



A meeting of the Council will be held in the Civic Hall, Leeds on Wednesday, 2nd July, 2008 at 1.30 pm

Members of the Council are invited to attend and transact the following business:

CONTENTS 2ND JULY 08

1. Minutes

To confirm the minutes of the Annual Council Meeting held on 22nd May 2008.

2. Declarations of Interest

To receive any declarations of interest from Members

3. Communications

To receive such communications as the Lord Mayor, the Leader, Members of the Executive Board or the Chief Executive consider appropriate

4. Deputations

To receive deputations in accordance with Council Procedure Rule 10

5. Reports

To consider reports as follows (the Chief Executive considers that these reports are appropriate to be received at this meeting in accordance with Council Procedure Rule 2.2(f)):

- (a) That the following nominations for receipt of the Leeds Award be approved and that the Lord Mayor be requested to undertake an appropriate award ceremony:

Sir Jimmy Saville OBE
Mr Stanley Cundle
Stuart Firth
Sheila Miller
Kim Milner
Dawn Newsome

R BRETT

- (b) That the Scrutiny Boards' Annual Report to Council prepared in accordance with Article 6 of the Constitution be approved

J PROCTER

- (c) That the report of the Assistant Chief Executive (Corporate Governance) on

appointments be noted

J PROCTER

6. Questions

To deal with questions in accordance with Council Procedure Rule 11

7. Recommendations of the Executive Board

That reports be approved as follows:

a) The report of the Assistant Chief Executive (Corporate Governance) on recommendations of the Executive Board in relation to the Safer Leeds Partnership Plan

b) The report of the Assistant Chief Executive (Planning, Policy and Improvement) on recommendations of the Executive Board in relation to the Council Business Plan

c) The report of the Assistant Chief Executive (Planning, Policy and Improvement) on recommendations of the Executive Board in relation to the Leeds Strategic Plan

R BRETT

8. Recommendations of the Standards Committee

That the report of the Assistant Chief Executive (Corporate Governance), on the recommendation of the Standards Committee that the annual report of the Committee be received, be approved.

C CAMPBELL

9. Recommendations of the Corporate Governance and Audit Committee

That the report of the Assistant Chief Executive (Corporate Governance), on the recommendation of the Corporate Governance and Audit Committee that the annual report of the committee be received, be approved

J BALE

10. Minutes

To receive the minutes in accordance with Council Procedure Rule 2.2(m)

R BRETT

11. White Paper Motion - Unacceptable High Levels of Truancy

This Council condemns the Conservative and Liberal Democrat coalition for the current unacceptably high levels of unauthorised absence in many schools in Leeds and is appalled that two of the three schools with the worst records for truancy in

England are in Leeds.

Recognising that high levels of truancy have an enormous impact on outcomes for young people and their communities, council therefore instructs the Conservative and Liberal Democrat administration to make tackling truancy a key priority, so that levels of unauthorised absence in Leeds schools are substantially reduced.

In addition, Council requests that the Executive Board members for Learning and Environment and Neighbourhoods work together and investigate the links between high levels of truancy, low educational performance, and incidents of crime and anti social behaviour, and report their findings to the Executive Board this autumn.

L MULHERIN

12. White Paper Motion - Control of Lap Dancing Clubs

This Council welcomes the moves by Roberta Blackman-Woods MP and the Licensing Minister Gerry Sutcliffe to give local authorities more power to control the number of lap-dancing clubs within their boundaries, and urges Leeds City Council to support these proposed changes

J BLAKE

13. White Paper Motion - Fish Migration

Council notes that prior to the Industrial Revolution the local rivers were famous for their fish, and that recent improvements in water quality have resulted in salmon re-colonising the lower reaches of the River Aire. Unfortunately further fish migration to potential spawning grounds in the Yorkshire Dales is impeded, principally by Knostrop Weir and by other smaller weirs in the Kirkstall Valley.

Council considers that it would add considerably to Leeds reputation if salmon were often seen to jump the local weirs, and that this could bring economic and environmental benefits to the entire city.

Council therefore instructs the Chief Executive to report on the possible inclusion of fish passes around major weirs in the relevant Area Action Plans, to investigate the opportunities for joint funding, and also to prepare a fishing and fish conservation policy for consideration by Executive Board.

J ILLINGWORTH

14. White Paper Motion - Unacceptable High Levels of Child Poverty and Lower Life Expectancy

This Council notes the Government's recent changes to the tax system hitting the poorest in society, the unacceptably high levels of child poverty and lower life expectancy in the most deprived areas of Leeds and the high level of demand for social housing in the city.

This Council calls for the government to devote resources from the WNF for Leeds

R BRETT

15. White Paper Motion Submitted Under the Provisions of Council Procedure Rule 3.1(d) - Plastic Carrier Bags

This Council recognises the growing public concern about the environmental damage caused by Britain's use of an estimated 13 billion single use plastic carrier bags every year. This Council therefore calls on the government to act on its pledge to legislate to end the provision of free plastic bags.

Council further resolves to minimise its own use and promotion of plastic bags, including investigating promoting the use of bags for life in our own outlets and promoting the use of domestic green bins for the disposal of plastic bags.

Council resolves to take a lead in reducing free bag provision by launching a Leeds-wide campaign to gain voluntary agreement between the Council, business, and other interested parties to end the practice of providing free plastic bags within the City.

