or injury caused by a fall. This deterioration is on top of the deterioration last year which saw an extra 3 people per 1,000 people aged 75 or over admitted to hospital for such reasons. Secondly, the percentage of people requiring a community or residential service who both received a statement of their needs and had that statement met dropped again in 2004/05 to 91%, a fall of 6 percentage points on performance in 2003/04. This has resulted in performance in this area being assessed by the Department of Health as being in the 3<sup>rd</sup> best performance band.

## **Summary of achievements**

### Community Safety

Community Safety has continued to be high on the Council's list of priorities, crime and the fear of crime are a major concern for many of the people in Leeds. The council is a leading partner on the new Safer Leeds Partnership (formed through the merger of the Leeds Community Safety Partnership and the Drug Action Team). The key challenge over the past year has been to develop and embed preventative strategies alongside enforcement interventions to change the anti-social behaviour of a small minority of people that effect our neighbourhoods.

To improve the safety of our communities we have:

- Target hardened 5,787 properties in 2004/05, 94% of those who received this service said that their fear of crime had reduced and only 1% have since become a repeat victim.
- Undertaken a number of burglary reduction campaigns including 'Lock Them Out' to raise residents' awareness of property protection as one in four burglaries in Leeds occur through an unlocked door.
- Undertaken preventive work with students and housing providers to reduce the risk to students
- Formed a multi-agency Strategic Hate Incidents Group, together with the production of a hate crime strategy and we are currently developing action plans to improve the reporting of hate crime.
- Support the reduction of business crime by introducing a Leeds City Centre Shop watch, which is working towards a National Accreditation - Safer Shopping Award.
- Funded an additional 10 CCTV cameras and 2 mobile vans both of which have been operational since January 2005, which have assisted in 'crime and grime' operations.
- Extended the Parkswatch Scheme by investing £200K in eight additional city wide patrol staff bringing the total to ten, providing a service from 10am to 10pm 365 days a year.
- Addressed drug misuse and drug related crime; we have in partnership:
  - implemented the Drugs Interventions Project in relation to 'Throughcare and Aftercare' services;
  - established four Community Drug Treatment Services across each of the five Primary Care Trusts to provide a local integrated network of substance misuses services;
  - extended the rough sleeper outreach service to a broader street population of beggars, street drinkers and sex workers;
  - commissioned St George's crypt to provide an emergency accommodation and assessment service for street users; and
  - commissioned the no fixed abode primary health care team to develop a specialist substance misuse service for rough sleepers.
- Formed a multi-agency Strategic Hate Incidents Group and produced a hate crime strategy.



- Established a Victim Support Officer at all three of the Anti Social Behaviour Teams. A system of referral has been established between the Anti Social Behaviour Teams and Victim Support to actively work with victims from an early stage through to attendance at court.
- In partnership, established four Community Drug Treatment Services across each of the five Primary Care Trusts to provide a local integrated network of substance misuses services. This enables local people to access drug advice and treatment provision in their locality.
- Supported the multi-agency 'crime and grime' initiatives, which have had a positive impact on local communities. These operations are now being rolled out across the city (Banrock East, Cava South, Apollo West and Northwest, and Arrow in Chapeltown). This activity has contributed to the local and city-wide crime reduction performance and assisted in reassuring local people.

### Improving Housing Decency

The Council is committed to ensuring that people are able to live in good quality housing regardless of tenure. The Government has set decency standards and a target of achieving 100% decent homes for all social landlords, including local authorities by 2010. The Leeds ALMOs and the Council's strategic housing function were re-inspected in 2004, all six ALMOs have now achieved a 'good' two star rating giving them access to additional funding helping them to maintain a high level of service to tenants.

The Council continues to drive improvement within the private sector, however there are still some areas within the City where major regeneration work is required to reduce the number of un-fit homes and unpopular areas.

To improve housing decency we have:

- worked to ensure that all ALMOs now have a 'good 2 star' rating from the Audit Commission
- Continued to develop and improve our Choice Based Lettings system, with the approval of local lettings in January 2005
- Introduced a new Performance Management Framework with ALMOs to monitor and improve performance
- Ensured the Mediation service provided by Archway became fully operational in October 2004. This has resulted in a 67% reduction in homeless acceptances where the cause of homelessness is parental eviction. A 60% cut in homeless acceptances relating to domestic violence has also been achieved.
- Continued to improve tenant involvement and increase tenant consultation - All ALMO inspection reports complimented the ALMOs for their customer involvement
- Launched in February 2005 a system for assisting vulnerable people in the private sector to make their homes decent through the provision of equity loans and support grants.
- Agreed new targets in line with recent Government guidance to improve the speed to which adaptations and improvements are delivered and made available to all tenures. The Adaptations Agency is meeting these targets for delivery of adaptations and is working with Social Services to improve performance on assessment

### Supporting older people to live at home independently and reducing health inequalities

An important function of the Council is to ensure the right level of support is available to older people to live independently and reduce health inequalities. In order to ensure that the services we provide meet people's needs, we have restructured our assessment and care management functions to respond more quickly and appropriately. We have worked with our partners to tackle services gaps, particularly in respect of older people with mental health needs. We have also consulted with minority ethnic and other hard to reach older people, which will contribute to improving access to appropriate services and reduce health inequalities.

To support older people to live independently we have:

- Developed Intermediate care services to reflect local need rather than the application of a "city wide" service. Work has commenced on the Strategic Services programme which includes a "whole systems" redesign of services.
- Re-written the procedures in relation to direct payments to incorporate the role of the new Independent Living Support Service which combines staff and service user support functions.

- Increased Extra Care Housing giving older people more choice. A new scheme, providing 65 flats for older people including 20 for people with dementia, was introduced this year in partnership with Methodist Homes at Moor Allerton.
- Through Partnership arrangements to address capacity and service re-design, developed a Delayed Discharge Protocol, Intermediate Care Strategy, Extra Care Housing Strategy and an Older People's Housing Strategy.
- Researched the needs of Older People in relation to; the development of neighbourhood networks, extra care housing, Older People's Mental Health Strategy and Intermediate Care. Sikh Elders research has been published and further work is ongoing, and consultation with Kashmiri Elders is underway.

## **Making the most of people.**

The Council recognises that learning is vital to both the individual and the city of Leeds. We want all young people to have the opportunity to maximise their potential and we want to ensure that we secure positive outcomes for all children. This was the foundation of the Council's priority of making the most of people and the work that has been undertaken over the past three years has provided a strong basis for the new strategic outcome of our children and young people are healthy, safe and successful which will take forward the children's agenda in Leeds.

The Corporate Plan 2002 - 2005 focussed on three areas that consistently appeared as local and national priorities, and where performance needed to improve. These were:

- Improving achievement and inclusion
- Increasing the number of young people using leisure and out of school services and activities; and
- Supporting families to prevent children coming into care but, where children do come into care ensuring they have a stable family placement.

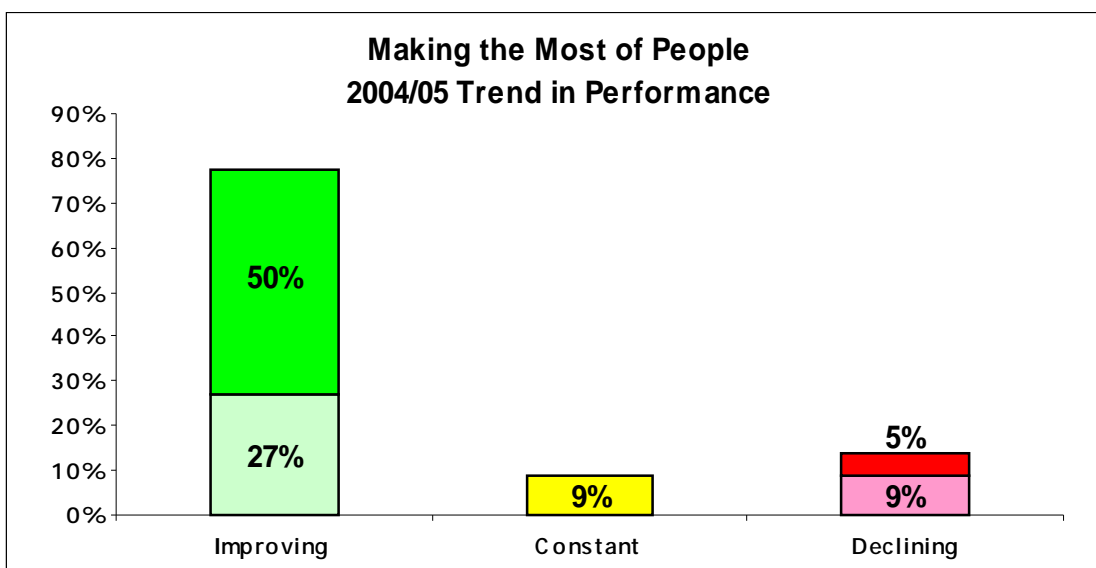
The following information 'reports back' on what the Council has done over the past three years to ensure we make the most of people.

### **How have we performed?**

The following section assesses performance against a number of key measures within this theme and is aimed at providing a view on whether the Council has delivered against the priorities it set for itself under this theme. It does however have to be borne in mind that this only gives a limited picture, with the remainder of progress captured in the narrative that follows about achievements in each area over the last three years.

The indicators included in this analysis are those in the basket of measures used to provide the corporate performance overview included in Section 1 of this plan.

We have compared this year's results with those from 2002/03, the first year of the Corporate Plan 2002 - 2005. The graph below shows the proportion of indicators for which our 2004/05 performance has improved, remained constant or declined compared to our performance in 2002/03. Where appropriate the bars for 'Improving' and 'Declining' are split to show those indicators which have improved / declined by less than 5% (light shading) and those which have improved / declined by more than 5% (dark shading)



We have

- Ø maintained or improved our performance on 19 out of 22 indicators (87%);
- Ø improved our performance by more than 5% on 11 out of 22 indicators (50%); and
- Ø declined in performance on 3 out of 22 key performance indicators (14%);

There has been an overall general improvement in educational attainment in the last three years. The number of children achieving five or more GCSEs at grade A\* to C has increased year on year for the last three years with performance now nearly 8% higher than it was in the Summer of 2002.

Likewise there has also been an overall improvement in performance at both Key Stage 2 and 3 with more 11 and 14 year olds achieving Level 4 (for Key Stage 2 ) and Level 5 (for Key Stage 3) for both English and Maths, although performance improvement at Level 4 of Key Stage 2 Maths is only marginal. Our comparative performance at Level 4 for Key Stage 2 places us in the top 50% of metropolitan authorities.

Coupled with the above the Council is also seeing improvements in narrowing the gap between average educational attainment and that of certain black and minority ethnic (BME) communities. The Council has an LPSA agreement on narrowing this gap between the city as a whole and two BME communities; those from the Pakistani and Bangladeshi communities and those from African-Caribbean communities. For both communities, attainment over the past three years has improved such that the gap has narrowed to 10.5% (from 14.9%) for the Pakistani and Bangladeshi communities and 15.3% (from 18.9%) for the African-Caribbean communities. The Council recognises that whilst this improvement is to be welcomed, there is still much to do to address the gap and will continue to focus on this area despite the LPSA agreement coming to an end.

One area of attainment which has not improved as planned is Level 5 at Key Stage 3 for Science and ICT, both of which have decreased since 2002/03.

Two further areas of education provision where performance is improving is in reducing exclusions and Special Educational Needs Statementing both of which have improved since 2002/03. With regard to reducing exclusions, tailored programmes have been developed to meet the individual needs of target schools. This has seen exclusions fall significantly such that permanent exclusions have fallen by 45% in the first two terms of the 2004/05 academic year compared with 2003/04. Likewise, by working with schools and other partners to improve the efficiency of agreeing statements for pupils with complex special educational needs, the efficient completion of Statements within the statutory timescale has improved significantly such that the statutory targets have been exceeded for 2004/05.

As the Council awaits the development of a suite of indicators linked to the development of the Every Child Matters agenda, a number of Leisure based performance measures have been adopted as proxy measures for assessing whether the Council is delivering against its priority of increasing the number of young people using leisure and out of school services and activities.

Based on this assessment our performance has improved significantly since 2002/03 with no indicators showing a decline in performance. Specific attention should be drawn to the Council's LPSA target on

increasing the number of young people from deprived communities accessing Council-run sports facilities. Performance in this area since 2002/03 has seen an extra 33,000 visits per annum. Because of this the Council will be able to access nearly £1.3m of government funding as a reward for achieving the agreed target.

With regard to the Council's priority of supporting families to prevent children coming into care but, where children do come into care ensuring they have a stable family placement, performance is more mixed. Performance on reducing the number of children looked after has improved and has seen a 4% reduction on last year. This is due to work the Council is doing with the Family Courts and CAFCAS to speed up the process for rehabilitating children to their parents so they no longer need to be in care. Coupled with this, performance has also improved with regard to children on the Child Protection register with 100% children having an allocated social worker and 97.7% of children having their reviews undertaken on time. This starts to address performance weakness identified in last year's Council Plan.

One area for Children Look After where performance is not as planned is on the percentage of young people leaving care aged 16 or over with at least 1 GCSE at Grade A\* to G or GNVQ equivalent. This has deteriorated since 2002/03.

## **Summary of achievements**

### *Improving achievement and inclusion*

Improving achievement in schools and developing learning opportunities continues to be a key priority for the Council. Inspiring young people to see learning as their route to success is at the heart of this agenda. We have improved the support services for schools and pupils in our aim to improve achievement in schools, particularly in relation to underachieving groups of pupils and young people.

Following inspection in September 2004, OfSTED conclude that "Leeds is a highly satisfactory LEA. It has made highly satisfactory progress since its previous inspection and its capacity for further improvement is good"

To improve achievement and inclusion we have:

- completed the review of behaviour support services in Education Leeds and the 'No Child is Left Behind' project is the focus for the new, innovative approach to behaviour support.
- completed the roll-out of our successful self-evaluation framework and completed the 'Six Schools Project' with the DfES and Mouchel to support schools facing the most severe challenges. This has resulted in improved GCSE results by 7.3% on average, seven times higher than the national and local trend, and the biggest increase for any group of schools in Leeds in 2004.
- Achieved our target to reduce the number of schools in special measures and those in serious weakness; as at March 2005 one primary school is in special measures and one in serious weaknesses; two mainstream secondary schools are in special measures and one is in serious weaknesses; two Pupil Referral Units are in serious weaknesses.
- Seen a significant increase in the range of vocational and work-related learning opportunities available for young people aged 14-16 with an increase of around 15% in the number of learners accessing these types of programmes.
- Continued to develop 'e-confident' schools through a targeted programme leading to an extremely strong uptake across the City of the new Diploma in Digital Applications, with 85% of high schools sending staff for training and accreditation.
- Worked with DfES and partners to make a successful bid for £220 million of Building Schools for the Future (BSF) funding into a creative programme of change and rebuilding for 15 high schools in Leeds. Work is now underway to procure a Local Education Partnership (LEP) to deliver and develop the schemes within BSF in 3 Phases with completion dates of September 2008, 2009 and 2010.
- Rolled-out the PFI building programme of 10 primary schools to be completed by 2005; the first new building in the project has opened at Rawdon Littlemoor Primary School.
- Launched a new mobile school to support traveller pupils through outreach work for roadside families.
- Key Stage 3 Black and minority Ethnic Link Officers are working in targeted schools providing intensive support in partnership with community groups to targeted Black Caribbean and

Bangladeshi pupils through a three year transition project to support pupils in their last year of primary school and the first years of high school.

- From January 2005 established specialist Inclusive Learning Centres (SILC) which are part of the wider agenda to devolve behaviour support services and budgets to groups of schools in the five geographical wedges of the city.

### Young People

Our young people also need to be encouraged to make a positive contribution to the community through their activities outside of school hours. We have increased the number of children and young people who take part in non-school based activities that support their personal development and their achievement of improved learning outcomes.

We have increased the number of healthy young people by increasing their take up of sports facilities, particularly in deprived areas. We have improved the way Council services and partners such as Health, the Police and the voluntary and community sectors work together to ensure they have the capacity to deliver better outcomes for children and young people. In addition, our Youth Service work with schools was praised in the October 2004 Ofsted inspection of the Leeds Youth Service.

To improve services to young people we have:

- Increased the number of children and young people accessing libraries and information services to support their homework by establishing homework groups at Burley and Chapeltown libraries. A working group has been established for 2005/6 to ensure that our target of 6 homework clubs established by 2006 is achieved.
- Refurbished the youth space at Garforth and upgraded services following extensive consultation with local young people in order to ensure that we reach a wide range of young people. Spaces at the Central Library/City Art Gallery and Armley Mills are still being progressed and funding sought.
- A city centre base successfully established by Youth Service Connexions Project. Additional drop-in and guidance provision for 1500 young people by The Market Place which is grant aided by Youth Service.
- Drawn-up a formal protocol to ensure that the planning, targeting and delivery of Youth Services is formally integrated with the work of Education Leeds. This ensures joint strategic planning, targeting and delivery of services including accredited experiences for young people.
- Developed and operated holiday programmes within all main leisure centres during each of the school holidays to ensure that a varied programme of school holiday activities is provided and supported for young people to enjoy.
- Continued to run the hugely successful 'Activate' programme, which provides a wide range of sporting activity to schools across the district during term time after school.
- Built three skateparks at Becketts Park, Nunroyd Park and South Leeds Sports Centre. We also built three 'teen zones' at Nowell Mount, Torre Crescent Pocket Park and Stonegate Approach.

### Supporting children and families

The Council works hard to ensure that it protects and supports those children who are vulnerable or at risk. Following the Climbie Report and in line with National Standards, the Council has strengthened its procedures for protecting children. The Council has developed a sustainable network of Children Centres to provide support to children and families. We also work with all agencies in the City to provide support for vulnerable children, families and communities to increase their achievement, particularly looked after children. We have enhanced the involvement of young people and their families in the development of our Social Services. Better services continue to be developed for BME groups and asylum seekers.

To support children and families we have:

- Successfully delivered a Support Teaching and Educational Psychology (STEP) Services programme linked to community regeneration to help empower parents.

- Put in procedures to ensure that all Looked After Children have Personal Education Plans.
- Opened 8 further children's centres with another 10 centres due to open by March 2006, exceeding our original target.
- Provided financial support for the "Stepping Stones" project. This project aims to increase the number of looked after young people accessing Further Education.
- Reduced the use of bed and breakfast placements for care leavers to around 3 at any one time.
- Continued to work with the Family Courts and CAFCAS to speed up the process for rehabilitating children to their parents who no longer need to be in care. The overall population of looked after children has reduced by over 4% in the last year.
- Introduced a number of significant plans to enhance the Council's capacity to provide effective rehabilitation of looked after children. These include:
  - the introduction of a system of key check-point decision making and monitoring has been introduced. This includes monthly monitoring of performance information around admissions and discharges.
  - tendering the Council's entire Family Support Services to ensure a modernised effective service offering best value to children and families including a comprehensive rehabilitation service
- Established a new specialist team to support children post adoption and in placements under residence orders.
- Established a Children's Asylum and Refugee Team (CART) to work to support unaccompanied asylum seeking children and children in refugee families.

The key to the success of Leeds in recent years has been the strength and diversity of the local economy. The physical development of Leeds over the past 10 years has been substantial and job growth has been significant with the city contributing the biggest job growth in the region.

However, the majority of these jobs and those expected to be created in the future will be filled by people from outside the city, with in-commuting expected to increase. Supporting the economic competitiveness of the city and ensuring that local people can access local employment opportunities are central to narrowing the gap in the city and 'going up a league' when comparing Leeds to other regional European cities. Both these issues remain central to the Council's priorities and provide a focus for the new Corporate Plan 2005-2008.

Therefore, while there are many ingredients to the future success of Leeds, the Corporate Plan 2002-2005 focused on two. These were:

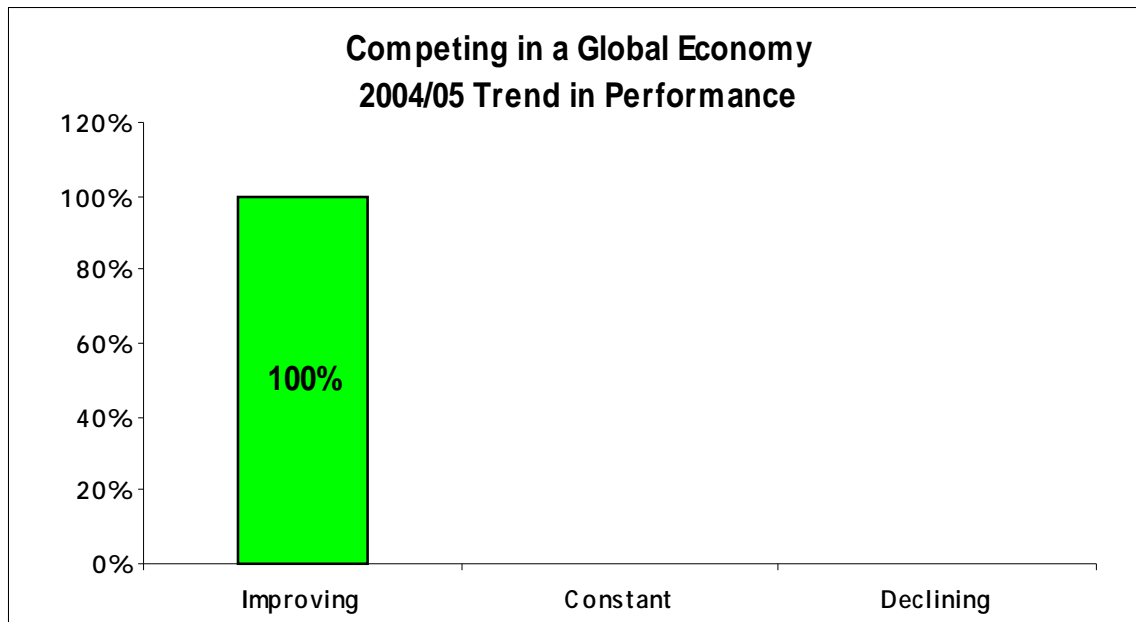
- Improving economic competitiveness; and
- Access to employment

The following information 'reports back' on what the Council has done over the past three years to ensure we have a city that can compete in a global economy.