R BRETT

Chief Executive

Civic Hall
Leeds
LS1 1UR

NOTE – The order in which White Paper motions will be debated will be determined by Whips prior to the meeting

CONTENTS

Item
No

1	Minutes of Council – 22nd May 2008	1
5	Reports	
	(a) Leeds Award	-
	(b) Scrutiny Boards' Annual Report	5
	(c) Appointments	65
7	Recommendations of the Executive Board	
	(a) Safer Leeds Partnership Plan	69
	(b) Council Business Plan	97
	(c) Leeds Strategic Plan	143
8	Recommendations of the Standards Committee	217
9	Recommendations of the Corporate Governance and Audit Committee.	247
10	Minutes:	
	(a) Executive Board – 16 th April, 14 th May and 11 th June 2008.....	281
	(b) Overview and Scrutiny Committee- 8 th April 2008	304
	(c) Scrutiny Board (Children's Services) – 10 th April and 24 th April 2008.....	311
	(d) Scrutiny Board (City Development) - 18 th March and 22 nd April 2008	321
	(e) Scrutiny Board (Culture and Leisure) – 14 th April 2008.....	334
	(f) Scrutiny Board (Environment and Neighbourhoods) – 26 th March and 13 th May 2008	341
	(g) Scrutiny Board (Health and Adult Social Care) - 17 th March and 21 st April 2008	350
	(h) Scrutiny Board (Resources) - 2 nd and 25 th April 2008	364
	(i) Standards Committee – 14 th April 2008	380

NOTE: For Internet purposes, the minutes referred to in this index can be found under the individual headings for each of the Boards, Panels or Committees referred to.

(j)	Employment Committee - 1 st April 2008.....	385
(k)	Plans Panel (East) - 10 th April, 8 th May and 5 th June 2008.....	386
(l)	Plans Panel (West) – 20 th March, 17 th April and 15 th May 2008	419
(m)	Plans Panel (City Centre) - 27 th March, 24 th April and 21 st May 2008.....	439
(n)	Licensing and Regulatory Panel – 6 th May and 3 rd June 2008.....	472
(o)	Corporate Governance and Audit Committee – 19 th March, 23 rd April and 14 th May 2008	482
(p)	Member Management Committee – 8 th April 2008	496
(q)	North West (Inner) Area Committee – 3 rd April 2008.....	497
(r)	North West (Outer) Area Committee – 14 th April 2008	508
(s)	North East (Inner) Area Committee – 17 th April 2008	514
(t)	North East (Outer) Area Committee – 31 st March 2008	518
(u)	East (Outer) Area Committee – 15 th April 2008	522
(v)	South (Inner) Area Committee – 8 th April 2008	529
(w)	South (Outer) Area Committee – 14 th April 2008	537
(x)	West (Inner) Area Committee – 3 rd April 2008	544
(y)	West (Outer) Area Committee – 18 th April 2008	550

NOTE: For Internet purposes, the minutes referred to in this index can be found under the individual headings for each of the Boards, Panels or Committees referred to.



Proceedings of the Meeting of the Leeds City Council held at the
Civic Hall, Leeds on Thursday, 22nd May, 2008

PRESENT: The Lord Mayor Councillor Brian Cleasby 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
James McKenna
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
Joseph William Marjoram
Frank Robinson

CHAPEL ALLERTON

Eileen Taylor
Mohammed Rafique
Jane Dowson

CITY & HUNSLET

Elizabeth Nash
Patrick Davey
Mohammed Iqbal

CROSS GATES & WHINMOOR

Suzi Armitage
Pauleen Grahame
Peter John Gruen

FARNLEY & WORTLEY

David Blackburn
Ann Blackburn
Luke Russell

GARFORTH & SWILLINGTON

Andrea McKenna
Mark Dobson
Thomas Murray

GIPTON & HAREHILLS

Alan Leonard Taylor
Arif Hussain
Roger Harington

GUISELEY & RAWDON

Graham Latty
Stuart Andrew
John Bale

HAREWOOD

Ann Castle
Rachael Procter
Alec Shelbrooke

HEADINGLEY

Jamie Matthews
James John Monaghan
Martin Hamilton

HORSFORTH

Christopher Townsley
Andrew Barker
Brian Cleasby

HYDE PARK & WOODHOUSE

Penny Ewens
Kabear Hussain
Linda Valerie Rhodes-Clayton

KILLINGBECK & SEACROFT

Graham Hyde
Veronica Morgan
Brian Michael Selby

KIPPAX & METHLEY

John Keith Parker
James Lewis
Keith Ivor Wakefield

KIRKSTALL

Lucinda Joy Yeadon
John Anthony Illingworth
Bernard Peter Atha

MIDDLETON PARK

Geoffrey Driver
Judith Blake
Debra Ann Coupar

MOORTOWN

Mark Daniel Harris
Brenda Lancaster
Richard Harker

MORLEY NORTH

Robert Finnigan
Robert William Gettings
Thomas Leadley

MORLEY SOUTH

Judith Elliot
Terrence Grayshon
Christopher James Beverley

OTLEY & YEADON

Graham Peter Kirkland
Colin Campbell
Ryk Downes

PUDSEY

Josephine Patricia Jarosz
Richard Alwyn Lewis
Mick Coulson

ROTHWELL

Donald Michael Wilson
Steve Smith
Barry Stewart Golton

ROUNDHAY

Matthew Lobley
Valerie Kendall
Paul Wadsworth

TEMPLE NEWSAM

William Schofield Hyde
Jacqueline Langdale
Michael Lyons

WEETWOOD

Ben Chastney
Susan Bentley
Judith Mara Chapman

WETHERBY

Gerald Wilkinson
Alan James Lamb
John Michael Procter

1 Election of Lord Mayor

It was moved by Councillor A Carter, seconded by Councillor D Blackburn, supported by Councillors Parker, Townsley and Elliott and

RESOLVED UNANIMOUSLY – That Councillor Frank Robinson be elected the Lord Mayor of the City of Leeds to hold office until the date of the Annual meeting of the Council in 2009.

Councillor Robinson made the declaration of acceptance of office and took the Chair.

2 Vote of Thanks to Retiring Lord Mayor

Councillor Lancaster moved a vote of thanks to the retiring Lord Mayor, Councillor Cleasby. This was seconded by Councillor Iqbal, supported by Councillors Bale, Grayshon and A Blackburn.

3 Deputy Lord Mayor

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

RESOLVED UNANIMOUSLY – That Councillor Gerald Wilkinson be appointed Deputy Lord Mayor of the City of Leeds to hold office until the date of the Annual meeting of the Council in 2009.

4 Minutes

It was moved by Councillor Hamilton seconded by Councillor Gruen and

RESOLVED – That the minutes of the Council meeting held on 9th April 2008 be approved as a correct record.

5 Election of Leader

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

RESOLVED – To elect as leader Councillor Brett for the period 22nd May 2008 to 30th November 2008 and Councillor A Carter for the period commencing 1st December 2008 to the Annual Meeting in 2009

6 Amendments to the Constitution

It was moved by Councillor Hamilton seconded by Councillor Gruen and

RESOLVED – That the recommendations of the Corporate Governance and Audit Committee with regard to amendments to the Constitution as detailed in the report of the Chief Democratic Services Officer be approved.

7 Establishment of Committees and Appropriate Terms of Reference

It was moved by Councillor Hamilton seconded by Councillor Gruen and

RESOLVED – That Committees be established having Terms of Reference as detailed in Schedule (8)(a) to the agenda subject to an amended introductory page as circulated at the meeting.

8 Membership of Committees, Boards and Panels

It was moved by Councillor Hamilton seconded by Councillor Gruen and

RESOLVED –

- (a) That appointments to Committees, Boards and Panels as detailed in Schedule 8(b)(i) as circulated at the meeting be approved, subject to amendments to replace the name of Councillor G Hyde with that of Councillor

Dowson on the Licensing and Regulatory Panel, that of Councillor Illingworth with that of Councillor E Taylor on the Scrutiny Board (Adult Social Care) and that of Councillor E Taylor with that of Councillor Illingworth on the Scrutiny Board (Health); alternative arrangements in accordance with Section 17 of the Local Government and Housing Act 1979 being applicable to this schedule.

- (b) That the Assistant Chief Executive (Corporate Governance) be authorised, in consultation with appropriate Whips, to change appointments now made, during the period between this meeting and the next ordinary meeting of Council.

9 Membership of the Standards Committee

It was moved by Councillor Hamilton seconded by Councillor Gruen and

RESOLVED – That appointments to the Standards Committee as detailed in Schedule 8(b)(ii) circulated at the meeting be approved.

10 Appointments to Outside Organisations

It was moved by Councillor Hamilton seconded by Councillor Gruen and

RESOLVED – That appointments to outside organisations as detailed in Schedule 8(c) circulated at the meeting be approved.

11 Scheme of Delegation

It was moved by Councillor Hamilton seconded by Councillor Gruen and

RESOLVED – That the Officer Delegation Scheme (Council (Non-Executive) Functions) as detailed in Schedule 9 be approved.

12 Calendar of Meetings

It was moved by Councillor Hamilton seconded by Councillor Gruen and

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

13 Executive Functions

It was moved by Councillor 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 11 and on the amended page circulated at the meeting be noted.

Council rose at 7.30 pm

Scrutiny at Leeds City Council



Annual Report 2007/08

Contents

Foreword	page 3
Work of the Boards	page 4
Overview and Scrutiny Committee	page 5
Scrutiny Board (Children's Services)	page 8
Scrutiny Board (City Development)	page 14
Scrutiny Board (Environment and Neighbourhoods)	page 24
Scrutiny Board (Health and Social Care)	page 33
Scrutiny Board (Culture and Leisure)	page 38
Scrutiny Board (Resources)	page 46
Developing Scrutiny	page 57
List of publications	page 60

Foreword



Cllr Pauleen Grahame, Chair of Overview and Scrutiny Committee

Welcome to the Annual report of the Council's Scrutiny Boards. This report details the work undertaken by the Council's seven Scrutiny Boards in 2007/08.

I am delighted that the Council has been awarded four stars following this year's Comprehensive Performance Assessment and I would like to acknowledge the contribution Scrutiny Members have made in achieving this score. This is a fantastic result. However we must continue to improve, and therefore I look forward to working with our external Auditors, KPMG, in the coming year in their review of Scrutiny.

Areas I am sure that will be of interest to the Auditors will be the relationship Scrutiny has with the Executive and the added value our work programmes give to the running of the City.

Meaningful involvement of the Scrutiny function in the business of the Council requires effective engagement with Executive Members and service areas. It also requires the development of scrutiny work programmes that take account of the Council's priorities. The recently agreed Memorandum of Agreement between Scrutiny Boards and the Executive will, I hope, go a long way to addressing these issues. However success will largely depend on the willingness of the Executive to engage with Scrutiny and of Scrutiny Boards to ensure that their work is timely and adds value.