### **How have we performed?**

The following section assesses performance against a number of key measures within this theme and is aimed at providing a view on whether the Council has delivered against the priorities it set for itself under this theme. The operation of the city's economy is complex with many influences, so it is difficult to assess the impact of our actions on the local economy, particularly over a short period and in isolation from our partners. Therefore it does have to be borne in mind that the analysis that follows only gives a limited picture with the remainder of progress captured in the narrative that follows about achievements in each area over the last three years.

To help address this issue we are working with the Audit Commission, the Local Government Association and 17 other authorities to develop and pilot a suite of Economic Regeneration Indicators. The pilot will be completed by 2005/06 but in the meantime we are using out local service based performance measures.



The indicators included in this analysis are those in the basket of measures used to provide the corporate performance overview included in Section 1 of this plan.

We have compared this year's results with those from 2002/03, the first year of the Corporate Plan 2002 - 2005. The graph above shows the proportion of indicators for which our 2004/05 performance has improved, remained constant or declined compared to our performance in 2002/03. Where appropriate the bars for 'Improving' and 'Declining' are split to show those indicators which have improved / declined by less than 5% (light shading) and those which have improved / declined by more than 5% (dark shading)

Given the above, our performance in competing in a global economy is good with improvements in the number of enquiries we deal with to assist local and new companies invest in Leeds, the gap between the unemployment rates of the best six wards and worse six wards across the city and placing people into paid employment from the eight most deprived wards in the city.

Performance in this latter area is most significant as it is a LPSA target for the Council. Performance in this area allows the Council to access nearly £1.3m of government funding as a reward for achieving the agreed target.

## **Summary of achievements**

### Economic Competitiveness

We are working towards creating a city centre of European distinction, developing the City's international image and profile supported by a cultural infrastructure of national and international reputation. We have improved the co-ordination of regeneration activity and maximised resources and provided a framework of renaissance for the City. We have taken forward the Leeds Core Cities Prospectus and developed a city-region understanding and collaboration, influencing national and regional policy development as it relates to economic competitiveness.

To improve our economic competitiveness we have:

- Hosted a City Region Economic Summit in November 2004 to seek consensus to city-region collaboration and to propose the need for a strategic partnership group to take ownership of the overall summit outcomes and drive collaboration forward
- Influenced national and regional policy development as it relates to economic competitiveness through the input of a Leeds' perspective into the Core Cities Group and the Core Cities Working Group.
- Completed the £4m refurbishment of Briggate and King Edward Street – high levels of satisfaction have been noted from retailers and the public.

- Continued to work with the private sector on key redevelopment schemes such as the Harewood and Trinity Quarters.
- Commenced work on the new Leeds swimming and diving centre at the South Leeds Stadium.
- Progressed the regeneration of the key employment development area of Holbeck Urban Village in partnership with Yorkshire Forward.

### Access to employment

The Council and its partners have worked together to ensure that the differential in the unemployment rate between the 'worst' and 'best' areas of the City continues to decline. We have assisted disadvantaged groups to access employment, for example, by supporting lone parents into work and supporting them to stay unemployed.

To improve access to employment we have:

- Established the Flagship programme for Lone Parents, Discovery Weeks (DW), which commenced in September 2004. This provides a 'first step' opportunity for Lone Parents who may be thinking about returning to work or training. To date, 147 Lone Parents have accessed services with 33% moving into employment or further training.
- Developed the Recruitment and Selection Toolkit which went live in December 2004. Five new model Jobs Fairs held during the year have supported 101 people into jobs.
- Opened the City Centre Jobshop on 14th February 2005. In the 11 weeks that it has been open, 730 citizens of Leeds have used the facility with over 550 being from the target groups of workless people.
- Extended the opportunities for people to undertake work experience in other European cities and to participate in reciprocal exchange visits. To-date 50 young people have taken part in exchange visits to European cities including Barcelona and Cologne.
- Supported 1,864 families with childcare where the parents were accessing employment or training.

### **Integrated transport.**

As the previous theme explained, the continued success of the Leeds economy means that more people are travelling into the city for work and leisure. This theme of Integrated Transport was geared towards ensuring we can more effectively manage the impact of transport to improve road safety, the efficient movement of people and goods and the environment. On top of this, the Council was also keen to ensure that local people who do not have access to a car are able to enjoy equal access to employment, leisure and shopping opportunities. In the new Corporate Plan these themes continue to focus strongly within the themes of all neighbourhoods are safe, clean, green and well maintained and Leeds is a highly competitive, international city.

The Corporate Plan 2002 - 2005 focussed on three areas that consistently appeared as local and national priorities, and where performance needed to improve. These were:

- A high quality integrated transport system;
- Sustainable patterns of transport; and
- Road safety.

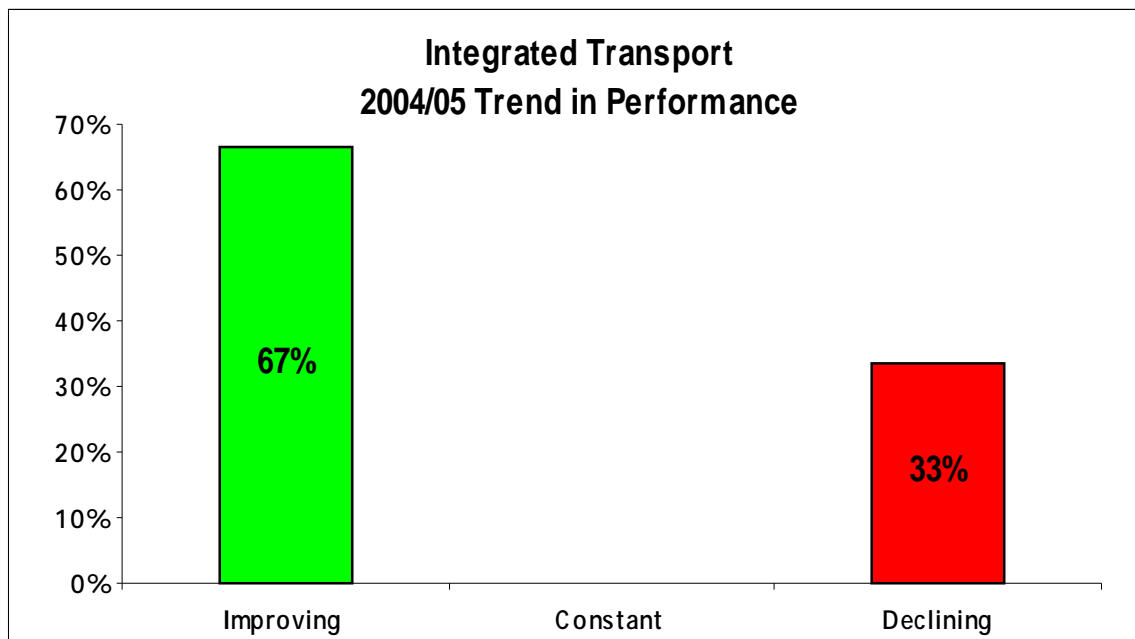
The following information 'reports back' on what the Council has done over the past three years to ensure we provide integrated transport.

#### **How have we performed?**

The following section assesses performance against a number of key measures within this theme and is aimed at providing a view on whether the Council has delivered against the priorities it set for itself under this theme. It does however have to be borne in mind that this only gives a limited picture, with the remainder of progress captured in the narrative that follows about achievements in each area over the last three years.

The indicators included in this analysis are those in the basket of measures used to provide the corporate performance overview included in Section 1 of this plan.





We have compared this year's results with those from 2002/03, the first year of the Corporate Plan 2002 - 2005. The graph above shows the proportion of indicators for which our 2004/05 performance has improved, remained constant or declined compared to our performance in 2002/03. Where appropriate the bars for 'Improving' and 'Declining' are split to show those indicators which have improved / declined by less than 5% (light shading) and those which have improved / declined by more than 5% (dark shading)

Our performance on ensuring integrated transport is mixed with improvements in road safety for both adults and children. Since 2002/03 the number of people killed or seriously injured has fallen from 71 per 100,000 population to 55 per 100,000 populations. This means that on average there are 114 fewer people killed or seriously injured in road accidents than there were in 2002/03. Performance here is also significant as it is an LPSA target and therefore our performance this year, specifically on the reduction in the number of children killed and seriously injured in road accidents (which are included in the figures above) will allow the Council to access over £600,000 of government funding as a reward for achieving the agreed target

Where performance has not been as planned is on the condition of the highway. A new monitoring methodology has been introduced nationally this year which makes it difficult to assess performance compared to previous years on the condition of the principal road network. However performance has seemingly deteriorated in the percentage of classified non-principal roads that are defective. The reason for that deterioration is that a number of schemes due for completion in 2004/05 were completed after the condition survey was undertaken. Therefore these schemes were not included as 'improvements' in the 2004/05 result but will be included in the 2005/06 result. Scheduled work was delayed for a number of reasons including the late implementation of traffic schemes and works carried out by Yorkshire Water. Overall, 4.6km of the network was not recorded as 'improved'.

### **Summary of achievements**

#### Integrated transport

We have continued to develop and implement more integrated transport systems across the City including improved bus routes, cycleways and pedestrian crossing facilities. In addressing the backlog of maintenance to our road network, we have implemented a 3 year rolling programme of continuous investment; in 2004/05 we invested £20.7m in priority areas. In addition, the Council has continued to work on developing major schemes such as the East Leeds Link Road, the Leeds Inner Ring Road and the A65 Quality Bus Initiatives.

To develop a more integrated transport system we have:

- Developed and implemented bus route improvements through the Yorkshire Bus Initiative, together with cycleway and pedestrian crossing facilities. This has included:
  - Undertaking 75 Bus stop accessibility upgrades

- providing 4.37km of new bus lanes
  - Progressing the development of the Wetherby-Thorpe Arch, and Yeadon – Guisley cycle routes
  - Rolling out an Automatic Vehicle Location (AVL) programmes across West and South Yorkshire sub-regions
- Continued to address improving the condition of our roads: The Highways Service has moved away from reactive pot-hole repairs towards more sustainable patching and micro-asphalting or retread coatings.

### Sustainable patterns of travel

The Council has improved the linkages between different types of public transport, which include local rail improvements and quality bus schemes. We co-ordinated a joint approach to city centre travel plans for Leeds City Council workplaces and introduced initiatives to reduce the number of car journeys to and from schools.

To develop sustainable patterns of transport we have:

- Invested £7.2m to implement additional bus priority, cycle and pedestrian schemes
- Commissioned a second stage strategic study by Metro to take forward the basis for the longer-term development of the Leeds-Harrogate-York rail network, including the review of station provision, infrastructure, rolling stock and future service requirements.
- Promoted and developed alternatives to the car including:
  - West Leeds parking; North Leeds parking; Wyebeck; Valley cycle crossing; and Harland Way route improvement.
  - The introduction of a Corporate Travel Plan framework for Council workplaces

### Road Safety

Road safety is a key priority for the Council and its communities, and as such, we have continued with our speed camera implementation based on the business case approved by the Department for Transport. We have worked with our partners to implement schemes to address specific problems such as reducing the number of passenger injuries. In terms of in-car safety, we have targeted child car passengers of Asian origin where there is a higher proportion of accident injuries, we have worked with other similar authorities to ensure that Leeds remains at the forefront of such work. The Council has worked with schools to improve awareness of road safety in Inner City schools.

To improve road safety we have:

- Introduced fixed speed cameras on the radial routes into Leeds, with portable speed activation devices being used successfully in local communities.
- Worked with Metro as part of the Safety Rangers project in providing safety information to schools.
- Provided financial and practical support to the BikeSafe and Operation Halter partnership campaigns which are being undertaken to reduce the number of motorcycle accidents.
- Established a new programme which provides specific first aid training to motorcycle riders. In 2004 there was a reduction in both the total number of rider casualties and those killed or seriously injured.
- Fully implemented the pedestrian and pedal cycle training programmes in targeted schools. In 2004, this resulted in the lowest number of child pedestrian and child pedal casualties recorded in Leeds.

## Looking after the environment.

A good quality environment is a priority for Leeds' people, it helps make the city an attractive place to live, invest and work in, making people feel safer and adding to their overall quality of life. It is also a key ingredient in the continued regeneration of the city and plays a role in enhancing economic competitiveness.

These factors make looking after the environment a key priority for the Council and whilst significant strides have been made in the last three years to enhance Leeds' environment, it will continue to play a significant role in the new Corporate Plan 2005-2008.

As the Council has many significant environmental responsibilities that cover a wide range of services, the Corporate Plan 2002 - 2005 focussed on the twin areas of:

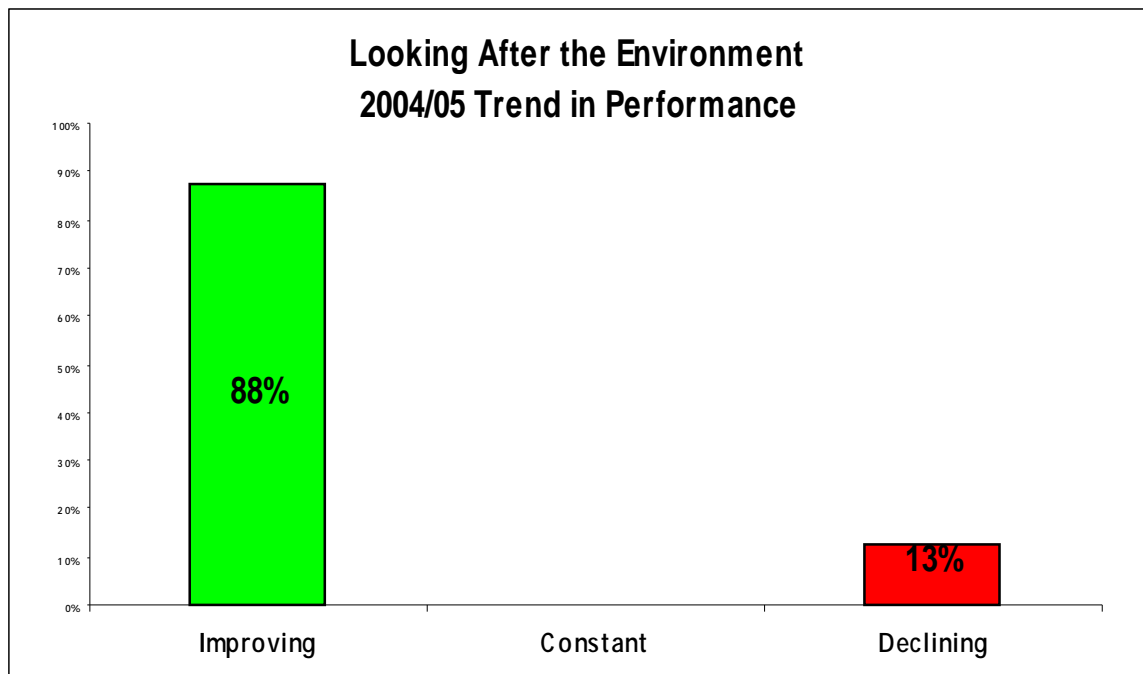
- Enhancing the environment; and
- Protecting the environment for future generations.

The following information 'reports back' on what the Council has done over the past three years to ensure we look after the environment.

### How have we performed?

The following section assesses performance against a number of key measures within this theme and is aimed at providing a view on whether the Council has delivered against the priorities it set for itself under this theme. It does however have to be borne in mind that this only gives a limited picture, with the remainder of progress captured in the narrative that follows about achievements in each area over the last three years.

The indicators included in this analysis are those in the basket of measures used to provide the corporate performance overview included in Section 1 of this plan.



We have compared this year's results with those from 2002/03, the first year of the Corporate Plan 2002 - 2005. The graph above shows the proportion of indicators for which our 2004/05 performance has improved, remained constant or declined compared to our performance in 2002/03. Where appropriate the bars for 'Improving' and 'Declining' are split to show those indicators which have improved / declined by less than 5% (light shading) and those which have improved / declined by more than 5% (dark shading)

We have

- Ø maintained or improved our performance on 7 out of 8 indicators (88%);
- Ø improved our performance by more than 5% on 7 out of 8 indicators (88%); and
- Ø declined in performance on 1 out of 8 key performance indicators (12%);

We have generally good performance in looking after the environment with improvements seen in recycling / composting, the cleanliness of the streets, brownfield development and the determination of planning applications. An area where performance has not been as planned is in refuse collection which has deteriorated since 2002/03.

We have performed well since 2002/03 on the amount of waste which was recycled / composted. Over this time performance has improved from 12.7% of household waste to 19.5% of household waste, this at a time when the amount of waste collected is also increasing. Our performance in this area places us in the top 25% of all metropolitan authorities in England.

We are also performing well with regard to the cleanliness of the city's streets with an independent survey undertaken by ENCAMS reporting Leeds' streets as amongst the cleanest in the Country; our score on this independent survey has increased from 68 to 72 since 2002/03.

The Council also continues to perform well on the level of brownfield development in the city. Since 2002/03 performance in this area has increased from 86% to 93%. Performance in area is significant as it is a LPSA target for the Council and allows the Council to access nearly £1.3m of government funding as a reward for achieving the agreed target.

Since 2002/03 the Council has also significantly improved its performance on the determination of planning applications such that performance is in the top 25% of all metropolitan authorities in England, meets government statutory targets and enables the Council to access the maximum planning delivery grant available from government.

An area of performance which has not been as planned is on the collection of missed bins which has fallen significantly in the last year. The significant increase in the last year, on top of smaller increases the year before was due to unofficial strike action in week one of the year where in excess of 88,700 collections were missed. This accounted for over two thirds of the missed bins during the entire year. However, despite this the Council still ensures that over 99% of bins are collected on time throughout the year.

## **Summary of achievements**

### Enhancing the Environment

The roll-out of an integrated streetscene service on a city-wide basis from September 2004 has been highly successful, achieving a cleaner street environment. More proactive environmental enforcement activity has highlighted the Council's commitment to making the City and its communities a more attractive and safer place. We want our parks and green spaces to become a focus not only for recreational activity, but also to contribute to the landscape of the Leeds district as a whole, as well as being a positive visitor experience.

To ensure we enhance the environment we have:

- Achieved the Green Flag award for each of the four parks entered for assessment in 2004; these were Temple Newsam estate, Lotherton estate, Pudsey park, and Otley Chevin
- Developed and awarded the first Community and City Pride Awards in October 2004. The 2005 Community and City Pride Awards were launched in March 2005.
- Implemented the Environmental Enforcement Best Value Service Improvement Plan to deliver better co-ordinated and more proactive environmental enforcement services; the Plan and Council-wide environmental enforcement is followed through the Environmental Enforcement Working Group (EEWG).
- A zero tolerance policy towards environmental crime which has resulted in nearly 2,000 Fixed Penalty Notices, over 100 prosecutions for environmental crime and 80 abatement notices for the use of flyers in the City. We have stopped the use of 27 sites for illegal flyposting and served over 200 notices for placard removal.
- Continued to deliver its inspection strategy for contaminated land, thereby protecting the environment for the future, minimising potential health risks to the public and increasing the available brownfield sites for development.

## Protecting the Environment

In order to protect our environment the Council has continued to work in partnership to deliver our environmental policies; climate change, energy efficiency and fuel poverty reduction are key issues on this agenda. Our recycling schemes are operating well with environmental awareness campaigns targeted at schools and the general public contributing to this success.

The Council's responsibility as a planning authority allows us to be clear about how we can develop and enhance the city, whilst at the same time protecting both our rural and urban environments.

To ensure we protect the environment we have:

- Achieved a 15% reduction in CO2 emissions. This has been successful due to the Council's measures on energy efficiency, use of renewable energy and sustainable building design initiatives. Emissions were also reduced by 51,800 tonnes in 2004/2005, which is a saving of 24%
- Invested the £700,000 planning delivery grant to employ additional staff resources. Progress has been made and the continuing goals of the service include:
  - Continuing to develop the pre-application discussion service through a checklist and project managed approach
  - Continuous improvement on enforcement in accordance with agreed priorities
  - Developing the customer focus of the service including through electronic methods of service delivery.

## **Developing our organisation to deliver our priorities - closer working : better services**

The Council is fully committed to the delivery of excellent services and such commitment requires an effective and efficient organisation with a real, continuous improvement focus both internally and externally.

The Council has made great strides since 2002/03 in delivering its key organisational priorities. It has developed area management across the city, made a significant contribution to the new Vision for Leeds 2004 - 2020, responded significantly to the national, Every Child Matters agenda and made a contribution to the revised CPA model which was introduced in April this year.

All these issues have a fundamental impact on how the Council has developed its approach to organisational effectiveness and despite being assessed by the Audit Commission as an Excellent Authority in December 2004, the pace of change remains unrelenting with a significant amount of work still to be done. The new Corporate Plan 2005-2008 outlines the plans and actions we are committed to undertaking to ensure we continue to be an effective organisation.

The Corporate Plan 2002-2005 focussed on the following organisational priorities:

- Effective leadership
- Customer First
- Addressing equality issues; and
- Effective communications.

The following information 'reports back' on what the Council has done over the past three years to ensure we look after the environment.

### **How have we performed?**

Overall, measuring the effectiveness and efficiency of the organisation is not straightforward. Probably the most robust measurement is the CPA regime which, in December 2004 assessed Leeds as an Excellent Council. This assessment was backed-up with strong performance improvements of over 20% and when assessed against other authorities on (un-weighted) performance scores, the Council was the best performing Council in the country. It was also supported by an independent inspection by the Audit Commission which scored the authority as a 3 (out of 4) in nine corporate areas. This included an improvement in the two areas where we were previously scoring only a two: performance management and achievement.

For the remainder of this assessment of performance in this area, we have followed the principles established previously and reported against relevant key indicators which we feel contribute in-part to providing a view on whether the Council has delivered against the priorities it set for itself under this theme. It does however have to be borne in mind that this only gives a limited picture, with the

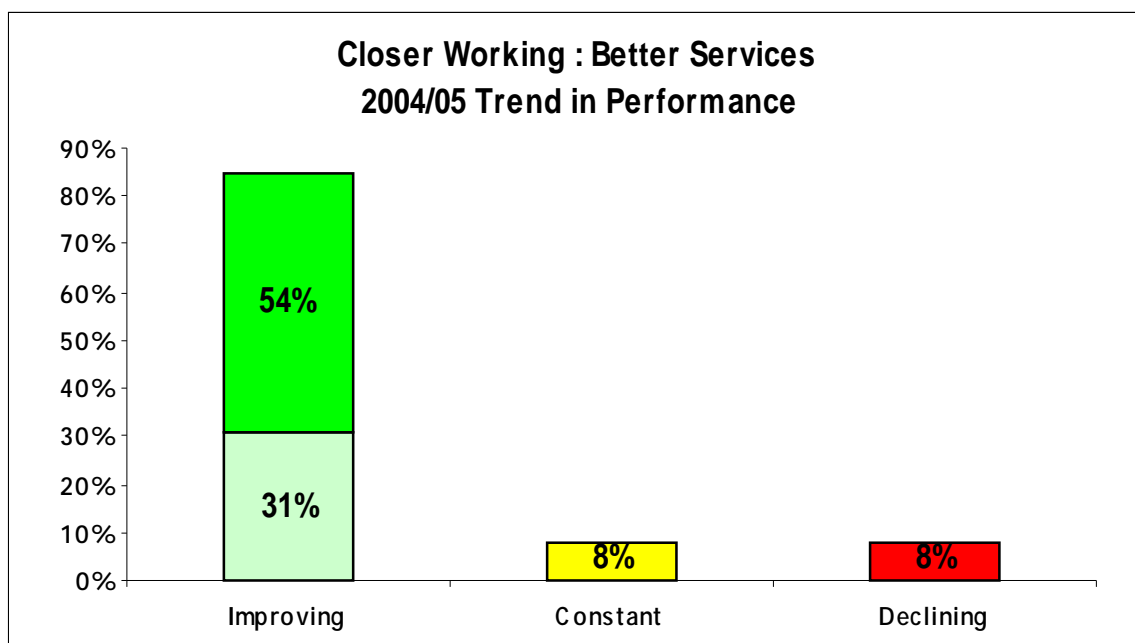
remainder of progress captured in the narrative that follows about achievements in each area over the last three years.

The indicators included in this analysis are those in the basket of measures used to provide the corporate performance overview included in Section 1 of this plan.

We have compared this year's results with those from 2002/03, the first year of the Corporate Plan 2002 - 2005. The graph above shows the proportion of indicators for which our 2004/05 performance has improved, remained constant or declined compared to our performance in 2002/03. Where appropriate the bars for 'Improving' and 'Declining' are split to show those indicators which have improved / declined by less than 5% (light shading) and those which have improved / declined by more than 5% (dark shading)

We have

- Ø maintained or improved our performance on 12 out of 13 indicators (92%);
- Ø improved our performance by more than 5% on 7 out of 13 indicators (54%); and
- Ø declined in performance on 1 out of 13 key performance indicators (8%);



Since 2002/03, the Council has improved performance in a number of corporate areas.

One of these areas is the level of equality standard to which the Council conforms which has increased from Level 1 to Level 2. This performance places the authority in the top 25% of metropolitan authorities in England. Performance here is supported by the improvements made by the organisation in improving its 'representativeness' of the local community it serves by increasing the number of female staff it employs at senior management levels in the organisation, increasing the number of staff from BME communities it employs both generally and at senior management levels within the organisation and increasing the number of staff it employs who declare themselves as disabled as defined by the Disability Discrimination Act.

The Council has also continued to ensure that a high percentage of Council Tax is collected each year and this has been supported by the electronic developments which have made payments to the Council easier to make and collect. Because of this and other 'e-enabled' activity the Council has improved the number of services which can be accessed electronically by over 30 percentage points, from 46% in 2002/03 to 80% in 2004/05.

Two areas of performance where the Council has done less well than planned is on absence management and benefits administration. Performance on absence management has improved marginally since 2002/03 from 12.65 days to 12.32 days. Whilst this improvement is to be welcomed it is still below the challenging target of 11.5 days we set for ourselves last year.

Performance in benefits administration has deteriorated since 2002/03. This is due to the implementation of a new revenues and benefits computer system. This was implemented at the start of the financial year 2004/05 and led to an immediate backlog of work that affected our performance.

Recover plans were put in place but further system issues slowed down the rate of recover and meant that the service was unable to achieve its annual targets.

## **Summary of achievements**

### Effective Leadership

As a Council we recognise the importance of effective leadership, and as such, we have ensured that all our Elected Members have the opportunity to develop their role as leaders in the community. Since June 2004 we have been successful in communicating and implementing our Elected Member Development Strategy.

In planning our services for the future, we must ensure that we have the right people, in the right jobs, at the right time. The recent development of our new human resources strategy - the People Strategy, clearly reflects the current and future needs of the Authority. In addition to this we have continued to develop and roll out our leadership programmes for officers, ensuring that transformational thinking and behaviours are embedded across the organisation.

The Council has acknowledged how it must change the way it delivers its services with the introduction of Area Management and District Partnerships, having responsibility for services such as Streetscene, Community Safety and Youth Services at an area level.

The Council has continued to focus on delivering services that continually improve and provide value for money by undertaking efficiency reviews and monitoring our performance.

To ensure we have provided effective leadership, we have:

- Re-aligned our resources to priorities with the launch of the new Corporate Plan 2005-2008. This plan together with the Medium Term Financial Plan, sets out the Council's priorities for the next three years and the financial framework within which they will be delivered.
- Continued to focus on value for money by undertaking efficiency reviews in service areas across the Council, focusing on supporting corporate priorities and facilitating budget realignment.
- Continued to develop a performance management system in the Council to ensure management and performance information is available to facilitate better service delivery.
- Rolled-out a comprehensive induction programme consisting of 12 events in June/July 2004. All newly-elected Members attended the 'core' elements of the programme concerning the legal and regulatory aspects of their role. Members have also been provided with financial training.
- Continued the delivery of the Leeds Leadership Programme (LLP2) for middle managers to agreed time plans and outcomes. – this has been highlighted as one of the best examples of a leadership programme in the country, by the Improvement and Development Agency (IDeA).
- Established Area Committees In June 2004 and set out arrangements under which executive functions may be exercised. Work is being done to look at devolving services to Area Committees which are local priorities, such as highway maintenance, traffic management, road safety, street lighting, refuse collection, street cleansing and parks and countryside services.
- Establish In June 2004 the Council ed 5 District Partnerships to translate the aims of the Vision for Leeds into action on the ground.

### Customer First

At the heart of continuous improvements to service delivery across the Council, are our customers. We are making our services more accessible to more people through fully integrating our systems and procedures across the Council to improve customer services. The Council has continued to improve electronic access by progressing the e-Government agenda to ensure that 100% of appropriate services become available electronically.

We have continued to develop our services and address equality issues, delivering positive customer outcomes for the diverse communities of Leeds. In line with this, we have reviewed and developed our workforce planning to ensure we improve the diversity of the Council workforce.

In putting our customers first we have developed our communication methods, both internally and externally. The Council has developed a strong and consistent identity, and this together with the Council's values, continues to influence organisational culture and behaviour, improving the quality of services across the Council.

To ensure we have put the customer first we have:

- Formally agreed the contact centre strategy and approved a capital investment of £2.8 million in a new single contact centre.
- Got government approval for the Outline Business Case for £15.7m of PFI credits to support three new Joint Service Centres in Chapeltown, Harehills and Kirkstall. These new Centres will be constructed as part of the Government's LIFT initiative with the Primary Care Trusts. Work is currently underway with our partners (including a number of Council departments, the Primary Care Trusts, and other external and voluntary organisations) to determine the services to be delivered from these new Centres, alongside public consultation.
- Put into operation Phase 2 of the Environmental Services Contact Centre. This Phase has delivered a solution comprising people, processes and technology to support the end-to-end management of service requests received at the Environmental Contact Centre for resolution by Highways, Street Scene, Street Lighting and Enforcement.
- Implemented Siebel Customer Relationship Management(CRM), which is now being used across more applications, and has had a successful roll-out for compliments and complaints. It also now supports written correspondence in most areas of the Council. Siebel CRM will cover all high volume contact, including the twenty services with the highest volumes, by June 2006
- Made improvements in answer rates on a basket of high-volume lines. Over the last quarter (January – March 2005), our contact centres achieved 80% answer rates, compared to 58% the previous year.
- Extended the range of information provided to customers and communities through channels such as the e-Leeds partnership, digital TV, community websites, and proactive campaigns such as Pensions Credits. Proactive campaigns have been successful; for example in September 2004, 10 events were held in One Stop Centres and libraries to promote benefit take-up, energy efficiency, wellbeing and safety in the home. Officers involved in the joint campaign took a total of 352 enquiries over the two week period.
- Developed a generic Equality Scheme for the Council. A cross departmental working group is currently developing the Equality and Diversity Strategy, which will cover all equality strands from both a service and employment perspective. The Equality and Diversity Strategy encompasses all the requirements of the Race Equality Scheme and builds on this.
- We have taken a leading role in co-ordinating and facilitating the development and improvement of partnership working with external agencies and organisations in the public, private and community and voluntary sector on equalities and diversity issues, through our Harmonious Communities Strategy Group.
- Continued to promote and develop guidance on the use of the Central Interpretation and Translation Service, Language Line, Braille and Large Print services.
- A communications programme has been launched to promote the values. This has included:
  - the Team Talk internal communications system to communicate and reinforce council's values,
  - incorporating them into all Leeds City Council induction and training programmes including the LLP2 project,
  - introducing the 'our values' corporate screensaver to 10,500 PCs across the council as part of the NIP programme,
  - including our values in various key council documents including the council plan, corporate plan and departmental plans
  - incorporating a section on 'our values' in the staff newsletter 'Grapevine'
  - developing a strong values brand in line with the revised corporate brand,
  - actively promoting the visibility of our values through the distribution framed posters values for all major meeting rooms and public buildings.
- Introduced a new Market Research Framework to ensure activity is effective and efficient. The Citizen's Panel has been refreshed and a programme of future activity has been implemented, planned and managed corporately.



## **Section Four**

### **National and Local Performance Indicators**

**All neighbourhoods are safe, clean, green and well maintained.**

**All communities are thriving and harmonious places where people are happy to live.**

**Our children and young people are healthy, safe and successful.**

**At each stage of life people are able to live healthy, fulfilling lives.**

**Leeds is a highly competitive, international city.**

**Changing Leeds Modernising our Council**

**- People and Culture**

**- Transforming our services**

## **Section Five**

### **Corporate Statements**

The Council has a statutory responsibility to provide information within the Council Plan on a number of important issues. These are include below and are as follows:

#### **A statement of compliance on the awarding of contracts involving the transfer of staff.**

When contracting-out services, Leeds City Council will apply the principles set out in the Code of Practice on Workforce Matters in Local Authority Service Contracts. In this regard, Leeds City Council will ensure, by inserting relevant terms and conditions into such contracts, that procurement exercises are conducted on the basis that the Transfer of Undertakings (Protection of Employment) Regulations 1981 (better known as TUPE) will apply, unless there are exceptional circumstances why it should not, and that transferees will be offered either retention of the Local Government Pension Scheme (LGPS) or a broadly comparable scheme. Further all new recruits on any Leeds City Council contract will be offered employment on terms and conditions which are, overall, no less favourable to those of transferred employees, as well as offering them reasonable pension arrangements. In this regard all new starters will be offered either:

- membership of the Local Government Scheme; or
- a broadly comparable scheme supported by a current Government Actuaries Department Certificate (in essence a final year salary scheme); or
- a good quality stakeholder pension scheme that has matched employer contributions (a minimum of 6%)

The above shall apply to sub-contractors also.

## **Section Six**

### **Making your views known.**

Your views are vital to the Council. If you have any comments on what you read in this Plan, or on any service you receive from Leeds City Council, please let us know.

Equally, we are interested in any suggestions that you have on how to make this a more user-friendly reference document. The Plan has a lot of detail that we are required by law to include, but we would like it to be as useful as possible for the public, staff, Councillors and our partners alike.

To let us know what you think, you can write to :

The Performance and Improvement Team  
Leeds City Council  
2<sup>nd</sup> Floor East, Civic Hall  
Leeds  
LS1 1UR

or

E-mail: [councilplan@leeds.gov.uk](mailto:councilplan@leeds.gov.uk)

## INDEX

## Glossary

<b>ALMOs</b>	Arms Length Management Organisations
<b>ASB</b>	Anti-social behaviour
<b>BESD</b>	Behavioural, Emotional and Social Difficulties
<b>BME</b>	Black Minority Ethnic
<b>BRIL</b>	Burglary Reduction Initiative Leeds
<b>BSF</b>	Building Schools for the Future (Government's new approach to capital investment for transforming secondary schools)
<b>BV</b>	Best Value
<b>BVPI</b>	Best Value Performance Indicator
<b>BVQI</b>	Bureau Veritas Quality International (an independent body that audits the Council's EMAS annual progress report)
<b>CABE</b>	Commission for Architecture and the Built Environment (government body whose aim is to inspire people to demand more from their buildings and spaces)
<b>CAFCAS</b>	Children and Families Court Advisory Service
<b>CCTV</b>	Close-circuit television
<b>CHI</b>	Commission for Health Improvement
<b>CIMS</b>	Cleanliness Index Methodology Survey
<b>CITU</b>	Central Interpreting and Translation Unit
<b>CO<sup>2</sup></b>	Carbon Dioxide
<b>CPA</b>	Comprehensive Performance Assessment
<b>CPB</b>	Corporate Priority Board
<b>CRE</b>	Commission for Racial Equality
<b>CRM</b>	Customer Relationship Management
<b>DDA</b>	Disability Discrimination Act
<b>DEFRA</b>	Department for Farming, Environment and Rural Affairs
<b>DfES</b>	Department for Education and Skills
<b>DfT</b>	Department for Transport
<b>DVLA</b>	Driver & Vehicle Licencing Agency
<b>DW</b>	Discovery Weeks
<b>DWP</b>	Department of Work and Pensions
<b>EAS</b>	Employee Administration Service
<b>EMAS</b>	Eco Management and Audit Scheme
<b>ENCAMS</b>	Environmental Campaigns (incorporating Tidy Britain Group)
<b>EQUAL</b>	European Community Initiative

<b>ESCR</b>	Electronic Social Care Records
<b>EU</b>	European Union
<b>Euro Area</b>	Those countries within the European Union which use the Euro as their currency
<b>FE</b>	Further Education
<b>FFT</b>	Fischer Family Trust
<b>GB</b>	Great Britain
<b>GCSE</b>	General Certificate of Secondary Education
<b>GDP</b>	Gross Domestic Product
<b>GNVQ</b>	General National Vocational Qualification
<b>GPS</b>	Global Positioning System
<b>HE</b>	Higher Education
<b>HLF</b>	Heritage Lottery Fund
<b>HMI</b>	Her Majesty's Inspectorate
<b>HR</b>	Human Resources
<b>ICT</b>	Information Communications Technology
<b>IEG</b>	Implementing Electronic Government
<b>iip</b>	Investors in People
<b>ILO</b>	International Labour Organisation (UN specialised agency which seeks the promotion of social justice and internationally recognised human and labour rights)
<b>IT</b>	Information Technology
<b>KS1 (2, 3, &amp; 4)</b>	Key Stage 1 ( 2, 3, & 4) - the key stages of education from Reception to GCSE
<b>KSI</b>	Killed or Seriously Injured
<b>LAA</b>	Local Area Agreement
<b>LCC</b>	Leeds City Council
<b>LEA</b>	Local Education Authority
<b>LEAP</b>	Local Environmental Action Plan
<b>LEP</b>	Local Education Partnership
<b>LFSI</b>	Leeds Financial Services Initiative
<b>LGPS</b>	Local Government Pension Scheme
<b>LIFT</b>	Local Improvement Finance Trust
<b>LKI</b>	Local Key Indicator

<b>LLN</b>	Leeds Learning Network
<b>LLP</b>	Leeds Leadership Programme
<b>LNRS</b>	Leeds Neighbourhood Renewal Strategy
<b>LPSA</b>	Local Public Service Agreement
<b>LSP</b>	Local Strategic Partnership
<b>LTP</b>	Local Transport Plan
<b>MTFP</b>	Medium Term Financial Plan
<b>NEET</b>	Not in Employment, Education or Training
<b>NHS</b>	National Health Service
<b>NIP</b>	Network Integration Programme
<b>NDR</b>	Business rates
<b>NO<sup>2</sup></b>	Nitrogen Oxide
<b>NOF3</b>	New Opportunities Fund
<b>NRF</b>	Neighbourhood Renewal Fund
<b>NVQ</b>	National Vocational Qualification
<b>OBC</b>	Outline Business Case
<b>ODPM</b>	Office of the Deputy Prime Minister
<b>ONS</b>	Office of National Statistics
<b>OfSTED</b>	Office for Standards in Education
<b>OSC</b>	One Stop Centre
<b>PCT</b>	Primary Care Trust
<b>PDP</b>	Personal Development Plan
<b>PFI</b>	Private Finance Initiative
<b>PFS</b>	Partnership for Schools
<b>PIs</b>	Performance Indicators
<b>PRG</b>	Pupil Retention Grant
<b>PRU</b>	Pupil Referral Unit
<b>PSA</b>	Public Service Agreement
<b>QA</b>	Quality Assurance
<b>QiSS</b>	Quality in Study Support
<b>QTS</b>	Qualified Teacher Status
<b>ROSPA</b>	Royal Society for the Prevention of Accidents
<b>RPA</b>	Regular Performance Assessment
<b>SAP</b>	Single Assessment Process

<b>SBC</b>	Strategic Business Case
<b>SEN</b>	Special Educational Needs
<b>SILC</b>	Specialist Inclusive Learning Centre
<b>SLFLC</b>	South Leeds Family Learning Centre
<b>SSI</b>	Social Services Inspectorate
<b>SOA</b>	Super Output Area (ONS based geography for residence based statistics)
<b>SORT</b>	A recycling scheme
<b>SME</b>	Small to medium sized enterprise
<b>STEP</b>	Support Teaching and Educational Psychology
<b>TUPE</b>	Transfer of Undertakings (Protection of Employment)
<b>UDP</b>	Unitary Development Plan
<b>VFM</b>	Value for Money
<b>WLFLC</b>	West Leeds Family Learning Centre
<b>WYPTE</b>	West Yorkshire Passenger Transport Executive



## Useful Information

Abandoned Vehicles	24 77500
Anti Social Behaviour Team	39 84701
Benefits Advice	24 77247
Business Rates Information	24 76983
Childcare Information	24 74386
Area Committees	22 43267
Complaints and Compliments	38 84703
Council Tax Information	39 84730
Council Tax Benefit	24 77247
Council Tax 24 Hour Payment Line	39 57100
Councillors, MPs and MEPs	24 74045
Disabled Parking Badges and Bus Passes	39 84700
Dog Wardens	24 76477
Drug Action Team	39 50839
Student Finance Direct Customer Support	0845 607 7577
Education Maintenance Allowance Helpline	0808 101 6219
Leeds City Council Student Support Office	24 75326
Education Enquiries	24 75590
Elections and Voting	24 76726
Employment and Training Enquiries	24 75465
Environmental Health - Domestic	24 76026
Environmental Health - Industrial	24 76026
Equal Opportunities	24 74190
Fly Tipping	24 77500
Highways - General Enquiries	24 77500
Highways - Out of Hours Emergencies	24 78500
Housing Enquiries	39 84701
Housing Repairs	39 84704
Housing Advice Centre	24 76919
Homelessness Enquiries	24 76919
Leisure Service General Enquiries	23 48080
Libraries and Information Service	24 76016
Members Services	24 74045
Museums and Galleries - automatic information line	24 77241
Needles/ Syringe reports	0800 138 6227
Noise Nuisance 24 Hour Service	24 07361

Parks and Countryside	23 23069
Pest Control	24 76284
Planning Applications	24 78000
Potholes	24 77500
Recycling	39 84760
Refuse Collection	39 84760
Registrar - General Enquiries	22 43604
Registrar - Recent Births and Deaths	22 43622
Registrar - Marriages	24 76709
Social Services - General Enquiries	39 84702
Social Services - Emergency Out of Hours	24 09536
Sports Centres - General Enquiries	21 45005
Street Cleansing	39 84760
Tourist Information - Gateway Yorkshire	24 25242
Waste Collection	39 84760
Welfare Rights	24 05480
Youth Service	39 51272