This coming year will also see elements of the Local Government and Public Involvement in Health Act come into force which will have a direct effect on how Scrutiny works. I believe a key challenge for Scrutiny will be how well we engage with our partners and scrutinise performance against the targets set in the Local Area Agreement. In many respects how we undertake this Scrutiny will have a significant impact on the Council's reputation. It is important that we create positive expectations about Scrutiny with our partners. I am pleased therefore that Overview and Scrutiny Committee was able to agree with our partners the 'Protocol between Scrutiny and Statutory Public Sector Partners in Leeds'.

Such challenges will require us to review the training needs of Scrutiny Members. Therefore we look forward to working with the Member Development Working Group in drawing up a programme of training opportunities.

Finally I would like to thank my fellow Chairs for their hard work and commitment this year.

Cllr Pauleen Grahame
Chair of Overview and Scrutiny Committee

Work of the Boards

In 2007/08 there were 7 Scrutiny Boards:

- Overview and Scrutiny Committee
- Scrutiny Board (Children's Services)
- Scrutiny Board (City Development)
- Scrutiny Board (Environments and Neighbourhoods)
- Scrutiny Board (Health and Social Care)
- Scrutiny Board (Culture and Leisure)
- Scrutiny Board (Resources)

Each individual Board has reported its work in more detail in this report.

Call In

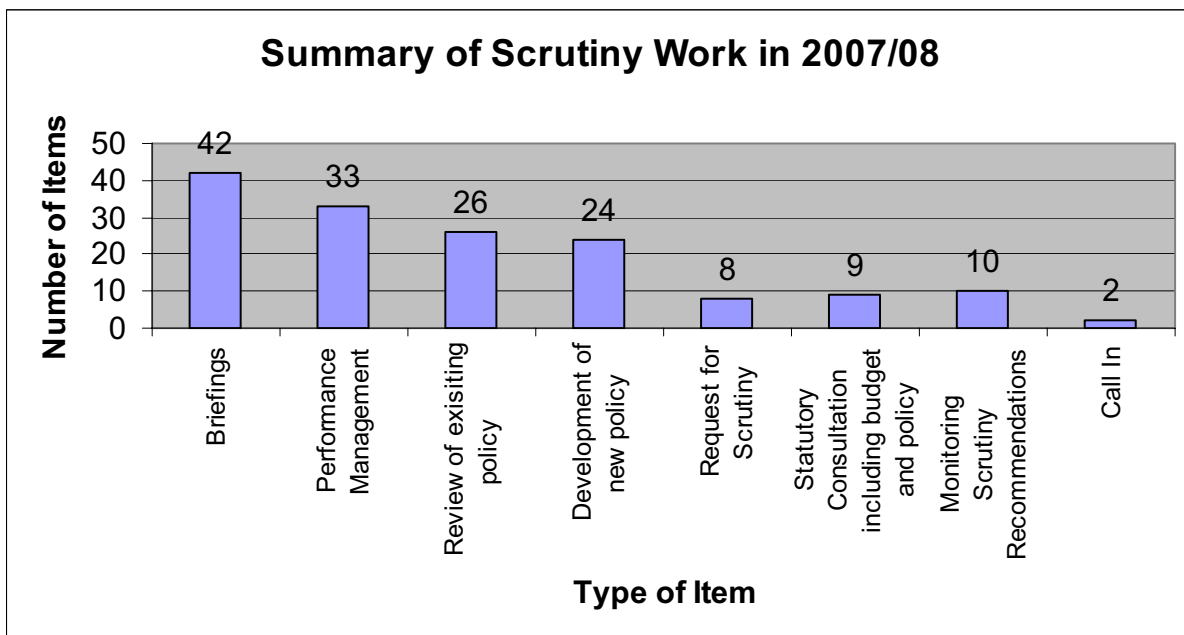
There have been two Call Ins this year;

- the review of parking facilities including adjustments to prices.
(decision released for implementation)
- grant aid to Radio Asian Fever
(resolved that the decision of the Area Committee be reconsidered)

Summary of Scrutiny Work in 2007/08

Each Scrutiny Board identifies the type of work it does. This allows scrutiny Members to see at a glance the balance of the items on their work programme and support them in deciding what types of work they would like to focus on.

The bar chart below represents the types of work that the Scrutiny Boards have done this year.



Overview and Scrutiny Committee



*Cllr Pauleen Grahame
Chair of Overview and Scrutiny Committee*

Membership of the Board:
Cllr Pauleen Grahame (Chair)
Cllr Barry Anderson
Cllr Sue Bentley
Cllr Judith Chapman (part)
Cllr Bob Gettings
Cllr Stewart Golton (part)
Cllr Ted Hanley
Cllr Andrea McKenna
Cllr Bill Hyde
Cllr Elizabeth Minkin
Cllr Ralph Pryke

The Chair's Summary

Because of the 'overview' remit of this Committee, our work this year has rightly focused on a number of operational matters and high level corporate performance management issues. This has to a certain extent restricted our ability to concentrate on a single topic of inquiry. Nevertheless, I believe the Committee has undertaken a number of interesting and worthwhile investigations.

I am particularly pleased with the way in which we have embedded the performance management system this year. This process is now firmly established as part of the work programmes of Scrutiny Boards and will, I believe, inform the content of a lot of our future Inquiries.

Our involvement in the drafting of the Leeds Strategic Plan has been beneficial to its development. It is very important that Members are given the opportunity to shape the direction of the City. I now look forward to seeing Scrutiny Boards holding to account those who must now deliver our agreed objectives and targets.