**THE COUNCIL PLAN 2005/06  
NATIONAL AND LOCAL  
PERFORMANCE INDICATORS**

## National & Local Performance Indicators - At each stage of life people are able to live healthy, fulfilling lives

Sport		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-SP50	Increase the percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation (including walking) on 3 or more days a week	new indicator					no comparative data			no targets set, baseline to be established			
CP-SP51 BV-119a	Percentage of local people who are satisfied with sports and leisure facilities in the city	69%	not required	69%	not required	n/a				n/a	78%	70%	
<b>Local Key Indicators</b>													
LKI-SP9c	The total number of visits to swimming pools	new indicator					4124430	no comparative data			4.1M	4.1M	4.1M
<b>Indicators to be deleted</b>													
LKI-SP9a	The number of swims and other visits per 1,000 population	5,516	5,654	5,717	5,815	5,926	5,767	5,716 (2000/01)	5,501 (2000/01)	5,916 (2000/01)	no future targets required		
LKI-SP9b (1)	The net cost per swim/visit	£1.05	£1.00	£0.53	£1.29	£1.12	£1.44	£2.18 (2000/01)	£2.02 (2000/01)	£1.43 (2000/01)			
LKI - SP10 (LPSA 13)	The number of visits by young people aged 6-16 years from deprived communities visiting Council-run sports centres	227,290	242,000	246,485	261,582	272,748	279341	no comparative data					

### Footnotes

1. The variance in performance for this indicator against last year's result and the set target can be explained by increases in energy costs of up to 47% during 2004/05, a reduction in budget income, plus staff cost pressures which include an additional

Social Services for Older People		Our Performance					Comparison			Future Years					
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	National PAF Optimum Performance Levels			2005/06 Target	2006/07 Target	2007/08 Target		
<b>Council Priority Indicators</b>															
CP-OP50 PAF C26	Reduce the number of older people who are admitted to residential and/or nursing care per 10,000 population aged 65	new indicator	119	115	97.4	N/A	93.3	no comparative data			89	85	85		
<b>Best Value Indicators</b>															
BV - 53 PAF - C28	The number of household receiving intensive home care per 1,000 population aged 65 and over	7.7	8.1	13.7	15.02	16	17	16 and above			17 (1)	17 (1)	17		
BV - 54 PAF C32	The number of adults aged 65 or over helped to live at home per 1,000 adults aged 65 and over	137	124	133	133.7	134	135	100 and above			128 (1)	119 (1)	110		
BV-195 PAF - D55	Acceptable waiting times for assessments	new indicator			51.60%	65%	65%	Between 85% and 100%			75%	86%	86%		
BV-196 PAF - D56	Acceptable waiting times for care packages	new indicator			83.1%	85%	85%	Between 85% and 100%			86% (1)	86% (1)	86%		
<b>Local Key Indicators</b>															
LKI - SS12 PAF - D41	Percentage of older people aged 75 or over, having a delayed discharge from hospital, based on the number of people aged 75 or over occupying hospital beds	9.3%	7.3%	2.7%	1.5%	0.00%	2.34% (2)	Between 0 and 20.12			no future targets set, indicators to be deleted				
LKI - SS13	Number of hours of home care delivered at evenings and weekends as a percentage of total hours of home care	20%	24.0%	32%	33.4%	38%	38% (2)	no comparative data							
LKI - SS25 PAF-C33 (LPSA 4)	Admissions to hospital of people aged 75 or over due to hypothermia or injury caused by a fall per 1,000 population aged 75 years and over	new indicator			26.0	27.6	30							20	34.61 (2, 3)
LKI - SS26 (LPSA 4)	People aged 75 or over receiving intermediate care services, either by an intermediate care bed or a supported intermediate care place	new indicator			1,262	2,796	3,164							3,330	3,392 (2)
LKI-SS27 (LPSA 4)	Number of households per thousand people aged over 75 receiving intensive home care	new indicator			11.6	20.2	21.4							16	27 (2)

### Footnotes

1. Targets have been amended from those published in last years Council Plan to remain in the optimum PAF banding

2 These figures are currently estimates, actuals will be provided as soon as they are available

3. Performance has declined from last year and is consistent with an incremental upward trend noted since initial reporting in 2001/02.

Social Services for Adults		Our Performance						Comparison		Future Years				
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	National PAF Optimum Performance Levels		2005/06 Target	2006/07 Target	2007/08 Target		
<b>Council Priority Indicators</b>														
CP-SSA50 BV - 56 PAF- D54	Percentage of items of equipment and adaptations delivered within 7 working days	Amended Indicator			86.8%	86.60%	88.60%	Between 85 and 100		89% (1)	89% (1)	89%		
CP-SSA51 BV-201 PAF - C51	The number of adults and older people receiving direct payments at 31 March per 100,000 population aged 18 years or over (age standardised by age groups)	new indicator			13.3	32.4	21.43 (2)	150 and above		56.1 (3)	81.1 (3)	91		
<b>Indicators to be deleted</b>														
LKI-SS2	The number of adults under 65 whom the Authority help to live at home per 1,000 adults under 65	8.8	8.9	12	12.6	12.8	11.5 (5)	no comparative data		no future targets required - indicators to be deleted				
LKI - SS5 PAF-C31	People with mental health problems helped at home	2.3	2.4	2.5	2.6	2.8	2.5 (5)	2.3 and above						
LKI - SS7	Emergency psychiatric re-admissions as a % of the number of discharges	18%	16%	19.6%	14.0%	11.10%	10.30%	no comparative data						
LKI - SS8	Unit cost of residential and social care for people with mental illness	£527	£444	£398	£420	£417	433.19 (5)							
LKI - SS9	The percentage of new services for which a starting date was provided to the client	100%	100%	100%	100%	100%	100 (5)							
LKI - SS10	The percentage of single adults going into residential care who were allocated single rooms	94%	97%	99%	87.5%	99%	awaiting information							
LKI - SS11	Where a start date was given, the percentage of occasions when the date was met	89.8%	89.7%	91.8%	91.1%	92%	awaiting information							
LKI-SS22	The number of nights of respite care provided or funded by the Authority per 1,000 adults	77.8	79.6	91.7	94	94	92.6 (5)	Between 60% and 90%						
LKI-SS19 PAF- D40	Clients receiving a review or re-assessment as a percentage of adult clients receiving a service	52%	55%	54%	55%	60%	34.1% (5)							
LKI-SS20 PAF- E49	The number of assessments of service users aged 65 or over per head of population aged 65 or over	124	126	118	47.7	50	39.3 (5)	no comparative data						
BV - 52 PAF- B12	Cost of intensive social care for adults and older people by reference to the average gross weekly cost of providing care for adults and older people	£402	£394	£410	£406	£448	£474 (4)	£424.00	no comparative data					
BV - 58 PAF- D39	Percentage of people getting a community or residential service, who received a statement of their needs and how they will be met	50%	99%	99%	96.7%	97%	97% (5)	100%						

**Footnotes**

1. Targets have been amended from those published in last years Council Plan to aim to stay in the PAF optimum banding
2. Although the 2004/05 target has been missed this indicator has significantly improved from last year.
3. Targets have been amended from those published in last years Council Plan in light of achievements this year,
4. The 2004/05 result differs significantly from the 2003/04 result. The number of people receiving homecare has reduced which has an impact on the cost of providing intensive social care.
5. These figures are currently estimates, actuals will provided at a later date

Housing Management		Our Performance					Comparison			Future Years			
	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-HM53	Reduce the percentage of Leeds households that are vulnerable and suffer from fuel poverty	new indicator					no comparative data			13.50%	10.20%	8.70%	

Environmental Health		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Best Value Indicators</b>													
BV - 166a	Score out of 10 against a checklist of enforcement best practice for environmental health	new indicator	55%	82%	85.0%	100%	96.7% (1)	91.0%	no comparative data		96.7% (2)	96.7% (2)	96.7%
BV-166b	Score out of 10 against a checklist of enforcement best practice for trading standards	new indicator				100.0%	100%	94.0%	no comparative data		100%	100%	100%
BV-217	Percentage of pollution control improvements to existing installations completed on time	new indicator					no comparative data			no targets set, baseline to be established			
<b>Local Key Indicators</b>													
LKI - EH3	The percentage of food premises inspections that should have been carried out that were carried out for high-risk premises	87.3%	98.4%	86.6%	75.0%	76.0%	42% (3)	94% (2000/01)	92% (2000/01)	99% (2000/01)	50% (4)	50% (4)	50%

**Footnotes**

1. An action plan was developed to identify the steps needed to meet the required standard. Implementing the action plan led to an improvement in rating with only a shortfall in one area.
2. There is one aspect of enforcement best practice that we do not score 100% on, there are currently no plans to improve performance in this area, therefore the targets have been amended to reflect this.
3. The 2004/05 result is an estimated result. A new computer system is being introduced and this had to difficulties in monitoring.
4. Targets have been amended from those published in last years Council Plan. During the course of 2004/05 the Council agreed a Food Strategy for Leeds placing greater emphasis on support mechanisms and therefore less inspections are planned to take place

Personnel		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-P50	The implementation of smoking control measures	new indicator					no comparative data			no targets set, baseline to be established			

Childcare and Early Years Development Service		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-EY50a	Number of families supported with childcare including before and after school clubs where parents are in work	new indicator						no comparative data			1,550	1770	2000
CP-EY50b	Number of families supported with childcare including before and after school clubs where parents are in work based learning, training or further education										450	450	550

Social Services for Children & Families		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	National PAF Optimum Performance Levels			2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-CF50 BV - 161 PAF A4	Ratio of former care leavers in employment, education or training at age 19.	Amended Indicator				46.00%	70%	60% and above			70.0%	70%	70%

## National & Local Performance Indicators - All Neighbourhoods are safe, clean, green and well maintained

Community Safety		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-CS50	Reduce overall crime levels in Leeds by 35%	new indicator						no comparative data			25.50%	30%	35%
CP-CS51	Reduce the number of people who have a fear of crime	new indicator						no comparative data			year on year reduction	year on year reduction	year on year reduction
CP-CS52 LKI-NR1	Number of Wards with a domestic burglaries rate of more than 60 per 1,000 households	6 Wards	10 Wards	12 Wards	9 wards	0 Wards	2 wards (1)				2 (2)	2 (2)	2 (2)
<b>Best Value Indicators</b>													
BV-126 (LPSA 11)	Domestic burglaries per 1,000 households	43.8	50.2	52.1	43.5	38	29.57 (3)	32.87			27 (4)	26.2 (4)	25.4 (4)
BV-127	a) violent offences committed by a stranger per 1,000 population	amended indicator		4.8	4.4	4.2	5.89 (5)	11.29	no comparative data		no future targets required		
	b) violent offences committed in a public place per 1,000 population			12.1	11.2	10.9	14.58 (6)	15.71					
	c) violent offences committed in connection with licensed premises per 1,000 population			1.7	0.9	0.9	1.31 (7)	1.82					
	d) violent offences committed under the influence per 1,000 population			2.0	1.3	1.9	2.3 (8)	1.87					
	e) robberies per 1,000 population and percentages detected			3.7	2.7	1.8	1.68 (9)	5.74					
BV-127a	violent offences per 1,000 population	AMENDED INDICATOR						no comparative data			21.0	20.4	19.8
BV-127b	Robberies per 1,000 population	AMENDED INDICATOR						no comparative data			1.6	1.5	1.4
BV-128	Vehicle crimes per 1,000 population	33.8	37.0	35.5	29.9	23	21.32 (10)	29.91	NO COMPARATIVE DATA		18.5 (4)	17.9 (4)	17.4 (4)
BV-175 (LPSA 3)	The percentage of racial incidents that resulted in further action	55%	96%	100%	100%	98%	99.80%	99%	94%	100%	99% (11)	99% (11)	99% (11)
BV - 176	The number of domestic violence refuge places per 10,000 population which are provided or supported by the Authority	0.4	2.0	0.3	1.0	1.0	1.36 (12)	1.01	0.9	1.0	no future targets required - see BV-225		
BV-225 (previously BV-176)	Actions against domestic violence	new indicator						no comparative data			no targets set, baseline to be established		
<b>Local Indicators</b>													
LKI-CS1	The number of drug-related deaths attributing to Class 'A' drug overdose	new indicator		47	17	10	27 (13)				24	Targets to be set by the partnership	
LKI-CS3	The number of acceptable behaviour contracts that are entered into	new indicator				70	225 (15)	no comparative data			300	Targets to be set by the partnership	
LKI-CS4	Reduce crime as measured by the British Crime Survey comparator crime types	new indicator					23.50%				25.5% reduction on 2003/04 baseline	To be set based on 05/06 outturn	35% reduction on the 2003/04 baseline
<b>Indicators to be deleted</b>													
LKI-CS2	Domestic violence incidents as a percentage of repeat victimisation	new indicator		33.9%	35.9%	34%	46.2% (14)	no comparative data			indicator to be deleted		



**Footnotes**

1. In 2004/05 the ward with the highest rate of burglary was three times higher than the average rate for the city compared to 2.6 times higher in 2003/04.
2. The targets have been changed from those published last year. The new targets are more realistic given our current position.
3. Analysis shows a burglary reduction of 32% when compared to the previous year equivalent to 4,335 fewer victims. This reduction is due to a number of factors including, 1) reducing opportunities for offending by target hardening of properties, 2) Crime
4. Targets have been amended from those published in last year's Council Plan. As part of the improved approach to performance management of Home Office Delivery in the Regions, targets set in Leeds will support the delivery of the Home Office aims and P
5. Analysis shows an increase in violent offences committed by a stranger of 34.1% when compared to the previous year equivalent to approximately 1,066 more victims. This is partly due to a change in the national recording standards and a more pro active
6. Analysis shows an increase in violent offences committed in a public place of 30.4% when compared to the previous year equivalent to approximately 2,331 more victims. This is partly due to a change in the national recording standards and a more pro act
7. Analysis shows an increase in violent offences committed in connection with licensed premises of 44.4% when compared to the previous year equivalent to approximately 290 more victims. This is partly due to a change in the national recording standards a
8. Analysis shows an increase in violent offences committed under the influence in a public place of 77% when compared to the previous year equivalent to approximately 716 more victims. This is partly due to a change in the national recording standards an
9. Analysis shows a reduction in robbery of 37% when compared to the previous year, equivalent to 759 fewer victims. This improvement can be linked to the continued activity of the street crime initiative e.g. increased police and street warden visibility
10. Analysis shows a vehicle crime reduction of 28.8% when compared to the previous year, equivalent to 6,182 less offences.
11. Targets have been amended from those published in last year's Council Plan to sustain overall performance.
- 12 The number of bed spaces commissioned by supporting people has increased in 2004/05
13. The target for 2004/05 was seen to be a convergence target, working towards a zero level by the end of 2008, as agreed with Strategic Health Authority. This target was not achieved. This is a relatively new area of work and prior to the appointment of
- 14 When compared to the previous year the % is equivalent to 1,471 more reported repeat incidents of domestic violence. It is worth noting that if women feel more confident in reporting incidents to the Police then they are more likely to report repeat in
- 15 The target for 2004/05 has been exceeded due to a proactive multi-agency approach to the use of ABCs. This has been facilitated through the work of the four area Anti Social Behaviour Panels, previously there has only been one panel for the City.

Housing Management		Our Performance						Comparison			Future Years		
	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-HM52 BV - 63	Energy efficiency - the average SAP rating of local authority owned dwellings	N/A	49	51	53.2	58.3	57.2	56.09	NO COMPARATIVE DATA		61.2	64	66

Environment		Our Performance						Comparison			Future Years		
	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-EN50 BV-216	Increase the percentage of the Local Authority area that is inspected for contaminated land										no targets set, baseline to be established		
CP-EN51 BV-217	Increase the percentage of pollution control improvements to our existing installations												
CP-EN52	Reduce energy consumption in council buildings by at least 10%												
											3% reduction (total of 463,660 mwh) (1)	n/a (1)	10% reduction (430,200 mwh) (1)

**Footnotes**

1. Baseline figure is 478,000 mwh (2004/05 data). All targets have been calculated from this.

Road Maintenance		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-RM50 BV-223	Percentage of the local authority principal road network where structural maintenance should be considered	new indicator						no comparative data			25% (1)	24% (1)	23% (1)
CP-RM51 BV-224a	The percentage of the non-principal classified road network where maintenance should be considered										14% (1)	12% (1)	10% (1)
CP-RM52 BV-224b	Percentage of the un-classified road network where structural maintenance should be considered										24% (1)	19% (1)	14% (1)
CP-RM54 BV-187	Percentage of the footway network where structural maintenance should be considered	new indicator	30.4%	32.9%	31%	35.65% (2)	29.0%	26%	16%	33% (3)	33% (3)	33%	
<b>Best Value Indicators</b>													
BV - 100	Number of days of temporary traffic controls or road closure on traffic sensitive roads caused by Local Authority roadwork's per km of traffic sensitive road	0.0 days	0.3 days	0.1 days	0.04 days	0.4 days	0.122 days (4)	1 day	0.87 days	0.00 days	0.4 days (5)	0.4 days (5)	0.4 days
<b>Local Key Indicators</b>													
LKI-HM2	The percentage of repairs to dangerous damage to roads and pavements which were carried out within 24 hours from the time the Authority first becoming aware of the damage	98%	97%	93%	96.5%	98%	93.50%	97% (2001/02)	91% (2001/02)	98% (2001/02)	96% (6)	96.5% (6)	97%
<b>Indicators to be deleted</b>													
BV-186a	Principal Roads not needing major repair	new indicator		52.7	57.68	71.40	55.93 (7)	78.06	66.11	89.82	future targets not required		
BV-186b	Non-Principal Roads not needing major repairs			450.2	405.02	270.70	306.1 (8)	299.06	241.46	316.3			
BV-96	The condition of principal roads as measured by the TRACS	new indicator				24%	26.08%	14%	no comparative data			to be replaced by BV-223	
BV - 97a	The percentage of classified Non-Principal Roads that are defective	7.0%	13%	12%	11.7%	9%	15.61% (9)	19.00%	18.96	11.01	to be replaced by BV-224		
BV-97b	The percentage of un-classified Non-Principal Roads that are defective	new indicator	31%	39.5%	18.9% (10)	17%	26.25% (11)	16.0%	17.94	10.64			

#### Footnotes

- The targets set for 2005/06 to 2007/08 are based on the visual survey methodology. However, from 2005/06 onwards the survey method changes to a machine survey (Scanner). Results generated from the two surveys are not directly comparable.
- In 2004/05 the network of footways was increased by 20 kilometres from information used in previous years. Allied to this, a significant part of the scheduled work programme for the year was not completed as planned and performance is down on last year.
- Targets have been amended from those published in last years Council Plan. A programme of works on major footways throughout Leeds should lead to an improvement in performance in 2005/06. However, in 2006/07 and 2007/08 the council will seek to maintain performance.
- Performance has decreased from last year and has missed the target as the council tries to, where possible, programme maintenance work outside traffic sensitive times (i.e. nights and weekends). Also, an expanded programme of works but especially in relation to footways.
- Targets have been amended from those published last year. Performance target levels are to be maintained at 0.4 days over the next three years. Minimising disruption from road works is of importance to the service and the recently appointed Traffic Manager will be working to ensure this.
- Targets have been amended from those published in last year's Council Plan. Although the Council has moved towards a more quality driven system of dealing with dangerous defects (i.e. more patching than filling) and with no additional resources available.
- The variation of from the target is a result of the knock on effect from BV-96.
- The variation from last years performance is due to a knock on effect from BV-97.
- A number of schemes do not have a target as they are not classified as a key indicator.
- The 2003/04 result is considered a 'rogue' result. This indicator is based on a visual survey of non principal roads using a sample of 25% and therefore can be subject to variations.
- The 2004/05 result is considered to be an accurate reflection of the condition of non principal roads and is in line with the 2002/03 result showing gradual improvement. The 2003/04 result was not a true reflection of the condition of non principal roads.

Refuse Collection & Waste Management		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target	
<b>Council Priority Indicators</b>														
CP-RC50 BV - 82a i (LPSA 8)	Total Tonnage of household waste arising - % recycled	10.0%	10.3%	10.3%	12.2%	19.6%	15.79% (1)	9.0%	no comparative data			19.94% (2)	20.88% (2)	22.16%
CP-RC51 BV - 82b i (LPSA 8)	Total Tonnage of household waste arising - % composted	0.6%	1.6%	2.4%	2.40%	3.2%	3.77% (3)	1.0%				3.5% (4)	3.62% (4)	3.84%
CP-RC52 BV - 82di	Total tonnage of household waste arising - % landfilled	89.4%	88.5%	86.7%	85.4%	77.3%	80.28%	60.0%				76.6% (5)	75.5% (5)	72%
<b>Best Value Indicators</b>														
BV-82a ii	Total tonnage of household waste arising which have been sent by the authority for recycling	new indicator						no comparative data			67741	71553	76694	
BV-82b ii	The tonnage of household waste sent by the authority for composting or treatment by anaerobic digestion	new indicator						no comparative data			11742.0	12403.0	13294	
BV - 82c i	Total Tonnage of household waste arising - % used to recover heat, power and other energy sources	0%	0%	0.4%	0%	0%	0.03%	29.0%	no comparative data			0%	0%	2%
BV-82c ii	Tonnage of household waste arising which have been used to recover heat, power and other energy sources	new indicator						no comparative data			0%	0%	6922	
BV-82d ii	Total tonnage of household waste arising which has been landfilled	new indicator						no comparative data			259803	258723	249196	
BV - 84a (amended indicator)	Number of Kilograms of household waste collected per head	423.3kg	459kg	459kg	464kg	463kg	473.16kg	60	no comparative data			474.4kg (6)	479.1kg (6)	483.9kg
BV - 84b (amended indicator)	percentage change from the previous financial year in the number of kilograms of household waste collected per head of population	new indicator						no comparative data			0.91%	0.98%	0.99%	
BV - 86	Cost of waste collection per household	£30.37	£34.14	£39.55	£54.40	£55.45	£58.84	£38.40	no comparative data			£58.45 (7)	£59.41 (7)	£60.39
BV - 87	Cost of waste disposal per tonne for municipal waste	£41.26	£30.96	£34.47	£34.99	£27.27	28.03 (8)	£39.97				28.3 (9)	29.99 (9)	£31.68
BV - 91a	Percentage of population resident in the Authority's area served by a kerbside collection of recyclables	new indicator	42%	43.5%	76.20%	80.5%	88.13% (10)	81.00%				89% (11)	89.5% (11)	90%

**Footnotes**

1. Although there has been a significant increase in the percentage of waste recycled the target has not been met. The shortfall in SORT tonnes is due to an over ambitious target being set. The rollout of a number of SORT initiatives throughout the year had
2. Targets have been amended from those published in last year's Council Plan as recycling is forecast to rise as the council extends its recycling provision and improves education and awareness of the need to recycle. The Council rolled out green bags to ov
3. The combination of a hot, wet summer and a mild winter led to increased levels of compost throughout the year. These has also been two Easters within this financial years, and the increased number of bank holidays has meant higher levels of compost and ga
4. Targets have been amended from those published last year. Composting is forecast to rise as the Council improves education and awareness of the need to recycle and compost waste e.g. through the Education and awareness team. The targets set here reflect t
5. The targets for future years have been set in line with government targets and in line with meeting the LATS requirements.
6. The targets set reflect the council's waste strategy (i.e. forecast a 1% increase per year in the amount of waste generated). Education initiatives will take time to come to fruition and nationally there is a backdrop of increased waste generation.
- 7.
8. The increase in cost is mainly attributable to the effects of new landfill contracts which were let in January 2005 and the average price per tonne increased by approximately £1 per tonne.
9. Targets have been amended from those published in last year's Council Plan. The targets are based on the 2005/06 budget for the recycling and waste (as adjusted by the BVPI requirements). Future years targets take into account the £3 rise in landfill tax
10. The increase in the percentage of households served by a kerbside collection of recyclables has increased due to the following initiatives. In April and May 2004, the Council completed the installation and rollout of the remaining new style litterbins. I
11. Targets have been amended from those published in last years Council Plan as the Council increased the number of residents with access to kerbside recycling and therefore the council has forecast only a marginal rise in performance over the next three year

Refuse Collection & Waste Management (continued)		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Best Value Indicators</b>													
BV-91b	Percentage of population resident in the Authority's area served by a kerbside collection of at least two recyclables	new indicator						no comparative data			targets to be set once baseline has been established		
BV-218a	Percentage of new reports of abandoned vehicles investigated within 24 hours of notification												
BV-218b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle												
<b>Local Key Indicators</b>													
LKI - RC1	Number of household waste collections missed per 100,000 collections	117	60	87	127	80	679.14 (12)	71.8 (2001/02)	204 (2001/02)	59 (2001/02)	200 (13)	180 (13)	150
LKI-RC1b	Percentage of household waste collections made on schedule	new indicator				99.92%	99.32%	no comparative data			99.90%	99.90%	99.90%

**Footnotes**

12. The number of household wa:

13. Targets have been revised from those published last year and are stretching but the introduction of chipped bins and more effective performance management arrangements should lead to an improvement in performance.

Street Cleansing		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-SC50 BV-199a	The proportion of relevant land and highways assessed as having combined deposits of litter and detritus across four categories of cleanliness (Clean, Light, Significant, Heavy)	new indicator		37%	31.2%	27.5%	27.05% (1)	20%	no comparative data		26.5%	25.5%	24.50%
<b>Best Value Indicators</b>													
BV-199b	The proportion of relevant land and highways (as a percentage) from which unacceptable levels of graffiti are visible	new indicator						no comparative data			targets to be set once baseline has been established		
BV-199c	The proportion of relevant land and highways (as a percentage) from which unacceptable levels of fly posting are visible												
BV-199d	The year on year reduction in the total number of incidents and increase in total number of enforcement actions taken to deal with fly tipping												
<b>Local Key Indicators</b>													
LKI - SC4 (LPSA 10)	ENCAMS Cleanliness Index Score for streets	64.6	67.4	62.0	71.0	75.0	72 (+/-3%)	no comparative data			future targets not required		
LKI-SC6	The average time taken to remove fly tips	5.2 days	9 days	2.5 days	1.7 days	1.5 days	0.84 days (2)	3.8 Days (2000/01)	3 Days (2000/01)	1.1 Days (2000/01)	1 day (3)	1 day (3)	1 day

**Footnotes**

1. Performance in 2004/05 has improved due to a multitude of factors. An additional 1500 litterbins have been distributed across the city and the street cleansing/sweeping programme has been changed to improve service delivery. The council has four teams whi

2. An accurate comparison cannot be made between the 2003/04 result and the 2004/05 result as the definition and calculation method has changed.

3. Targets have been revised and set at 1 day for the next three years as without additional resources it is likely that performance will remain static. If performance does remain static for a number of years the council may consider whether to retain this

Street Lighting		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Best Value Indicators</b>													
BV-215a	The average number of days taken to repair a street lighting fault which is under the control of the local authority	new indicator						no comparative data			7.5 days	6.5 days	5 days
BV-215b	The average time taken to repair a street lighting fault, where response time is under the control of a DNO	new indicator						no comparative data			8.8 days	8.8 days	8.8 days
<b>Local Key Indicators</b>													
LKI-SL2	Percentage of street lamps not working as planned	1.3%	1.3%	1.9%	1.75%	1.6%	1.9% (1)	1.5% (2000/01)	1.4% (2000/01)	1% (2000/01)	2.2% (1)	2% (1)	1.50%
<b>Indicators to be deleted</b>													
BV-180b	Average lamp circuit wattage compared with average consumption/wattage by local authorities in the UK	new indicator		383.4 kWh	403.7 kWh	N/A	399.15KWH	495.35 kWh	340 kWh	406 kWh	future targets not required		

**Footnotes**

1. In certain wedges the continued use of sox lamps, which an assessment exercise has show are prematurely falling and not achieving the manufacturers claim of a three year life, has led to an increase in the number of reported faults. In quarter 3 there was

Parks & Countryside		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-PC50 LKI-GF1	The % of P&C sites assessed that meet the Green Flag standard	new indicator				10%	10.80%	no comparative data			12%	14%	17%
CP-PC51 BV-119e	Percentage of residents satisfied with Parks and Open Spaces	76%	not required		74%	not required	n/a	no comparative data			n/a	76%	76%
<b>Best Value Indicators</b>													
BV - 178	The percentage of total length of footpaths and other rights of way which were easy to use by members of the public.	new indicator	55%	58.4%	68.0%	64%	70.20%	69.0%	60.70%	75.30%	75% (1)	78% (1)	81%
BV-219a	Total number of conservation areas in the local authority area	new indicator						no comparative data			see footnote (2)		
BV-219b	% of conservation areas in the local authority area with an up to date character appraisal	new indicator						no comparative data					
BV-219c	% of conservation areas with published management proposals	new indicator						no comparative data					
<b>Local Key Indicators</b>													
LKI - PC1	Total net spending per head on sport and recreation and parks and open spaces	£17.30	£19.51	£18.32	£24.29	£23.30	£26.99 (3)	no comparative data			£22.61	£22.61	
LKI - PC4	The number of playgrounds and play areas provided by the council per 1,000 children under 12	1.5	1.7	2.0	1.9	1.8	2 (4)	1.9 (2000/01)	1.9 (2000/01)	2.3 (2000/01)	future targets not required		
LKI-PC18	Number of businesses and organisations supporting Britain in Bloom	new indicator		134	282	298	298	no comparative data					

**Footnotes**

1. Targets have been amended from those published in last years Council Plan.

2. No baseline data exists for BV219 although some information is already collected. Future targets cannot be set at this time

3.. The increase in spending is due to increased energy costs and the addition of Corporate priorities money for Parkswatch and Horticultural Maintenance.

4. The difference in these figures is determined by two factors. The 5.3 percent reduction in the number of persons aged under 12 and the increase in the number of ball parks (MUGA) from 25 to 28 and skate parks from 10 to 18.

Road Safety		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-TM52 BV-99 (1)	a (i) Number of people Killed of Seriously Injured (KSI) in road traffic collisions	new indicator		439	518	443	443	no comparative data			387	376	365
	a (ii) % change in the number of people KSI in road traffic collisions since the previous year	new indicator			18%	-14.50%	-14.50%				-11%	-2.80%	-2.90%
	a (iii) % change in number of people KSI in road traffic collisions since the 1994-98 average	new indicator			-6.30%	-19.90%	-19.90%				-30.10%	-32.10%	-34.10%
	c (i) Number of people slightly injured in road traffic collisions	new indicator									3809	3708	3608
	c(ii) % change in number of people slightly injured in road traffic collisions since the previous year	new indicator									3.2%	-2.7%	-2.70%
	c (iii) % change in number of people slightly injured in road traffic collisions since the 1994-1998 average	new indicator									-8.6%	-11.1%	-13.50%

**Footnotes**

1. There has been an amendment to this indicator for 2005/06, it will now include the slight injury category. Also, The measurement period has been changed and from 2005/06, data will be reported for the previous calendar year instead of the year ending 15

## National & Local Performance Indicators - All communities are thriving & harmonious places where people are happy to live

Housing Management		Our Performance						Comparison			Future Years		
	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	2003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-HM50	Improve the quality of life of people living in the most disadvantaged areas of the city by narrowing the gap between them and the rest of Leeds	new indicator						no comparative data			targets to be set once baseline is established		
CP-HM51 BV - 184a	The proportion of Local Authority homes which were non decent at 1st Apr 2003	new indicator		48%	see footnote (1)	41%	53.41 (2)	59%	53%	40%	45% (3)	35%	25%
<b>Best Value Indicators</b>													
BV-63	Energy efficiency - the average SAP rating of local authority owned dwellings	N/A	49	51	53.2	58.3	57.2	56.09	56	61	61.2	64	66
BV - 66a	Local authority rent collection and arrears: proportion of rent collected	96.9%	98.1%	96.3%	96%	96.80%	95.77%	94.0%	96.13%	67.0%	96.9% (4)	97.4% (4)	97.8% (4)
BV-66b	Number of local authority tenants with more than 7 weeks rent arrears as a percentage of the total number of council tenants	new indicator						no comparative data			targets to be set once baseline is established		
BV-66c	Percentage of local authority tenants in arrears who have had notices seeking possession served	new indicator						no comparative data			targets to be set once baseline is established		
BV-66d	Percentage of local authority tenants evicted as a result of rent arrears	new indicator						no comparative data			targets to be set once baseline is established		
BV - 164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords: Tackling Racial Harassment?	amended indicator		No	No	Yes	Yes	no comparative data	67%	no comparative data	Yes	Yes	Yes
BV - 184b	The percentage change in the proportion of no decent LA homes between 1st April 2002 and 1st April 2003	new indicator		1%	4%	7%	0.07 (2)	0.04%	8.4%	15.5%	16% (5)	22% (5)	29% (5)
BV-211a	The proportion of planned repairs and maintenance expenditure on HRA dwellings compared to responsive maintenance expenditure on HRA dwellings	new indicator						no comparative data			targets to be set once baseline is established		
BV-211b	Proportion of expenditure on emergency and urgent repairs to HRA dwellings compared to non-urgent repairs expenditure to HRA dwellings	new indicator						no comparative data			targets to be set once baseline is established		
BV-212	Average time taken to re-let local authority housing	new indicator						no comparative data			38	35	32

### Footnotes

- 2003/04 result was qualified therefore no figure available. The result for 2004/05 will therefore be a new baseline for the indicator.
- This result is provisional pending further quality checks by ALMOS
- The targets have been amended from those published last year this is due to establishing a more accurate figure which provides a more accurate baseline from which to set targets.
- Target have been amended from those published in last years Council Plan. The Strategic Landlord has collected targets from individual ALMOs and collated these to provide a city-wide target.
- Targets have been changed from those published in last year's Council Plan due to a revised baseline figure for 2004/05 being established.

Housing Management (continued)		Our Performance						Comparison			Future Years		
	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Local Key Indicators</b>													
LKI-HMA1	Rent arrears of current tenants as a proportion of the Authority's rent roll	3.5%	3.8%	3.6%	3.60%	2.60%	3.62% (6)	6.4% (2001/02)	3.8% (2001/02)	2.6% (2001/02)	3.3% (4)	3% (4)	2.90%
LKI-HMA3	Percentage of rent lost through Local Authority dwellings becoming vacant	3.2%	3.0%	2.6%	2.7%	2.30%	2.30%	3% (2001/02)	3.8% (2001/02)	2.6% (2001/02)	2.1% (4)	2% (4)	1.70%
LKI-HMA4	The average time taken to complete non-urgent responsive repairs	9 days	9.5 days	8.1 days	9.1 days	7.2 days	awaiting information (7)	17 days (2001/02)	29 days (2001/02)	17 days (2001/02)	Targets will be confirmed once an accurate year end figure is established		
LKI-HMA6	Proportion of properties currently unattended (council)			2.6%	2.4%	2.00%	2.20%				1.9% (4)	1.8% (4)	1.60%
LKI-HMA7	The percentage of urgent repairs completed within Government time limits	91.5%	90.4%	92.4%	93.4%	95%	awaiting information (7)	87% (2001/02)	90% (2001/02)	95% (2001/02)	Targets will be confirmed once an accurate year end figure is established		
LKI-HMA13 (formerly BV- 185)	The percentage of responsive (but not emergency) repairs during 2003/2004, for which the Authority both made and kept an appointment	91.5%	69.8%	85%	90%	97%	awaiting information (7)	76.0%	45.70%	67.70%			
LKI-NF4	Percentage of Local Authority Homes which meet the Government's Decency Standard	new indicator		53%	52%	59%	46.59% (8)	no comparative data			55% (9)	65% (9)	75%
<b>Indicators to be deleted</b>													
LKI-HMA2	Average relet times for Local Authority dwellings let in the previous financial year	52 days	42 days	36 days	47 days	33 days	50.2 days (10)	43 days (2001/02)	58 days (2001/02)	43 days (2001/02)	future targets not required - indicator to be replaced by BV-212		
LEI - HMA5	Proportion of debt in high arrears accounts	new indicator		2.4%	2.4%	2.20%	2.30%	no comparative data			future targets not required - indicator to be replaced by BV-66b		

**Footnotes**

6. The target set for 2004/05 was unrealistic given the planned introduction of the housing benefits academy system in early 2004 which led to significant delays in the payment of housing benefit.
7. Data is still being collected. Final results will be published in line with audit deadlines.
8. The quality of data held in Manifold has become more accurate during 2005/06 due to additional stock condition survey information being available and more robust cloning strategies.
9. Targets have been amended from those published in last year's Council Plan and have been set taking into consideration the outturn position for 2004/05 and capital programmes for 2005/06.
10. Performance deteriorated earlier in the year across some of the ALMOs linked to the introduction of new revenue repairs partnering arrangements but improved towards the end of the year.



Homeless & Advisory Services		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	2003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-HAS50	Reduce the number of homeless people in Leeds as defined by the council to 6.3 per 1,000 households	new indicator						no comparative data			max. 7.7	max. 7	max. 6.3
<b>Best Value Indicators</b>													
BV-183a	The average length of stay in bed & breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need	new indicator		2 week	3.09 weeks (1)	2 weeks	2 weeks	2 weeks	3.06%	0.00%	2 weeks (2)	1 week	1 week
BV-183b	The average length of stay in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need	new indicator		3 weeks	2.03 weeks (1)	1 week	1 week (3)	7.6 weeks	6.01%	0.00%	1 week (3)	0 weeks	0 weeks
BV-202	The number of people sleeping rough on a single night within the area of the authority	new indicator						no comparative data			max 10	max 10	max 10
BV-203	The percentage change in the average number of families which include dependent children or a pregnant woman, placed in temporary accommodation under the homelessness legislation compared with the average from the previous year.	new indicator						no comparative data			10%	10%	10%
BV-213	Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s) and for whom housing advice casework intervention resolved their situation	new indicator						no comparative data			1.2	1.4	1.6
BV-214	Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years	new indicator						no comparative data			8.50%	7.50%	6.50%
<b>Local Key Indicators</b>													
LKI-HAS4	The number of homeless acceptances made during the year	new indicator						no comparative data			Max 2400	Max 2200	Max 2000
LKI-HAS5	The number of homeless acceptances made where the homeless reason was parental eviction	new indicator						no comparative data			Max 280	Max 250	Max 220
LKI-HAS6	The number of households with dependant children who are placed in bed and breakfast accommodation for longer than 3 weeks	new indicator						no comparative data			6	5	4
<b>Indicators to be deleted</b>													
LKI-HAS1	The average number of homeless households in temporary accommodation during the year in Bed and Breakfast accommodation	12.7	8.5	85	14.7	14	2.8 (4)	no comparative data			future targets not required		
LKI-HAS2	The average length of stay in bed & breakfast accommodation.	3.9 days	6.5 days	14 days	12 days	10 days	4.4 days (5)	1.5 (2000/01)	3.6 (2000/01)	0.8 (2000/01)			
LKI-HAS3	Proportion of homelessness applications on which the authority makes a decision and issues written notification to the applicant within 33 working days	63%	82%	99%	93%	96%	91.60%	92% (2001/02)	92% (2001/02)	98% (2001/02)			

**Footnotes**

1. Result reported last year was rounded up in accordance with Audit Commission guidance, however, it is now acceptable to report this result to 2 decimal places. Future results will be to zero decimal places.
2. Target has been amended from that published in last year's Council Plan as this indicator is difficult to control as households are not included in the monthly returns at the point when they are resident in B&B accommodation, but rather at the point when
3. There is currently no accommodation in Leeds which meets the definition of a Hostel therefore only historic cases of families sharing accommodation will count towards this indicator.
4. The number of households placed in B&B accommodation has reduced significantly as the Department has procured alternative forms of temporary accommodation to fulfil our statutory duties to homeless households. The department has focused on preventing hom
5. The length of stay in B&B accommodation has been reduced as the Department has procured alternative forms of temporary accommodation to fulfil our statutory duties to homeless households. B&B is only occasionally used as a short term placement option unt

Private Sector Housing Strategy		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-PSH1 formerly BV-62	The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the Local Authority	1.3%	1.8%	1.2%	1.2%	0.80%	1.10%	4.0%	4.41%	6.42%	3.8%	4.00%	4.20%
CP-PSH2 BV - 64	The number of private sector vacant dwellings that are returned into occupation or demolished during 2002/03 as a direct result of action by the Local Authority.	new indicator	159	979	807	800	1584 (1)	224	no comparative data		800	800	800

**Footnotes**

1. Improved performance has been achieved due to the development of a database that enables more accurate management of data. This has facilitated a more efficient capturing of the successful interventions. Also, Environmental Health Services have devoted m

Local Elections		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-LE50 LKI-LE1	The percentage turnout for local elections	27.5%	30.6%	30.8%	29.9%	37.1%	42.62%	27% (2001/02)	27% (2001/02)	30% (2001/02)	No Local Elections	32.0%	32%
<b>Local Key Indicators</b>													
LKI-LE2	The percentage of electoral registration form "A"s returned	89.0%	84.1%	83.8%	91.9%	90%	93.23%	89.9% (2000/01)	91% (2000/01)	96% (2000/01)	92%	94%	95%

Libraries		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	2003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-LI50 BV-220	Compliance against the Public Library Service Standards (PLSS)	new indicator						no comparative data			2	3	3
	i) the number of PLSS the authority has complied with;										targets to be set once baseline is established		
	ii) the general progress the authority has made against the PLSS from the previous financial year;												
	iii) where the PLSS are not met, the number of individual standards that authorities are within 5% of achieving; and												
iv) provision to the general public apart from that offered in static libraries (i.e. mobile libraries and other service points as defined within PLSS1)													
<b>Indicators to be deleted</b>													
BV - 117	The number of visits in person to public libraries per 1,000 population	5,000	4,893	5,528	5,720	6,036	5759.4	5,720	5,329	5,976	future targets not required		
LKI-LI9	The cost per visit to public libraries	£3.17	£3.67	£3.45	£3.48	£3.39	£3.61	no comparative data					

Jobs and Skills		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	2003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-JS50	Reduce unemployment amongst the following target groups: a) lone parents b) people claiming incapacity benefit c) people living in the 11 most deprived wards in the city	new indicator						no comparative data			targets to be set once baseline is established		

Community Safety		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	2003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-CS1 BV-174 (LPSA 3)	The number of racial incidents recorded by the authority per 100,000 population	19	180	179	196	549	167.92 (1) estimate	196.61	no comparative data		216.4 (2)	229.3 (2)	236.2 (2)
CP-CS2	Increase the percentage of local people who feel local ethnic differences are respected	new indicator						no comparative data			targets to be set once baseline is established		
CP-CS3	Increase the percentage of local people who feel that they belong to their local area												
CP-CS4	Increase the percentage of local people who feel they can influence decisions affecting their local area												

**Footnotes:**  
1. This figure is still an estimate, however, a final figure will be available in July. Performance has been well below target, however, the indicator is in the top quartile of Metropolitan authorities. This area continues to be a priority for the Council an

2. The targets have been revised from those published in last year's Council Plan as during 2005/06 a corporate performance improvement plan will be developed to improve systems and processes for the recording of racial incidents across the authority.