It was pleasing that the Committee agreed two important documents this year, firstly the 'Memorandum of Understanding between Executive Board and Overview and Scrutiny' and secondly the 'Protocol between Scrutiny and Statutory Public Sector Partners in Leeds'. Both documents can be viewed on the Council's Internet.

As always I would like to thank my colleagues on the Committee for their attendance, contributions and hard work in making the year a success.

**Cllr Pauleen Grahame
Chair of Overview and Scrutiny Committee**

Memorandum of Understanding between Executive Board and Overview and Scrutiny

The statutory relationship between the Executive Board and the Scrutiny function is clearly defined within the Local Government Act 2000.

However, this does not address the subtleties and nuances required to establish successful and robust scrutiny in a dynamic political environment. Since the introduction of the Overview and Scrutiny function there has been a continued national debate around the relationship between the two bodies.

Much of this discussion has alluded to the need to establish a culture of parity between Scrutiny Boards and the Executive Board in a way that allows robust challenge of decision making and also nurtures the ability of the Executive Board to sponsor elements of the work programme for the common good of the Council's policy making process.

The Memorandum of Understanding aims to set out a broad agreement which will underpin the relationship between the two functions ensuring the promotion of mutual respect to foster a climate of openness leading to constructive debate, with a view to ensuring service improvements.

Protocol between Scrutiny and Statutory Public Sector Partners in Leeds

"I want to argue that there is a perfectly respectable alternative career in public life and it is the job of holding powerful people to account"

Jeremy Paxman,
Writer and broadcaster
Centre for Public
Scrutiny Annual
Conference

The Local Government and Public Involvement in Health Act will extend the powers that local authorities already have to scrutinise health services within their areas to the activities of a number of named public sector partners, as part of their wider community leadership role for the City.

The purpose of the Protocol is to provide guidance and a common understanding for how scrutiny of statutory public sector partners will operate in Leeds. The Protocol has been drawn up during the early stages of the new arrangements and may be amended and further developed as the relationship between Scrutiny and public sector partners develops. The aim is for all parties to help ensure that Scrutiny remains a positive and challenging process.



Performance Management

Performance Management is a key tool for holding the Executive to account for its activities. The Committee continues to receive high level performance information from which it can identify areas that require further Scrutiny.

The Committee's full work programme 2007/08

- Call In – Review of Parking Facilities including Adjustments to Prices
- Call In – Grant to Radio Asian Fever
- Personnel Panel Appeal Arrangements
- Scrutiny of the Budget and Quarterly Monitoring
- Quarterly Performance Monitoring
- Review of Planning Performance
- Review of the Disability Equality Scheme
- Annual Audit and Inspection Letter 2007
- Leeds Strategic Plan
- Development of a Protocol between Scrutiny and Statutory Public Sector Partners in Leeds.
- Direct payments
- Inquiry – Responding to the needs of Migrants and their Families
- Review of the Leeds Half Marathon
- Consideration of a number of Operational/Constitutional matters
 - Tracking and Monitoring Scrutiny Recommendations
 - Responding to the Government's consultation document on Petitions and Calls for Action
 - Review of Call In Arrangements

Scrutiny Board (Children's Services)



*Cllr Bill Hyde
Chair of Scrutiny Board
(Children's Services)*

Membership of the Board:

Councillor Bill Hyde (Chair)	Mr Tony Britten
Councillor Colin Campbell	Mr Ian Falkingham
Councillor Judith Chapman (part)	Ms Celia Foote
Councillor Judith Elliott	Prof Peter Gosden
Councillor Ronald Feldman	Mr Robert Greaves
Councillor Sharon Hamilton	Mr Tim Hales
Councillor Roger Harington	Mrs Sandra Hutchinson
Councillor Alan Lamb	Ms Taira Kayani
Councillor Brenda Lancaster	Mrs Sue Knights
Councillor Jacqueline Langdale	Ms Jeannette Morris-Boam
Councillor David Morton (part)	
Councillor Tom Murray	
Councillor Karen Renshaw	

The Chair's Summary

It has been a pleasure and a privilege to return to chairing the Scrutiny Board this year. As always, the members of the Board have been tireless in their commitment to scrutiny, and I must particularly pay tribute to those who willingly volunteer for working groups, visits and other activities over and above the monthly Board meetings. Without this additional work, there is no doubt that we would not be nearly as effective, given the breadth of our remit.

This year the council has been subject to both a Corporate Assessment and Joint Area Review inspection, and inspectors from both teams interviewed Board members as part of the assessment process. Whilst we still await the outcome of the inspection report, I would like to thank those officers who continued to support our inquiries conscientiously at the same time as they were busy meeting the demands of the inspection process.

As always, our work programme has been a delicate balancing act. We need to ensure that we maintain an overview and focus on performance, holding people to account for delivering the Every Child Matters outcomes, whilst also identifying some more in-depth pieces of work where we can add value to the development of policy and service delivery. Our inquiry on services for 8-13 year olds is a good example of this. We have also responded to external requests for our input, as in our inquiry on Fountain Primary School.

This year has been the first year of a new, more rigorous recommendation tracking system for scrutiny, which has helped us to keep a closer eye on the impact of our recommendations. I look forward to seeing this become embedded over the next year, enabling us to be robust in challenging any areas where progress is not happening.

I am especially pleased that we have continued to support the Young People's Scrutiny Forum this year, and am proud that their work was chosen as a case study of good practice by the IDeA for their children's services scrutiny toolkit. Following the publication of the 'Catching the Bus' report last year, Forum members have worked jointly with Scrutiny Board members and officers to monitor their recommendations and also to progress some of them. I wish the Forum well with their new inquiry, on the environment.

Cllr Bill Hyde
Chair of Scrutiny Board (Children's Services)

Services for 8-13 year olds

The Leeds Children and Young People's Plan sets out local priorities and actions to deliver universal and targeted services to all children and young people aged 0-19, and older for those with special needs.

Within this framework, the Scrutiny Board identified the 8-13 age group as a key target group. Early years and youth services are well established services with recognised target age ranges at either end of the 0-19 age spectrum. Members felt there was now a need to extend this approach to join up in the middle in a more formalised manner. This complemented the strong conclusion of the Board's inquiry on youth services, carried out last year, which was that there needed to be more investment in universal and targeted services for the 8-13 age group, and that seeking to re-engage young people and their families in structured provision and support at 13-plus was often very difficult.

The Board identified a number of aspects of the 'infrastructure' necessary to successful delivery of universal and targeted services for 8-13 year olds as the focus for the inquiry:

- Meeting the requirement to provide information for children, young people and families
- The use of assets, particularly schools but also other buildings, to deliver services
- Governance models in relation to extended schools
- The role of councillors in supporting and promoting local delivery of services for 8-13 year olds
- The opportunities that are available for young people aged 8-13 to participate in decision-making and influence issues that affect them
- The infrastructure required to deliver the play strategy

The Board heard from a wide range of witnesses involved in the delivery of services to this age group, and also carried out visits to various providers as part of the inquiry.

Some of our main recommendations were:

- **That an in-depth review of transport take place, to promote more effective use of existing resources and improve access to services**
- **Assistance and encouragement for families to access holiday activities**
- **Ensuring up to date information and local activity programmes**
- **That all schools not yet participating in extended services provision are encouraged to do so**
- **Developing local networks to support smaller organisations**

We also highlighted the need for a more stable funding framework for services to 8-13 year olds, and to ensure that the core offer of universal provision is available to children across all areas of the city.

We asked to be kept informed of progress with the Play Partnership and the Participation Partnership.

Education Standards

At its first meeting of the year, the Scrutiny Board identified education standards as a topic for one of its major inquiries for the year. The choice of this topic accorded with priorities in the Vision for Leeds and the Children and Young People's Plan, as well as reflecting a recurrent theme identified from the Board's regular consideration of performance management information.

Members initially identified two potential areas of focus for the inquiry: the 14-19 age group, and early years and primary transition. Having considered the two areas, the Board decided to focus this year's inquiry on trying to help break the cycle of underachievement at the 14-19 stage of the education system and to reduce the numbers of young people not in education, employment and training (NEET).

However this was accompanied by a strong recommendation that an inquiry is prioritised in 2008/09 on those entering the education system.

The Board's inquiry looked at the following areas:

- How pupils are identified as at risk of becoming NEET
- The support provided to pupils in schools to support their attainment and to prepare them for adult life
- The role of school improvement services and curriculum development in supporting the achievement of this group of pupils
- Attendance, behaviour and exclusion strategies to encourage pupils to engage in their education
- The role of other services such as extended services and study support, and family support services
- Tracking of pupil destinations and achievement post-16

The inquiry combined the presentation of written evidence to formal Board meetings, with a number of visits to schools, colleges and training providers. Members were able to discuss the issues with a range of young people as well as with professionals.

The final inquiry report will be agreed by the Board in summer 2008.

Young People's Scrutiny Forum

Following the very successful 'Catching the Bus' report produced by the Young People's Scrutiny Forum last year, young people have chosen 'Protecting our Environment' as their next theme.

Their inquiry, which spans this year and next year, will focus on three themes: waste management, education and sustainable buildings. The inquiry aims to:

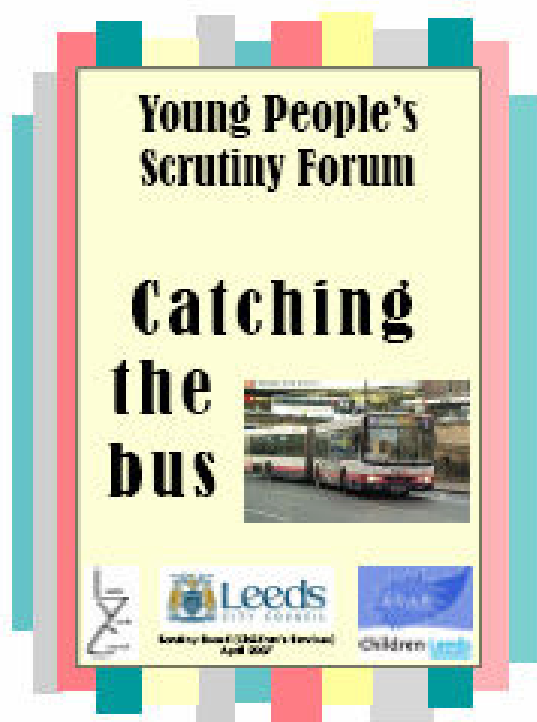
- Establish ways in which schools and other Leeds City Council services can reduce their impact upon the environment, and encourage them to implement these changes
- Encourage Leeds City Council and Education Leeds to play a part in raising awareness of environmental issues among the people of Leeds
- Ensure the opinions of young people in Leeds, with regard to environmental issues, are heard and acted upon by decision makers.

The Forum hopes to make a short film to accompany their inquiry.