## National & Local Performance Indicators - Children and Young People are healthy, safe and successful

Childcare and Early Years Development Service		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target	
<b>Council Priority Indicators</b>														
CP-EY51a	Number of places in children's centres	new indicator						no comparative data			1,353	no future targets set		
CP-EY51b	Number of integrated places in schools										1,987	2487	2987	
<b>Best Value Indicators</b>														
BV-192a	Quality of teaching for early years and childcare services. Average days access to relevant training and development per practitioner delivering foundation stage education	amended indicator				3.5	4	4.5 (1)	4.1	4.3	4.5	definition change for 2005/06		
BV-192b	Average number of settings per QTS (qualified teacher status) teacher					8.7	8	6.5 (2)	5.5	7.1	9.9			
BV-222a	Percentage of leaders of integrated early education and childcare settings funded or part funded by the local authority with the qualification at level 4 or above	new indicator						no comparative data			targets to be set once baseline has been established			
BV-222b	Percentage of leaders of integrated early education and childcare settings funded or part funded by the local authority which have input from staff with graduate or post graduate training in teaching or child development													
<b>Local Key Indicators</b>														
LKI-EY3	Number of parents in training and employment being supported with childcare in areas of disadvantage	new indicator	899	866	1109	1500	1864 (3)	no comparative data			n/a			
<b>Indicators to be deleted</b>														
LKI - EY2	Number of early education and childcare places in integrated centres	new indicator	206	300	424	874	851 (4)	no comparative data			indicator to be split into LKI-EY2a and LKI-EY2b			
LKI-EY4	Number of families registered as using family support services in integrated centres		74	100	420	750	758 (5)				future targets not required			

### Footnotes

- The change in definition to what constitutes training has enabled us to include most of the contact that partnership Teachers have with setting
- The service has been able to work with partnership advisory teachers. In addition, with the increase in children's centres there are now more teachers in the early years service.
- The actual for 2004/05 is higher than predicted due to the increase in the number of children places offered to parents. It is also due to the success of working with Jobs and Skills. In addition the service has refocused to support working parents and pa
- The opening of such large children's centres and the fast paced in which the centres are opening has resulted in over a 100% increase.
- There are now more integrated centres where family support can be provided than there were in 2003/04. There have also been an additional 12 family workers employed in the service to work with families.

Social Services for Children & Families		Our Performance					Comparison			Future Years				
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	National PAF Optimum Performance Levels			2005/06 Target	2006/07 Target	2007/08 Target	
<b>Council Priority Indicators</b>														
CP-CF51	Ensure 15% of children looked after by the council achieve the equivalent of 5 or more GCSEs at grade A* - C		7%	5%	5%	N/A	5%	no comparative data			13%	15%	15%	
CP-CF52 BV-49 PAF-A1	Stability of Placements of children in care	amended indicator				13.5	12.8	Between 0 and 16.01			13% (1)	13% (1)	13%	
CP-CF53 BV - 50	The percentage of young people leaving care aged 16 or over with at least 1 GCSE at grades A* - G or GNVQ	30%	33%	47.0%	51.0%	50%	42.47%	Between 70 and 100			50% (2)	50% (2)	50%	
CP-CF55 BV - 162 PAF-C20	The percentage of children on the register whose cases should have been reviewed that were reviewed	amended indicator			95.6%	100%	97%	100%			98% (3)	99% (3)	99%	
CP-CF56 BV - 163 PAF C23	The number of children looked after for 6 months or more who were adopted during the year as a percentage of children looked after	amended indicator			6.3%	6.80%	6.50%	Between 8 and 25			7.0%	7.5% (4)	8.10%	
CP-CF57	Number of children coming into care for the first time in the year	new indicator							no comparative data			targets to be established once baseline is established		
<b>Best Value Indicators</b>														
BV-197	Change in the number of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998	new indicator			96%	96%	81.50%	12%	0.90%	-16.60%	94%	92%	N/A	
<b>Local Key Indicators</b>														
LKI - SS1	The proportion of children registered during the year on the Child Protection Register who had previously been registered	10.5%	13.5%	8.6%	7.3%	7.5%	4.7% (5)	no comparative data			7% (3)	7% (3)	7%	
LKI-SS29	Core assessments for children carried out within 35 days	new indicator	35.0%	52.0%	55.8%	N/A	58.00%				65.0%	70.0%	75%	
LKI-SS30	Number of children looked after (excluding those placed with parents or those on regular respite) per 10,000 child population	new indicator			80.9%	N/A	75.3 (1174)				73.3% (1142)	69.6% (1085)	66.1% (1030)	
LKI-SS31	Educational achievement of 16 year old looked after children compared with peers	new indicator		52%	65.0%	N/A	65.0%				69.0%	73.0%	77%	
LKI-SS32 PAF C63	Percentage of looked after children involved in their own review	new indicator					70.64%				80.0%	85.0%	90%	
LKI-SS33 PAF D35	Long term stability of children looked after		52.30%	53.90%	55.7%	N/A	60.3%				62.5%	65.0%	67.5%	
LKI-SS34	Percentage of initial assessments within 7 working days of referral	new indicator	39.3%	75%	62.20%	N/A	54% (5)				65%	70%	75%	
<b>Indicators to be deleted</b>														
BV - 51 PAF B8	Costs of services for children looked after by the authority by reference to the gross weekly expenditure per looked after child in foster care or in a children's home	£399	£457	£367	£421	£385	£423	no comparative data			future targets not required			
LKI-SS15	The number of children being looked after by the Local Authority per 1,000 children	7.9	8.3	8.3	8.5	8.0	awaiting information							
LKI-SS16(i)	The percentage of looked after children who are in residential accommodation	14.2%	12.8%	11.3%	12.0%	11.0%	11.10%							
LKI-SS16(ii)	The percentage of looked after children who are in foster care and adoption	69%	71%	83%	83.6%	86%	84.27%							
LKI-SS17	The percentage of looked after children eleven and over who were permanently excluded from school in the year	0.0%	0.5%	0.3%	0.0%	0.0%	0.70%							
LKI-SS18	Gross expenditure on children in need but not looked after, as a percentage of gross expenditure on all children's services	35%	34%	38%	30%	30%	41.90%							

**Footnotes**

1. Targets have been revised upwards from those published in last years Council Plan in light of the result this year.
2. Targets have been amended from those published in last years Council Plan to a more realistic target in light of this years result.
3. Targets have been revised to more realistic targets from those published in last years Council Plan.
4. Targets have been revised from those published in last years Council Plan to show a more incremental increase year on year.
5. This figure is below the target. That is, fewer children than would be expected by CSCS have needed to have their names added to the child protection register because child protection concerns have resurfaced following de-registration. It is difficult to

School Improvement		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	Summer 2000 Result	Summer 2001 Result	Summer 2002 Result	Summer 2003 Result	Summer 2004 Target	Summer 2004 Result	Summer 2004 Core Cities Median	Summer 2004 Metropolitan Authority	Summer 2004 Metropolitan Authority Top	Summer 2005 Target	Summer 2006 Target	Summer 2007 Target
<b>Council Priority Indicators</b>													
CP-SI1 (LPSA 2 - ref to be agreed)	Increase the percentage of pupils who participate in at least 2 hours of PE/sport each week	new indicator					no comparative data			targets to be set once baseline has been established			
CP-SI2	Ensure the level of overall assessment reached at the end of foundation stage (up to 5 yrs old) is in line with the national average (Summer 2007)												
CP-SI3	Ensure the percentage of pupils achieving Level 4 or above in English and Maths at Key Stage 2 (up to 11 yrs old) is in line with value added estimates of expected progress (Summer												
CP-SI4	Ensure the percentage of 14 yrs olds achieving Level 5 or above in core subjects ( English, Maths & Science) is in line with value added estimates of expected progress (Summer 2007)												
CP-SI5	Ensure the percentage of 16 year olds achieving the equivalent of 5 or more GCSEs at grades A* - C is in line with value added estimates of expected progress (Summer 2007)												
CP-SI6 (LPSA 2 - ref to be agreed)	Increase the percentage of school leavers progressing to full time or part time education and training												
CP-SI7	Ensure 100% schools in Leeds are judged by OFSTED to be satisfactory or better (Summer 2007)									interim targets to be determined		100%	
CP-SI8	All targeted under-performing pupil groups make expected progress against Key Stage 4 (16 yrs old) value added estimates for the percentage of 16 yr olds achieving the equivalent of 5 or more grades A*-C at GCSE (Summer 2007)									targets to be set once baseline has been established			
<b>Best Value Indicators</b>													
BV - 38	Proportion of pupils in schools maintained by the authority in the previous summer achieving 5 or more GCSEs at grades A* to C or equivalent	40%	40%	42%	44.4%	52%	45.3% (1)	41.0%	46.2%	50.7%	53.0%	58.0%	N/A (2)
BV-39 (LPSA 1)	Proportion of pupils in schools maintained by the authority achieving 5 or more GCSEs at Grade A* to G or equivalent including English & Maths	new indicator	84%	83.4%	83%	92%	83.20%	81%	86.1%	89.1%	93.0%	94.0%	N/A (2)
BV - 40	Proportion of pupils in schools maintained by the Local Education Authority achieving Level 4 or above in the key stage 2 Mathematics test	73%	71%	74%	74.7%	86%	75% (3)	67.0%	71.2%	75%	86.0%	83% (4)	86%
BV -41	Proportion of pupils in schools maintained by the Local Education Authority achieving Level 4 or above in the key stage 2 English test	76%	75%	74%	76%	86%	78%	69.0%	72.9%	75.8%	86% (5)	81% (5)	85% (5)

#### Footnotes

1. Performance at GCSE improved overall and showed a quicker rate of improvement than the national rate. These targets were set before evidence was available and subsequently proved unrealistic.
2. These targets have been set in line with Education Leeds Education Development Plan. These have been set using evidence based on predictions from previous years attainment, Target setting data is not available for the academic year 2006/07, as a result
3. Maths Level 4+ attainment at key stage 2 is above the national average. These targets have been missed largely because they were set too high. New evidence based processes for target setting have been introduced and these will result in more realistic ta
4. These targets have been set in line with Education Leeds Education development plan targets. These have been set using evidence based and predictions from previous years attainment.
5. These targets have been set in line with Education Leeds Education development plan targets. These have been set using evidence based and predictions from previous years attainment. Targets for 2007/08 have been set in line with estimated progress made

School Improvement (continued)		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	Summer 2000 Result	Summer 2001 Result	Summer 2002 Result	Summer 2003 Result	Summer 2004 Target	Summer 2004 Result	Summer 2004 Core Cities Median	Summer 2004 Metropolitan Authority Average	Summer 2004 Metropolitan Authority Top Quartile	Summer 2005 Target	Summer 2006 Target	Summer 2007 Target
BV - 181 (LPSA 2)	The percentage of 14-year old pupils in schools maintained by the Local Education Authority achieving Level 5 or above in the Key Stage 3 tests in:												
	a) English	59%	62%	65%	67.0%	75%	66% (1)	61.0%	66.30%	69.25%	77%	72% (2)	N/A
	b) Mathematics	61%	63%	64%	67.0%	73%	70%	62.00%	66.84%	70.25%	79%	74% (2)	N/A
	c) Science	55%	62%	63%	64.0%	70%	62% (3)	59.00%	63.68%	67.70%	76%	71% (2)	N/A
	d) ICT				64.0%	71%	61% (4)	58%	64.74%	70.05%	77%	71% (2)	N/A
BV-194a	Percentage of pupils in schools maintained by the Local Education Authority achieving level 5 or above in Key stage 2 : English	new indicator			27.30%	36%	27% (5)	21.0%	24.0%	26.0%	38%	39%	42%
BV-194b	Percentage of pupils in schools maintained by the Local Education Authority achieving level 5 or above in Key stage 2 : Maths	new indicator			29.6%	35%	30% (5)	25.0%	27.4%	30.0%	38% (6)	39%	41%
<b>Local Key Indicators</b>													
LKI-ES7	Percentage of schools maintained by the Authority with serious weakness on 14 December 2000	3.7%	3.0%	2.4%	2.70%	0.5%	1.4% (7)	no comparative data			0.0%	0.0%	0%
LKI - ES13 (LPSA 3)	Percentage point difference between the percentage of pupils from ethnic minority communities obtaining 5 or more GCSEs at Grade A* to C (or equivalent) and the average for Leeds												
	a) Difference for Pakistani & Bangladeshi	new indicator	9.0%	14.9%	10.0%	9.0%	11.1% (8)	no comparative data			7.5% (9)	6% (9)	n/a (9)
	b) Difference for African-Caribbean		19.0%	18.9%	20%	18.0%	15.3% (10)	no comparative data			15% (9)	12% (9)	n/a (9)
LKI - ES14	Average GCSE points score of pupils in schools maintained by the Authority completing Year 11	34.0	34.3	35.5	36.3	39.5	37.2	32 (July 2002)	32 (July 2002)	38.2 (July 2002)	41	347.2 (13)	N/A
LKI-ES15 (formerly BV - 48)	Percentage of schools maintained by the Local Education Authority subject to special measures	1.0%	1.3%	0.7%	1.00%	0.7%	1.1% (11)	2.0%	1.33%	0.00%	0%	0%	0%
NRF Floor Targets	Number of schools in disadvantaged communities with less than 20% of pupils achieving 5 or more GCSEs at grade A* to C	9 Schools	10 Schools	8 Schools	5 schools	N/A	3 schools (12)	no comparative data			0 schools	0 schools	N/A (14)

**Footnotes:**

- Performance at key stage 3 has improved strongly over the last few years. This years results have shown a fall against the national result, however, performance against the national trend over a number of years is improving. Since these targets were set,
- These targets have been set in line with Education Leeds Education Development Plan Targets. These have been set using evidence based on predictions from previous years attainment. Target setting data is not available for the academic year 2006/07, as a
- Performance at key stage 3 has improved strongly over the last few years. This years results showed an improvement in line with the national average. Since these targets were set improved target setting methods have been introduced and more realistic but
- Performance in ICT is below target as schools have concentrated resources upon improving attainment in English, Maths and Science. The targets set were aspirational so under performance is unsurprising. Future targets will be set incorporating a greater
- English and Maths Level 5+ attainment at key stage 2 is the same as the national average. These targets have been missed largely because they were set too high. New evidence based processes for target setting have been introduced and these will result in
- The targets for 2005/06 and 2006/07 have been set in line with Education Leeds Education Development Plan targets. These have been set using evidence based on the predictions from previous attainment. Targets for 2007/08 have been set in line with estim
- Two high schools in serious weakness closed in 2004. Four schools remained in serious weaknesses in 2004; one primary, one secondary and two pupil referral units. These schools can only be removed by a full inspection from OfSTED. The primary school was i
- Performance by the Pakistani and Bangladeshi population at key stage 4 between 2003/04 and 2004/05 declined slightly. During this period the Leeds schools average performance improved, resulting in performance below target.
- These targets have been set in line with Education Leeds Education development plan targets. These have been set using evidence based and predictions from previous years attainment. Target setting data is not available for the academic year 2006/07 as a
- This indicator has shown significant improvement. This is a result of targeted assistance to schools which have disproportionately improved the performance of the Afro-Caribbean pupils in comparison to the Leeds average. As a result of this, the target ha
- Two secondary schools and one primary schools were in special measures in December 2004. The primary school and one of the secondary schools are making good progress and should be removed from special measures in 2005. A new Head Teacher has been appointe
- 2004 saw a very strong improvement in standards in the schools that have historically had the weakest results. The three schools that failed to achieve this target are all in the process of change due to the ongoing review of secondary and post 16 provisi
- The 2006/07 target has been amended as the government is changing the points scoring system. Target setting data is not available for the academic year 2006/07 as a result the 2007/08 targets have not been set.
- Target setting data is not available for the academic year 2006/07 as a result the 2007/08 targets have not been set.

Jobs and Skills		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-JS53	Reduce the number of children under 16 yrs of age living in households where all adults are unemployed	new indicator						no comparative data			targets to be set once baseline has been established		

Access to Education & Strategic Management		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Local Key Indicators</b>													
LKI - ES4	Percentage admission to school of first choice	92%	91%	92%	91.4%	92%	93.10%	no comparative data			92%	93%	93%
LKI - ES12a	Number of unfilled places in all primary schools identified as having surplus capacity expressed as a percentage of total primary capacity	13.5%	14.5%	13.1%	13.4%	Below 14%	12.80%	10.6% (2000/01)	10.3% (2000/01)	8.2% (2000/01)	14% (1)	13% (1)	13% (1)
LKI - ES12b	Number of unfilled places in all secondary schools identified as having surplus capacity expressed as a percentage of total secondary capacity	7.1%	7.6%	7.1%	7.6%	Below 7%	5.2% (2)	8% (2000/01)	7% (2000/01)	5.4% (2000/01)	5% (3)	5% (3)	5% (3)
<b>Indicators to be deleted</b>													
BV - 34a	Percentage of primary schools with more than 25% (and at least 30) of their places unfilled	16%	18%	18%	16%	15%	17.4% (4)	16.0%	15.27%	9.83%	future targets not required		
BV - 34b	Percentage of secondary schools with more than 25% (and at least 30) of their places unfilled	12%	14%	16%	16%	12%	12.2% (5)	9.0%	7.42%	0.00%			
BV-193a	Schools budget as a percentage of the Schools Funding Assessment	new indicator			101.0%	101.0%	101.00%	102.0%	100.8%	101.8%			
BV-193b	Increase in schools budget on the previous year as a percentage of the increase in Schools Funding Assessment on the previous year				109.9%	107.6%	107.60%	102.0%	100.4%	103.3%			

**Footnotes**

1. Targets have been amended from those published in last years Council Plan. To remain in line with current performance a continued programme of rationalisations in the primary sector needs to continue in order for a reduction in provision to at least match
2. The improved reduction in the proportion of surplus places reflects several strategies to remove surplus, including statutory proposals.
3. Targets have been set to reflect anticipated changes in the number of secondary schools in their capacity in the context in the falling secondary population. There is an anticipated improvement in performance to reflect measures taken to manage the supply
4. Whilst a range of strategies have been targeted at reducing the number of schools with 25% surplus places, the primary population has continued to fall. The impact of this in not evenly felt across schools and other schools have reached 25% threshold.
5. The variation reflects the impact of a range of strategies to address surplus places in secondary schools, including statutory proposals and school closures.