In the meantime, a joint group of young people, Scrutiny Board members and officers from the council and Metro, have worked together to monitor progress with the recommendations of the 'Catching the Bus' report. This has been an important development in ensuring that the young people are able to see the results of their work translated into action.



Members of the Young People's Scrutiny Forum during scoping of the environment inquiry



Inclusion

A scrutiny working group looked in detail at two of the key objectives of the revised Leeds Inclusive Learning Strategy:

- The further development of specialist provision, including the role of the Specialist Inclusive Learning Centres (SILCs)
- The further development of the behaviour continuum and provision, including the role of the pupil referral units.

The working group also assessed progress with the recommendations of the Scrutiny Board's 2006 report on the SILCs.

We intend to continue to monitor progress in this area next year, as the Inclusive Learning Strategy develops further. In particular we have made some recommendations regarding the effectiveness of behaviour interventions and the use of inclusion finances by schools.

Fountain Primary School

Early in the year the Board was asked to undertake an independent inquiry into the way Fountain Primary School had been established by Education Leeds.

The focus of the inquiry was to explore the circumstances surrounding this particular primary school reorganisation scheme, that consequently led to the need for staffing reductions after only two years of the new school being in operation. As a result of the Scrutiny Board agreeing to do this work, staff called off planned strike action.

Our main recommendations included:

- That priority be given to funding the project to bring the school together on one site (this project has recently been agreed)
- Improved and more transparent projections of pupil numbers to inform future decisions about the need for school places
- Improved communication with parents when new schools are established
- Proposals for closer working between schools, governing bodies and Education Leeds through all stages of school reorganisation and the period immediately following.

The Board's full work programme 2007/08

Review of existing policy

Education Standards Inquiry

Fountain Primary School Inquiry

Inclusion

Parenting Support

Development of new policy

Inquiry into services for 8-13 year olds

Inclusion Strategy

Review of 14-19 education and training provision in Leeds

Performance Management and Monitoring

Overview of Children's Services and Children and Young People's Plan priorities

Performance Management information

Standards in Leeds schools and Ofsted inspections

Monitoring of recommendations from previous inquiries including:

- Specialist Inclusive Learning Centres (SILCs)
- Adoption in Leeds
- Catching the Bus
- Implications of Trust Schools for the Local Authority
- Youth Services
- Review of 14-19 education and training provision in Leeds
- Departmental Communications

Budget and Policy Framework

Leeds Strategic Plan 2008-2011

Children and Young People's Plan

Briefings

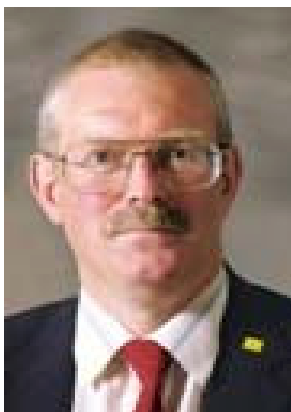
David Young Community Academy

Young People's Scrutiny Forum

Monitoring of recommendations from Catching the Bus inquiry

Protecting the Environment Inquiry

Scrutiny Board (City Development)



*Cllr Ralph Pryke
Chair of Scrutiny Board
(City Development)*

Membership of the Board:

Cllr Ralph Pryke (Chair)
Cllr Geoff Driver
Cllr Jack Dunn
Cllr Penny Ewens
Cllr Janet Harper
Cllr Matthew Lobley
Cllr James Monaghan
Cllr Rachael Procter
Cllr Brian Selby
Cllr Neil Taggart
Cllr Paul Wadsworth*

Cllr Alec Shelbrooke* was a member until
Cllr Wadsworth was appointed on 20th
February 2008

The Chair's Summary

I am delighted to present this year's Annual Report for Scrutiny Board (City Development). My thanks go to all colleagues on the Board who have faced the challenges of the year with their customary enthusiasm, good humour and rigour throughout the year.

This year the Scrutiny Board considered two requests for scrutiny concerning disposal of the former Miles Hill and Royal Park schools. As a consequence of these requests we agreed to undertake an inquiry on the consultation processes used by the Council in respect to such disposals. We also decided to widen this inquiry to incorporate a case study specifically to review how the City Development department had consulted with regard to the Aire Valley Area Action Plan. We identified a number of issues and recommendations as a result of our endeavours.

We considered a request for scrutiny from the Deputy Chair of the Alliance of Service Users and Carers concerning the City Development department's proposals to increase the use of "shared space" between pedestrians and vehicles in the form of shared surface, shared area and home zones. We received a large number of letters, emails and telephone calls from a number of groups representing the blind, partially sighted and other disabled people on this matter. We were able to make two interim recommendations and agree that a formal inquiry should be carried out once the City Development department was able to give advice on how it wished to proceed, having undertaken further work to identify best practice and the results of new emerging studies.

We received two very interesting and useful presentations on the Leeds Initiative and the work and responsibilities of the Chief Officers within the City Development department.

We have actively monitored and challenged the performance indicators of the City Development department particularly those which could impact on the Council's CPA score.

In particular we reviewed the work being undertaken to improve the performance on planning appeals (Performance Indicator BV204).

Our aim has always been to challenge and hold to account the decision makers, and we were therefore pleased to have a meaningful dialogue with the Executive Board Member under our 'Members' Questions' item.

We have continued to review, monitor and challenge the development of policies within the City Development department. In particular, along with other Scrutiny Boards, we commented on and contributed to the development of the Leeds Strategic Plan.