SEN & School Attendance		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-SEN50 (LPSA 2 - ref to be agreed)	Increase attendance in Leeds schools	new indicator						no comparative data			targets to be set once baseline has been established		
CP-SEN51 formerly BV - 44	Number of pupils permanently excluded during the year from all schools maintained by the Local Education Authority per 1,000 pupils at all maintained schools	new indicator	0.8	1.0	1.3	1.1	1.5 (1)	1.42	1.22	0.92	1.35	0.9	0.65
<b>Best Value Indicators</b>													
BV - 43a	Percentage of statements of Special Educational Need prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice	24%	89%	65%	79.2%	95.5%	96.15% (2)	88.0%	83.2%	99.5%	96% (3)	100% (3)	100% (3)
BV - 43b	Percentage of statements of Special Educational Need prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice	22%	44%	36%	48.0%	64%	78.64% (4)	57.0%	57.3%	78.1%	68% (5)	83.9% (5)	83.9% (5)
BV - 45	Percentage of half days missed due to total absence in secondary schools maintained by the Local Education Authority	new indicator		9.9%	9.4%	9.2%	9%	10.0%	8.82%	7.91%	8.85% (6)	8.6% (6)	8.2% (6)
BV - 159	The percentage of permanently excluded pupils provided with alternative tuition a) 5 hours or less; b) 6-12 hours; c) 13-19 hours; or d) 20 hours or more			15%	29.4%	2%	15.13% (7)	8.00%	no comparative data	Future targets not required			
				13%	8.9%	2%	7.69% (7)	8.00%					
				25%	13.5%	6%	15.38% (7)	14.00%					
				47%	48.1%	90%	61.79% (7)	67.00%					
		80.13%	100.00%	90%	100%	100%							
Indicator	Title of Indicator	Summer 2000 Result	Summer 2001 Result	Summer 2002 Result	Summer 2003 Result	Summer 2004 Target	Summer 2004 Result	Summer 2004 Core Cities Median	Summer 2004 Metropolitan Authority Average	Summer 2004 Metropolitan Authority Top Quartile	Summer 2005 Target	Summer 2006 Target	Summer 2007 Target
BV - 46	Percentage of half days missed due to total absence in primary schools maintained by the Authority	new indicator		6.0%	5.9%	5.6%	5.50%	7.0%	5.98%	5.60%	5.39% (6)	5.21% (6)	5% (6)
<b>Local Key Indicators</b>													
LKI - ES1	Number of ethnic minority pupils permanently excluded from primary schools per 1,000 pupils	0	0	0	0	0.1	0 (8)	no comparative data			0.1	0.1	0.1
LKI - ES2	Number of ethnic minority pupils permanently excluded from secondary schools per 1,000 pupils	3.6	2.7	6.1	4.10	1.5	4.6 (9)	no comparative data			1.5 (10)	1.5 (10)	1.2 (10)
<b>Indicators to be deleted</b>													
LKI - ES3	Pupils placed by the authority in special schools as a percentage of all children aged 0 - 19	0.5%	0.5%	0.5%	0.5%	0.5%	0.49%	no comparative data			future targets not required		
LKI - ES8	The number of statements of Special Educational Need issued during the year per 1,000 children	2.7	1.4	1.4	0.6	1.3	0.58 (11)	no comparative data			future targets not required		
LKI - ES9	Pupils with statements of Special Educational Need as a percentage of all children	2.2%	2.2%	2.1%	1.90%	1.5%	1.83% (12)	no comparative data			future targets not required		

**Footnotes**

1. These figures refer to exclusions in the academic year 2003/04 during which 167 pupils were excluded. Exclusions in this academic year will be significantly down on this figure. Exclusions rose in the 2003/04 acad
2. Performance in this indicator has improved as a result of a reduction in the number of statements being issued and an improvement in administration of the service. This has allowed for an increase in the amount of time spent on each statement. In addition
3. Targets have been set in line with the psychology and assessment team plan.
4. As with BV-43a performance against this indicator has improved significantly over the last financial year. The number of statements completed has fallen at faster rate than anticipated (see LKI-ES8). Collaboration has been undertaken with other agencies t
5. Targets have been set in line with the psychology and assessment team plan and Education Development Plan.
6. These targets have been recalculated based on attendance statistics for the 2003/04 academic year, and brought into line with those contained within the current EDP.
7. Performance is below target due to a number of factors; the high level of exclusions has resulted in pupil referral units (PRUs) operating at capacity, resulting in longer waiting times for pupils. In addition to this a number of pupils have been applying

8. No Black and Minority Ethnic pupils were excluded from a primary school in the 2003/04 academic year.

9. As with BV-44 performance on this indicator should improve in the 2005/06 academic year. Permanent exclusions did increase in Leeds during the 2003/04 academic year as a whole and as a proportion of this, exclusions of BME pupils has also risen. Compariso

10. Total exclusions are envisaged to fall to less than 40 by academic year 2007.08. If black and minority ethnic exclusions fall into line with the overall level of exclusions, this will represent 6 black and minority ethnic exclusions from an estimated popu

11. Significant progress has been made on this performance indicator against the target for 2004/05 as a result of the continuing Funding for Inclusion. This scheme provides funding for pupils with Special Educational Needs (SEN) without the need for a SEN st

12. Leeds LEA is reducing the number of pupils on statements by improving funding aimed at more inclusive practices - funding for inclusion (FFI). This has resulted in a continued and sustained reduction in the number of pupils on statements. It is difficult

Community Safety		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target	
<b>Council Priority Indicators</b>														
CP-CS57	Reduce the number of young people who have a fear of crime	new indicator						no comparative data			targets to be set once baseline has been established			
CP-CS58	Reduce the number of first time offenders who are under 18 years of age by 5%										interim targets to be determined		5%	
CP-CS59	Reduce the number of people who have a fear of crime										targets to be set once baseline has been established			

Sport		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-CSP52	Increase the take up of cultural and sporting opportunities amongst 5-19 year olds	new indicator						no comparative data			targets to be set once baseline has been established		
<b>Indicators to be deleted</b>													
LKI - SP10 (LPSA 13)	The number of visits by young people aged 6-16 years from deprived communities visiting Council-run sports centres	227,290	242,000	246,485	261,582	272,748	279,341	no comparative data			future targets not required		

Road Safety		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-TM53 BV - 99 (LPSA 5) (1)	The number of road accident casualties per 100,000 population broken down as follows:							no comparative data			future targets not required		
	b (i) Number of children (under 16) killed or seriously injured (KSI)	new indicator		62	55	57	57						
	b (ii) % change in number of children (under 16) KSI since previous year	new indicator			-11.3%	3.6%	3.6%						
b (iii) % change in the number of children (under 16) KSI since the 1994-98 average				-39.6%	-37.4%	-37.4%							

**Footnotes**

1. There has been an amendment to this indicator; the measurement period has been changed. From 2005/06, data will be reported for the previous calendar year instead of the year ending 15 months prior to the relevant 31st March. The adults data and slight

Youth Service		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities	2003/04 Metropolitan	2003/04 Metropolitan	2005/06 Target	2006/07 Target	2007/08 Target	
<b>Council Priority Indicators</b>														
CP-YS50 LKI-YS1	The level of reach into the resident 13-19 population (against a benchmark of 25%)	new indicator					20%	19%	no comparative data			22% (1)	23%	25%
<b>Best Value Indicators</b>														
BV-221a	The percentage of young people aged 13 to 19 gaining a recorded outcome compared to the percentage of young people in the local authority area (benchmark 60% of participants)	new indicator					no comparative data			3,870	5,464	6071		
BV-221b	Percentage of young people aged 14 - 19 gaining an accredited outcome compared to the percentage of young people in the local authority area (benchmark 30% of participants)									no comparative data			1,366	2,428
<b>Local Key Indicators</b>														
LKI-YS2	The level of participation of the resident 13-19 population in youth work (against a benchmark of 15%)	new indicator					12%	(2)	no comparative data			no targets set (3)		
LKI-YS3	The proportion of participants in youth work who gain recorded outcomes (against a benchmark of 60%)						48%	not available (4)				no targets set; being replaced by BV-221a and BV-221b		
LKI-YS4	The proportion of participants in youth work who gain an accredited outcome (against a benchmark of 30%)						24%							
<b>Indicators to be deleted</b>														
BV - 33	Youth Services expenditure per head of population in the Youth Service target age range	£123.74	£115.89	£118.31	£111.14	£114.74	£111.38	£99.18	£87.73	£97.05	to be replaced by BV-221a - therefore future targets not required			

#### Footnotes

1. As this is a pilot target until 2008 the Youth Service has decided to incrementally increase the target until it reaches 100% in 2007/08
2. We are unable to report a figure for 2004/05 due to a change in definition during the year. This has been combined with on-going technical difficulties of the Youthbase QA system provided by the NYA.
3. Targets have not been set for future years as the definition of this indicator is changing from 2005/06.
4. We are unable to provide figures for 2004/05 due to a change in the definition of this PI over the course of the year and a lack of clarity on the definition of participation from the National Youth Agency. Combined with the on-going technical difficulties

## National & Local Performance Indicators - Leeds is a highly competitive, international city

Economic Development		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	2003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target	
<b>Council Priority Indicators</b>														
CP-ED50	Increase the proportion of local businesses who say they are satisfied that the Council and its partners are helping to create a good business environment in Leeds	new indicator						no comparative data			increase	increase	increase	
CP-ED51	Increase the number of trips (inward and outward) made on scheduled services between Leeds Bradford International Airport and six key European cities										782,877	increase	increase	increase
CP-ED52	Increase the number of foreign students enrolled at the city's universities	new indicator									8,850	increase	increase	increase
CP-ED53	Achieve recognition in the European Cities Monitor as an important business location										13th	n/a	n/a	10th
CP-ED54	Maintain the national ranking (4th) of Leeds' prime shopping quarter										4th	4th	4th	4th or above
<b>Local Key Indicators</b>														
LKI - ED3	Assisting local and new companies to invest in Leeds: Total number of enquiries dealt with	new indicator	1,299	1,410	1,462	1,400	1,500	no comparative data			1,400 (1)	N/A	N/A	
LKI - ED10	Regeneration Support Projects - Investment secured from private sector/ public grants by current projects	new indicator				£403.5m	£395.5m				£446.4m (2)	N/A	N/A	
LKI-ED11	Total number of companies assisted through business grants (all funding streams)	new indicator									200	200	see footnote 3	
LKI-ED12	Total number of new jobs created through Leeds City Council's Business Grant Programme	new indicator									100	100	see footnote 3	
LKI-ED13	Increased business sales through Leeds City Council's Business Grant Programme	new indicator									£250,000	£250,000	see footnote 3	
<b>Indicators to be deleted</b>														
LKI - ED5	Encouraging the development of local start-ups and SMEs: New jobs created through grant assistance	new indicator	163	208	529	200	201 (4)	no comparative data			future targets not required			
LKI - ED6	Encouraging the development of local start-ups and SMEs: jobs supported through grant assistance		728	2,085	2,856	1,500	1069.5 (4)							

### Footnotes:

1. Targets have not been set beyond 2005/06 as the number of enquiries received is determined by many factors outside the control of Development Department, chiefly the state of the local and global economy.
2. Targets have not been set beyond 2005/06 due to uncertainties in the capital receipts programme. Targets will continue to be set by a year on year basis whilst this uncertainty remains.
3. Current funding arrangements only exist to 2006, therefore, it is not possible to set 2007/08 targets.
4. It is difficult to predict performance as most of the variables are outside control of the Development Department, e.g.. The state of the economy and the amount of resources available. These indicators have therefore been deleted from 2005/06

Jobs and Skills		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	2003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-JS51	Increase the percentage of the population of working age qualified to NVC level 4 & 5	new indicator					25%	no comparative data			increase	increase	increase
CP-JS52	Increase the percentage of the population of working age qualified to degree level	new indicator									increase	increase	increase
CP-JS53 (LPSA 2 - ref to be agreed)	Increase the percentage of school leavers progressing to full time or part time education and training	new indicator					84.50%				interim targets to be determined		89%
<b>Local Key Indicators</b>													
LKI - JS4 (LPSA 12)	The number of unemployed from the most deprived wards in the city moving into paid employment	new indicator	5,242	Information Not Available	7,350	7,350	7350	no comparative data			no future targets set		
LKI - JS6	The percentage point (pp) difference between the annual average rate of unemployment in the 6 worst wards and the 6 best wards of the city	7.8 pp	7.3 pp	7.2 pp	4.6pp	Consistent downwards trend in percentage point difference	5.1pp (1)				Consistent downwards trend in percentage point difference		
LKI - JS7	Annual average Leeds unemployment rates compared to the annual average GB rate	3.2% / 3.5%	3% / 3.3%	2.9% / 2.6%	4.9% / 5%	Maintain at or below the GB rate for 2002 to 2005	5.0% / 4.8%				Maintain at or below the GB rate		
LKI- JS8 NRF Floor Target	Number of Wards in the city with an unemployment rate 2.5 percentage points higher than the city average	8 Wards	7 Wards	7 wards	7 wards	0 wards	7 wards				6 wards	6 wards	5 wards
<b>Indicators to be deleted</b>													
LKI - JS2	The percentage of our clients who gain nationally recognised qualifications or who are successful in acquiring agreed skill levels	56%	66%	63%	59%	55%	55%	no comparative data			future targets		
LKI - JS3	The percentage of our clients who secure employment after completing training and support programmes with us	39%	42%	45%	44%	40%	40%						
LKI-JS5	The percentage of our customers/learners who were successfully retained through the duration of their programme or who left early to employment	new indicator			65%	65%	68%						

**Footnotes:**

1. Due to changes in reporting based upon claimant proportions rather than unemployment rates.

Planning		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	2003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-PL50 BV - 109	Percentage of planning applications determined in line with development control targets as follows:												
	(a) % of major applications determined within 13 weeks	new indicator		48%	65%	60%	60.90%	57.0%	55.52%	65.86%	60%	60%	60%
	(b) minor commercial and industrial applications determined within 8 weeks			58%	75.1%	65%	65.3% (1)	70%	59.58%	66.45%	65% (1)	65% (1)	65% (1)
CP-PL51 BV-205	Quality of the Planning Service against as measured by a service checklist.	new indicator				83%	67% (2)	no comparative data			94%	100%	100%
<b>Best Value Indicators</b>													
BV - 106 (LPSA 9)	Percentage of new homes built on previously developed land	74%	75%	86%	89%	82%	93% (3)	95%	81%	92.25%	90% (3)	90% (3)	90% (3)
BV-109	Percentage of planning applications determined in line with development control targets as follows: (c) other applications determined within 8 weeks	new indicator		60%	84%	80%	80.50%	83	77.53%	83.70%	80%	80%	80%
BV-200a	Do you have a development plan (or alterations to it) that has been adopted in the last 5 years and the end date of which has not expired?	new indicator			Yes	Yes	Yes				future targets not required		
BV-200	(a) Did the local planning authority submit the Local Development Scheme (LDS) by 28 March 2005 and therefore maintain a 3 year rolling programme	amended indicator									Yes	Yes	Yes
	(b) Has the Local Planning Authority met the milestones which the current Local Development Scheme (LDS) sets out?										Yes	Yes	Yes
	(c) Did the local planning authority publish an annual monitoring report by December of the last year? (4)							no comparative data			Yes	Yes	Yes
BV-204	The percentage of appeals allowed against the authority's decision to refuse on planning applications.	new indicator				31%	39% (5)				34% (6)	33% (6)	32%
BV-216a	Number of "Sites of Potential Concern" (within the local authority area) with respect to land contamination	new indicator									see footnote 7		
BV-216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all "sites of potential concern"												

**Footnotes**

1. Targets have not been set to show continuous improvement, however, they are set to match and maintain the Government's published targets which is essential to maximise the PDG award.
2. This was a new indicator last year and as such the target was an estimate only. Absence of the CAPS system contributed to the failure to meet the target set. Implementation of the new CAPS planning application system and document imaging is programmed o
3. There has been a successful policy of prioritising brownfield and embargoing greenfield sites over the last five years. Targets have been revised upwards accordingly and therefore differ from those published in last year's Council Plan.
4. This is a new definition and is the first year that the annual monitoring report is required. Monitoring has now commenced and the first report is due for submission in December 2005.
5. This is a local target. The service has performed reasonably well against a national average. The figures are based on a relatively small number of appeal decisions and are, therefore, sensitive to small deviations. The Planning Inspectors' backlog has be
6. The targets have been amended from those reported in last year's Council Plan. Clarification notes were issued by ODPM during 2004/05 that indicated which kind of applications should be included and excluded when calculating this indicator. The original
7. No baseline data exists for BV-216. Targets will therefore not be set for the next three years until at least 12 months of data has been collected as per ODPM guidance.

Museums & Galleries		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target	
<b>Council Priority Indicators</b>														
CP-MG50 BV-119c	The percentage of residents satisfied with museums and galleries (2003/04 base number 584, confidence interval 3.89)	63%	not required		64%	not required		63%	no comparative data			64%	64% (1)	64%
<b>Best Value Indicators</b>														
BV - 170a	The number of visits / enquiries / website hits to museums per 1,000 population	amended indicator			736	791	876 (2)	1519	767	961	920 (2)	966 (2)	1014	
BV - 170b	The number of those visits that were in person per 1,000 population	529	558	520	501	524	526	1226	564	728	551	554	567	
BV - 170c	Number of pupils visiting Museums and Galleries in organised school groups	21,046	18,203	24,082	27,768	28,000	29641	28958	12,237	17,872	30200 (3)	30800 (3)	36600	
<b>Local Key Indicators</b>														
LKI - MG8	The number of visits / enquiries / website hits to museums per 1,000 population (using old definition of webhits)	817	1,026	1,096	1,199	1,074	1566 (2)	no comparative data			Targets no longer required as indicator replaced with BV-170a			

**Footnotes**

1. The target differs from that published in last year's Council Plan as the Museum Resource Centre is closing and will be relocated to the Clarence Dock area and a new museum will be developed in the Mechanics Institute. These closures are likely to have a
2. Increased usage of the website, especially museum and gallery sub site has been the major factor in this improvement. Targets have been revised upwards in light of achievements in 2004/05.
3. Targets have been revised upwards from those published in last years Council Plan in light of achievements in 2004/05.

Arts Development and Events		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target	
<b>Council Priority Indicators</b>														
CP-ADE50 BV-119d	The percentage of residents satisfied with theatres and concert halls (2003/04 base number 711, confidence interval 3.30)	67%	not required		73%	not required	N/A	63%	no comparative data			65%	65% (1)	70%
<b>Indicators to be deleted</b>														
LKI - ADE6	Grants aid to Arts organisations	£2,847,840	£2,944,754	£3,064,322	£3,057,881	£3,041,260	£3,078,525	no comparative data			future targets not required			

**Footnotes**

1. The target differs from that published in last year's Council Plan to reflect changes such as the temporary closure of the Town Hall for refurbishment and the closure of the Grand Theatre.

Culture		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-CU50	Visitors to the city council's cultural facilities	new indicator						no comparative data			n/a	n/a	increase
CP-CU51	New builds - major cultural facilities	new indicator						no comparative data			interim targets to be determined		3 built
<b>Indicators to be deleted</b>													
LKI-CU1	Spend per head of population on cultural and recreational facilities and activities	£54.34	£55.34	£55.67	£60.73	£56.13	£66.86	no comparative data			future targets not required		

Traffic Management		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	2003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target	
<b>Council Priority Indicators</b>														
CP-TM50	Ensure the annual assessment of our Local Transport Plan scores 4 out of 4 (a "well above average" assessment)	new indicator						2.5 (average)	no comparative data			n/a	n/a	4 (well above average)
CP-TM51 LKI-TM2	Increase the percentage of in-bound non-car journeys in the morning peak period to 45%	new indicator						42.30%	no comparative data			43.30%	44.30%	45%
<b>Best Value Indicators</b>														
BV - 165	The percentage of pedestrian crossings with facilities for disabled people	70%	79%	69%	84%	92%	92% (1)	78.0%	no comparative data			95%	98%	100%
<b>Indicators to be deleted</b>														
LKI-TM1	Proportion of peak period car journeys, by car into Central Leeds	new indicator		60.9%	N/A	58.9%	57.7%	no comparative data			no future targets required - to be replaced by LKI-TM2			

**Footnotes:**

1. Changes in the definition of crossings that have facilities for disabled people (from the Department of Transport) meant that two parallel contracts were in operation last year. This has led to more crossings being altered than was originally planned, he



## National & Local Performance Indicators - Modernising our Council

Access to Services		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target	
<b>Council Priority Indicators</b>														
CP-AS50	Provide access to all principal Council services outside normal 9-5 working hours	new indicator						no comparative data			targets to be set once baseline has been established			
CP-AS51	Answer more than 90% of public telephone calls to the Council	new indicator					66%				80%	90%	92%	
CP-AS52	Ensure 80% of enquiries to the Council (in person or by telephone) are resolved at first point of contact	new indicator									interim targets to be determined		80%	
CP-AS53	Increase to 90% the proportion of public telephone calls to the Council that are handled by a corporate contact centre	new indicator					40%				60%	75%	90%	
CP-AS54	Increase the volume of total transactions delivered through customer self-service	new indicator									targets to be set once baseline has been established			
CP-AS55	Increase the percentage of residents satisfied that they "have a say in what the Council does"	new indicator									targets to be set once baseline has been established			
CP-AS56 BV-3	Percentage of citizens satisfied with the overall service provided by their authority	72%	not required	77%	not required	n/a	60% (2000/01)	62% (2000/01)	68% (2000/01)	77%	77%	77%		
<b>Best Value Indicators</b>														
BV - 157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery	new indicator	31%	46%	66%	90%	80%	80%	68.25%	75.30%	100%	100%	100%	
BV-4	Percentage of those making complaints satisfied with the handling of those complaints	32%	not required	35%	not required	n/a	38% (2000/01)	36% (2000/01)	36% (2000/01)	not required	50%	not required		
<b>Local Key Indicators</b>														
LKI-CUS16	Percentage of customers seen in person within 15 minutes	new indicator						no comparative data			81%	82%	83%	
LKI-CUS17	Percentage of letters from the public responded to within 10 working days	new indicator									targets to be set once baseline has been established			
LKI-CUS9	Value of Welfare Rights benefits gains	new indicator					6100068				£5.9m	£6.0m	£6.1m	
LKI-CUS10	Number of translations and interpretations arranged by the Central Interpretation and Translations Unit	new indicator									8342	9000	9585	10208
LKI-CUS15	Percentage of complaints responded to within 15 days	new indicator									90.0%	95.0%	98%	

Executive Support		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target	
<b>Council Priority Indicators</b>														
CP-ES50	Increase to 80% the percentage of staff who feel they know and understand the Council's values							75%				77%	79%	80%
CP-ES51	Increase to 58% the percentage of staff who feel valued as an employee	new indicator						55%				56%	57%	58%
CP-ES52	Achieve a Comprehensive Performance Assessment (CPA) Corporate Assessment score of 4 out of 4							3				3	3	4
CP-ES53	Increase the percentage of performance targets achieved in priority areas	new indicator						no comparative data			targets to be set once baseline has been established			
CP-ES54	Increase to 60% the percentage of staff who feel the council and their department communicates well with them	new indicator						52%				55%	58%	60%
CP-ES55	Achieve a score of 3 out of 4 on the CPA use of Resources assessment	new indicator									targets to be set once baseline has been established			
CP-ES56	Increase the percentage of colleagues that are satisfied with the conditions of their employment (including physical, financial and psychological factors)	new indicator						71%				72%	74%	75%
<b>Best Value Indicators</b>														
BV-226a	Total amount spent by the local authority on advice and guidance services provided by external organisations										targets to be set once baseline has been established			
BV-226b	Percentage of money spent on advice and guidance services provision which was given to organisations holding a CLS quality mark at general help level and above	new indicator						no comparative data						
BV-226c	Total amount spent by the local authority on advice and guidance in the areas of housing, welfare benefits and consumer matters, which is provided directly by the authority to the public													
<b>Indicators to be deleted</b>														
BV-177	Percentage of authority expenditure on legal and advice services which is spent on services that have been awarded the Quality Mark and meet a priority need identified in the CLS partnership strategic plan.	new indicator		Information not provided	N/A	Information not provided	Information not provided	93%	81.0%	95.4%	no targets set as indicator being replaced by BV-226			

Procurement		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-P50	Ensure 100% of milestone activities for the implementation of the national procurement strategy for local government are completed										90%	100%	100%
CP-P51	Assess and increase the percentage of our total budget spent through corporate framework agreements and corporate contracts	new indicator						no comparative data			targets to be set once a baseline has been established		
CP-P52	Assess and increase the percentage of our total budget spent through partnership with other public sector organisations												

Benefits		Our Performance						Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	2003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target	
<b>Best Value Indicators</b>														
BV-76(i)	The number of claimants visited per 1,000 caseload	new indicator				216	400	355.3 (1)	216	215.59	306.84	350 (1)	350 (1)	350
BV-76(ii)	The number of fraud investigators employed per 1,000 caseload					0.2	0.2	0.24	0.18	0.21	0.25	0.24	0.24	0.24
BV-76(iii)	The number of fraud investigations per 1,000					24.3	30	18.87 (2)	20.9	25.97	33.2	21 (3)	21 (3)	21
BV-76(iv)	The number of prosecutions and sanctions per 1,000 caseload					2.8	3.4	3.29 (4)	1	1.96	2.69	3.6 (5)	3.6 (5)	3.6
BV - 78a	Speed of processing: Average time for processing new claims	52 days	31 days	41 days	33 days	53 days	79 days (6)	62.57 days	46.5 days	33 days	43 days (7)	35 days	32 days	
BV - 78b	Speed of processing: Average time for processing notifications of changes of circumstance	20 days	12 days	21 days	12 days	20 days	41 days (8)	16.98 days	15.1	10.2	18 days	12 days (7)	8 days	
BV - 79a	Accuracy of processing: Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a sample of cases checked post-	91%	91%	95%	97%	97.5%	98%	96%	81.26%	98.70%	98.1% (9)	98.2% (9)	98.3%	
BV - 79b	Accuracy of processing: The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year	39%	37%	28%	41%	55%	31% (10)	42.0%	45.66%	54.40%	indicators being replaced by BV-79bi, BV-79bii and BV-79biii			
BV-79bi	The amount of housing benefit overpayments recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period.	new indicator						no comparative data			75%	75%	75%	
BV-79bii	Housing benefit overpayments recovered during the period as a percentage of the total amount of housing benefit overpayment debt outstanding at the start of the period plus the amount of HB overpayments identified during the period.										32%	32%	32%	
BV-79biii	Housing benefit overpayments written off during the period as a percentage of the total amount of housing benefit debt outstanding at the start of the period plus the amount of housing benefit overpayments identified during the period										5%	5%	5%	
<b>Indicators to be deleted</b>														
BV - 78c (LPSA 6)	Speed of processing: Percentage of renewal claims processed on time	69%	80%	86%	84%	98%	See footnote (11)	67%	65.72%	81.26%	future targets not required			
LKI - BN8	The amount of benefit overpaid as a percentage of the total benefits paid in the year	3.6%	3.0%	3.0%	3.0%	4.0%	5%	no comparative data						

**Footnotes**

1. Target driven by DWP for visiting requirements for VF compliance. Reduced achievement reflects agreement with DWP on reduced visiting requirements following a recognition that Leeds requirement had been overstated by DWP. Future years targets have been a
- 2.
3. Targets have been amended from those published last year
4. Target not quite exceeded, however, there is significant improvement. LBS continues to lead the Core City group in terms of the number of sanctions and prosecutions secured for serious fraud.
5. Targets amended from those published in last years Council Plan
6. Performance has been affected by the implementation of a new revenues and benefits computer system. This was implemented at the start of the financial year 2004/05 and led to an immediate back log of work that affected the BVPIs. Recover plans were put i
7. Targets have been amended from those published in last years Council Plan to aim for top quartile of Metropolitan authorities and to show a continuous improvement.
8. There are a number of comments relevant to the analysis of the variance in performance; the abolition of benefit period has brought about unforeseen changes in relation to the change if circumstances indicator. For 2004/05 there were two main changes; cha
9. Targets have been amended from those published last year due to a) the need to improve performance b) the need to achieve top quartile performance levels where this is realistic c) the need for continuous improvement or to stay at top quartile once achiev
10. Implementation of a new computer system led to backlogs and some of the recovery functionality being unavailable.
11. No actual will be reported this year due to a change in regulations, we are awaiting guidance from ODPM as to how to treat 2004/05. The indicator is to be deleted from 2005/06.

Collection of Council Tax & Business Rates		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Best Value Indicators</b>													
BV - 9	The percentage of Council taxes due for the financial year which were received in year by the authority (2003/04)	95.5%	96.0%	96.3%	96.2%	96.6%	95.90%	95.0%	95.72%	96.95%	96.4% (1)	96.7% (1)	97%
BV - 10	The percentage of non-domestic rates due for the financial year which were received in year by the Authority (2003/04).	97.2%	98.5%	98.8%	98.0%	98.8%	98.50%	98.0%	97.96%	98.70%	98.5% (2)	98.5% (2)	98.50%
<b>Local Key Indicators</b>													
LKI - F2	The net cost of collecting council tax per chargeable dwelling	£14.53	£14.88	£15.22	£16.54	£16.00	£16.39	no comparative data			16.31 (3)	16.51 (3)	£16.84

**Footnotes**

1. Targets have been amended from those published in last years Council Plan. The new computer system went live in

2. Targets have been amended from those published in last year's Council Plan. The new computer system went live in March 2004 but the impact of recovering from the downtime involved with the transfer of data has resulted in later recovery action than normal

3. Targets have been amended from those published in last year's Council Plan

Community Planning		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Indicators to be deleted</b>													
BV-1a	Does the Authority have a Community Strategy developed in collaboration with the local strategic partnership, for improving the economic, social and environmental well being in a way that is sustainable?	new indicator	Yes	Yes	Yes	Yes	Yes	no comparative data	100%	no comparative data	future targets not required		
BV-1b	By when will a full review of the community strategy be completed? If such a review was scheduled for this year, was it completed on time?	new indicator			April 2004	N/A	N/A	no comparative data					
BV-1c	Has the authority reported progress towards implementing the community strategy to the wider community this year? If no, by when will this be undertaken?				Yes	Yes	Yes	no comparative data	75%	no comparative data			
BV-1d	By when (mm/yy) does the Authority plan to have such a strategy in place? Are the partnership arrangements in place to support the production of the strategy?				N/A	N/A	N/A	no comparative data					

Corporate Financial Services		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-FS50	Achieve greater than 2.5% efficiency savings year on year	new indicator					no comparative data			at least 2.5%	at least 2.5%	at least 2.5%	
<b>Best Value Indicators</b>													
BV - 8	The percentage of invoices for commercial goods and services there were paid by the Authority within 30 days of such invoices being received by the Authority	86%	90%	93%	91%	100%	88.80%	89%	no comparative data		92% (1)	Upper quartile based on 2004/05 stats (1)	Upper quartile based on 2005/06 stats
<b>Local Key Indicators</b>													
LKI - F1	Average External Borrowing Rate	7.2%	6.8%	6.7%	6.3%	6.0%	5.70%	no comparative data			5.3% (2)	5.2% (2)	5.1% (2)

**Footnotes:**

1. Previously target setting for this indicator was done nationally. This has now changed and authorities can set local targets. Targets have been revised to aim for performance of the Metropolitan authorities top quartile.
2. Targets have been amended from those published in last years Council Plan as they have been set with the primary aim of reducing the overall cost of borrowing falling on the Council's revenue budget. This is gauged with the overall national and trans-nati

Equal Opportunities		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Council Priority Indicators</b>													
CP-EO50 BV - 2a	The level (if any) of the Equality Standard for Local Government to which the authority conforms	new indicator		Level 1	Level 2	Level 2	Level 2	Level 2	Level 1	Level 2	Level 3	Level 3	Level 4
CP-EO51	Increase the percentage of employment diversity targets achieved (based on a basket of diversity indicators)	new indicator					no comparative data			targets not set until baseline established			
CP-EO52	The percentage of staff who feel the Council is genuinely committed to equality and fairness for all	new indicator					no comparative data			66%	68%	70%	

Equal Opportunities (continued)		Our Performance					Comparison			Future Years			
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	20003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Best Value Indicators</b>													
BV-11a	The percentage of top 5% of earners that are women	new indicator	34%	33%	32.3%	33.8%	33.98%	39.00%	38.89%	41.73%	36.3% (1)	38.3% (1)	39.30%
BV-11b	The percentage of top 5% of earners from black and minority ethnic communities		4.1%	3.8%	3.5%	3.9%	4.46% (2)	4.00%	3.35%	4.25%	no targets required		
	The percentage of the top 5% of local authority staff who are from an ethnic minority	amended indicator					no comparative data			4.9% (3)	5.4% (3)	5.90%	
BV-11c	The % of top 5% that have a disability	new indicator					no comparative data			targets not set until baseline established			
BV - 16a	The number of staff declaring that they meet the DDA disability definition as a percentage of the total workforce	new indicator	2.8%	2.6%	3.50%	3.7%	3.42%	3.0%	2.13%	2.57%	3.66% (4)	3.9% (4)	4.15%
BV - 17a	Minority ethnic community staff as a percentage of the total workforce		5.9%	5.4%	5.4%	5.70%	5.90%	7.0%	5.0%	6.4%	no targets required		
	The percentage of local authority staff who are from ethnic minority communities	amended indicator					no comparative data			6.1% (5)	6.3% (5)	6.40%	
LKI-EO1	Disabled staff as a percentage of the total workforce (excluding school-based staff)	3.3%	3.9%	4.2%	4.8%	5.0%	5.25%	no comparative data			5.3% (6)	5.4%	5.50%
LKI-EO2	Minority ethnic staff as a percentage of the total workforce (excluding school-based staff)	7.9%	8.3%	7.5%	7.2%	7.5%	7.73%	no comparative data			8.1% (6)	8.3%	8.40%
BV - 2b	The duty to promote Race Equality	new indicator			74%	79%	74% (7)	62%	52%	63%	79% (7)	89% (7)	89%
BV - 16b	Percentage of economically active disabled people in the Authority area	new indicator	10.8%	14.0%	14.0%	14.0%	14%	18%	17.86	19.93	14.0%	14.0%	14%
BV - 17b	Percentage of economically active people in the Local Authority area who are from an ethnic minority community		9.0%	7.8%	7.8%	7.8%	7.80%	8.0%	7.4%	10.9%	no targets required		
	The percentage of the economically active (persons aged 18-65) population from ethnic minority communities in the local authority area	amended indicator					no comparative data			7.8%	7.8%	7.80%	
BV-156	The percentage of the Authority's buildings open to the public in which all public areas are suitable for and accessible to disabled people	new indicator	28.5%	37%	42.9%	42% (8)	44.60%	37%	29.58%	43%	44%	47%	49%

**Footnotes**

1. Targets have been amended from those published in last years Council Plan as a review of the recruitment and selection procedures is to be undertaken with the emphasis on improving diversity.
2. In addition to continuing emphasis in improving diversity, a comprehensive audit of personal data has been undertaken across the council in 2004/05 and it is likely that this has also contributed to this variance due to the increase in the number of staff
3. Targets have been amended from those published in last years Council Plan in light of the 2004/05 outturn. Targets are based on an assumed turnover of 10% and the appointment staff from ethnic minority to just under 3.5 FTE posts in the top 5% of earners
4. Targets have been revised from those published in last years Council Plan as the way in which disability is recorded on SAP has been changed and it is now clearer to identify those staff who would be considered disabled under the DDA. This has resulted in
5. Targets have been amended from those published in last years Council Plan to show a year on year improvement in increasing representation of staff from ethnic minorities and is now in line with the 2003/04 Metropolitan authority top quartile performance.
6. The target has been amended from that published in last years Council Plan to enable to council to work towards an achievable year on year improvement. This is based on the assumed turnover of 10% and the appointment of 8.5 staff in 2005/06 and 17 staff in 2006/07
7. We cannot evidence an actual percentage improvement
8. The target published last year in the Council Plan against this indicator was 40%, however, this has been subsequently revised to 42%.



Personnel (continued)		Our Performance						Comparison			Future Years		
Indicator	Title of Indicator	2000/01 Result	2001/02 Result	2002/03 Result	2003/04 Result	2004/05 Target	2004/05 Result	2003/04 Core Cities Median	2003/04 Metropolitan Authority Average	2003/04 Metropolitan Authority Top Quartile	2005/06 Target	2006/07 Target	2007/08 Target
<b>Best Value Indicators</b>													
BV - 12	The number of working days/shifts lost due to sickness absence	13.9 days	13.6 days	12.7 days	12.2 days	11.5 days	12.3 days	11.83 days	11.77 days	10.47 days	11.5 days (1)	11 days (1)	10.5 days
BV - 14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce	0.5%	0.4%	0.7%	0.8%	0.7%	1.4% (2)	0.0%	0.53%	0.33%	1.05% (3)	0.7% (3)	0.33%
BV - 15	The percentage of employees retiring on grounds of ill-health as a percentage of the total workforce	0.8%	1.0%	1.1%	0.9%	0.70%	0.75% (4)	0.0%	0.52%	0.36%	0.62% (5)	0.49% (5)	0.36%
<b>Local Key Indicators</b>													
LKI-PE1	To achieve IIP across the organisation (percentage of staff covered by IIP)	76%	100%	100%	100%	100%	100%	no comparative data			100%	100%	100%
LKI-PE2	Voluntary leavers as a percentage of staff in post	8.5%	8.6%	6.8%	10.0%	9%	11.35% (6)				9%	9%	9%

**Footnotes**

1. Targets have been amended from those published in last years Council plan as a result of the below target performance this year. However, taking into account of a consultative approach to setting departmental targets and an extensive and focused project b
2. Continuing restructuring within the council in 2004/05 could have contributed to this variance.
3. The 2007/08 target reflects the Council achieving a sustainable improvement in reducing the number of employees retiring early (excluding ill-health retirements) as a percentage of the pensionable workforce. The targets have been adjusted from those publi
4. This variance may be a result of the Council's increased emphasis of health at work and the specific requirements of the pension fund which need to be met in order for ill-health retirement to be recommended. In addition, more robust re-deployment process
5. Targets have been amended from those published in last years Council Plan to reflect the Council achieving a sustainable improvement in reducing the number of employees retiring on the ground of ill health as a percentage of the pensionable workforce and
6. This variance is likely to be due to ongoing cultural change and increasingly competitive local employment market.





**LEEDS**  
CITY COUNCIL

**AGENDA  
ITEM NO.:**

Originator:  
Ella Anderson

Tel: 3951632

---

**REPORT OF THE DIRECTOR OF LEGAL AND DEMOCRATIC SERVICES**

**MEETING: COUNCIL**

**DATE : 22<sup>nd</sup> JUNE 2005**

---

**SUBJECT : CORPORATE GOVERNANCE & AUDIT COMMITTEE  
RECOMMENDATIONS**

---

**Electoral Wards Affected :**

**Specific Implications For :**

Ethnic Minorities	<input type="checkbox"/>
Women	<input type="checkbox"/>
Disabled People	<input type="checkbox"/>

---

**1.0 PURPOSE OF REPORT**

1.1 This report presents recommendations made by the Corporate Governance & Audit Committee with respect to various aspects of the Constitution.

**2.0 RECOMMENDATIONS IN MINUTES**

2.1 The minutes of the meetings of the Corporate Governance & Audit Committee, which took place on 19<sup>th</sup> April 2005 and 10<sup>th</sup> May 2005 are contained within item 9 of this agenda. The minutes of the meeting held on 10<sup>th</sup> May make recommendations to Council in relation to Constitutional changes. These changes were approved at the Annual Meeting of Council held on 23<sup>rd</sup> May 2005 and therefore do not need to be considered here.

**3.0 CONSTITUTIONAL CHANGES**

3.1 The recommendations within this report relate to matters considered by the Corporate Governance & Audit Committee on 8<sup>th</sup> June 2005. The report is attached here as appendix A and the minutes are contained within item 9 of this agenda.

3.2 Council is asked to consider the following amendments to the Constitution recommended by the Corporate Governance & Audit Committee on 8<sup>th</sup> June 2005:

(a) High Hedges

- (i) That the Terms of Reference of the Plans Panel be amended to include the provision to discharge all Council (non-executive) functions relating to complaints about high hedges.
  - (ii) That the Chief Planning and Development Services Officer be granted delegated authority to discharge Council (non-executive) functions relating to complaints about high hedges.
- (b) Temporary Stop Notices
- (i) That the Chief Planning and Development Services Officer be granted delegated authority to issue temporary stop notices.

#### **4.0 RECOMMENDATIONS**

4.1 Council is recommended to approve the proposals referred to in Section 3 above.



---

**REPORT OF: DIRECTOR OF LEGAL AND DEMOCRATIC SERVICES**  
**REPORT TO: CORPORATE GOVERNANCE AND AUDIT COMMITTEE**  
**DATE: 8<sup>th</sup> JUNE 2005**

---

**SUBJECT: AMENDMENTS TO THE CONSTITUTION**

---

**Electoral Wards Affected : All**

**Specific Implications For :**

Ethnic Minorities

Women

Disabled People

---

**1.0 PURPOSE OF THE REPORT**

- 1.1 It is the role of this Committee to make recommendations to Full Council on changes to the Constitution. This report presents proposed amendments to the Constitution, for consideration in advance of the Full Council Meeting on 22<sup>nd</sup> June 2005.

**2.0 BACKGROUND**

- 2.1 Part 2 of the Local Government Act 2000 provides for the discharge of a local authority's functions by the executive of the authority, unless those functions are specified as functions that are not to be the responsibility of the authority's executive.
- 2.2 Schedule 1 to the 2000 Regulations sets out functions of a local authority which are not to be the responsibility of the executive of the authority.
- 2.3 The regulations referred to in this report have made amendments to paragraph 1 of Schedule 1 to the 2000 Regulations, by including new items to that list of functions that are to be exercised by the Council and not the executive.

**3.0 AMENDMENT TO THE CONSTITUTION – HIGH HEDGES**

- 3.1 Part 8 of the Anti-social Behaviour Act 2003 and the High Hedges (Appeals) (England) Regulations 2005 give local councils powers to deal with complaints about high hedges, by intervening between neighbours who cannot resolve their disputes. This legislation came into effect on 1<sup>st</sup> June 2005.

- 3.2 A complaint may be made to a local authority providing that the complainant can show that they have tried to resolve the matter with their neighbour and that the following criteria are met:
- the hedge is evergreen
  - the hedge is over two metres high
  - the hedge is blocking out light, access or reasonable enjoyment of the neighbour's property
- 3.3 The Council may then intervene by deciding whether the hedge is stopping someone's reasonable enjoyment of their home or garden. The authority will take a range of factors into account to reach a balanced decision and will strike a balance between the complainant's and hedge owner's interests.
- 3.4 Where needed, the Council may serve a remedial notice to the hedge owner to identify what action must be taken to address the problem and any failure to comply with the notice could result in a fine of up to £1000.
- 3.5 The Council has discretion over the fees charged to the complainant to cover the authority's costs.

#### **4.0 HIGH HEDGES - CURRENT POSITION**

- 4.1 Under Article 15 (paragraph 15.2) of the Constitution, the Monitoring Officer has delegated authority to make any changes, which are required as a result of legislative changes.
- 4.2 Therefore, the following amendments have been made:
- (a) The Terms of Reference of the Plans Panels have been amended to include the provision to discharge all Council (non-executive) functions relating to (g) complaints about high hedges.
  - (b) The Chief Planning and Development Services Officer has been granted delegated authority to discharge Council (non-executive) functions relating to complaints about high hedges.

These amendments have been made for the transitional period between the coming into effect of the legislation (1<sup>st</sup> June 2005) and the next available Council meeting, namely 22<sup>nd</sup> June 2005.

#### **5.0 AMENDMENT TO CONSTITUTION – TEMPORARY STOP NOTICES**

- 5.1 The Planning and Compulsory Purchase Act 2004 (Section 171E), which came into effect on 22<sup>nd</sup> April 2005 amended the Town and Country Planning Act 1990 by enabling local planning authorities to issue a temporary stop notice where they consider that a breach of planning control has taken place, and it is necessary, in order to safeguard the amenity of the area, that the activity that amounts to the breach should stop immediately. Such notices have immediate effect.

- 5.2 Such notices must be in writing and set out the activity which the authority believes to be a breach of planning control. It must also include the reasons for issuing the temporary notice.
- 5.3 The maximum length of time that the temporary stop notice will have effect is for a period of 28 days. During this period the local planning authority must decide whether it is appropriate to take enforcement action.

## **6.0 TEMPORARY STOP NOTICES - CURRENT POSITION**

- 6.1 Under Article 15 (paragraph 15.2) of the Constitution, the Monitoring Officer has delegated authority to make any changes, which are required as a result of legislative changes.
- 6.2 Therefore, the Chief Planning and Development Services Officer has been granted delegated authority to issue temporary stop notices for a transitional period until the time that Full Council is able to consider the matter, namely 22<sup>nd</sup> June 2005.

## **7.0 RECOMMENDATION**

- 7.1 That Council be recommended to amend the Plans Panels Terms of Reference and the delegations to the Chief Planning and Development Officer as set out in paragraphs 4.2 and 6.2 of this report