We have also commented on a number of ongoing plans and strategies which provide a framework for many other projects, such as the Local Development Framework which will soon replace the Unitary Development Plan.

All members can bring individual concerns to Scrutiny, and this year we spent some time on a disagreement between ward members and officers on the need for planning permission in addition to the deemed consent to construct bus lanes in Kirkstall, on the implementation of 20 mph limits near schools and in residential areas, and the lack of progress in opening Park and Ride services or agreeing a successor "Plan B" for the rejected Supertram proposal.

Under the new tracking arrangements we reviewed progress on implementing the recommendations of the Scrutiny Commission's Inquiry into the impact of flooding events on the Leeds district.

In 2007 the City Development department took responsibility for the Council's highways and leisure functions and we acknowledge the challenge of managing such a demanding and wide ranging portfolio.

In 2008/09 sections of the Local Government and Public Involvement in Health Act will come into force and this will affect how scrutiny operates in the future. We will need to engage with our partners much more and scrutinise performance against the targets set in the Local Area Agreement.

My thanks to the Board's support officers and to all those witnesses from within and outside the council who have contributed their experience and professionalism to our work over the past year.

Cllr Ralph Pryke
Chair of Scrutiny Board (City Development)

Inquiry to Review Consultation Processes

We agreed in developing our work programme to undertake an inquiry to review some of the consultation processes in the City Development department to ensure that they were fit for purpose. Subsequently - and before agreeing our terms of reference for this inquiry - we received two requests for scrutiny from Councillor Jane Dowson and Councillor David Morton concerning the lack of consultation in respect of the former school sites at Miles Hill and Royal Park respectively. We decided to widen our inquiry beyond the City Development department and include consultation on the disposal of school buildings and land involving Education Leeds and the Environment and Neighbourhoods department.

We decided to focus our inquiry on two specific case studies :-

◇ Case Study 1

To review the consultation processes applied by Education Leeds, the City Development and Environment and Neighbourhoods departments when school buildings and land are declared surplus to requirements using Miles Hill and Royal Park as case studies.

◇ Case Study 2

To review the consultation processes applied by the City Development department on the development of the Aire Valley Leeds Area Action Plan.

Our Main Recommendations

(i) That Education Leeds be asked to communicate with relevant service departments and identify much earlier in the process schools which may be declared surplus to requirements in order to improve long term strategic planning.

(ii) That Education Leeds, the City Development department and service departments (mainly Environment and Neighbourhoods) consider how this could be achieved in the new municipal year whilst recognising the sensitivity of the issues involved.



Scrutiny Board (City Development)

“We are grateful to Councillor Jane Dowson and Councillor David Morton for drawing our attention to this issue and requesting scrutiny.

We have spent some considerable time investigating the processes involved in consultation particularly with regard to the disposal of former schools and identified a number of improvements that can be made”

Councillor Ralph Pryke (Chair)



Our other recommendations were:

(a) To the extent that

(i) surplus sites have already been approved for disposal by the Executive Board, the proposals in the Executive Board report of August 2007 should apply.

(ii) aspirations for community use of those surplus sites / buildings arise after the Executive Board decision, then officers of the relevant service departments should communicate clearly with the community and explain the criteria which will apply if a case is to be made for community use.

(b) That in view of the sensitive issues surrounding school buildings due to become surplus, the Chief Executive of Education Leeds and the Directors of City Development and Environment and Neighbourhoods develop a basic set of principles, that is supported by all Council departments and Elected Members, and which are transparent and provide a consistent approach in determining the future of these Council assets.

(c) That the Directors of City Development and Environment and Neighbourhoods introduce a fixed time frame for bringing forward alternative uses for former school buildings and that it be incorporated into the basic set of principles.

(d) That the Director of Environment and Neighbourhoods with other relevant service departments assess the level of consultation that can be applied in determining gaps in service provision in a community and how community groups might assist the Council in delivering the Council's objectives in that community.

(e) That the Head of Scrutiny and Member Development ensure that an appropriate annual seminar is held for Elected Members on the disposal of Council assets including former school buildings.

(f) That the Director of City Development

(i) in developing future Area Action Plans (and the preparation of Development Plan Documents as a whole), continues to engage a wide range of stakeholders in the process and monitors the effectiveness of such activity, as a basis for continued improvement.

(ii) within the context of the Local Development Framework (LDF) Statement of Community Involvement and available resources, ensures that consultation activity is appropriately targeted and tailored, to ensure that the quality and quantity of engagement is fit for purpose.



Aire Valley Regeneration



Request for Scrutiny: Shared Spaces & the New Street Design Guide

We considered a request for scrutiny from the Deputy Chair of the Alliance of Service Users and Carers, Mr Keith Spellman. It concerned the City Development department's proposal to expand the use of shared spaces between vehicles and pedestrians. This had been incorporated into the new draft Street Design Guide which was out for consultation.

We received a great deal of correspondence on this matter from a range of organisations including the National Federation of the Blind, Leeds Society for Deaf and Blind People, Talking Newspaper, Otley and the Leeds Jewish Blind Society.

"The National Federation of the Blind is totally opposed to shared spaces which are being introduced by local authorities."

Jill Allen-King and Barry Naylor
National Federation of the Blind.



Shared space street in a new development

Initial Recommendations

(1) We suggested that, because of the complaints made to the Board about organisations who allegedly had not been consulted on this matter, the consultation period be extended by at least 4 weeks and this was agreed by the Director of City Development.

(2) We were subsequently advised by the department that it needed to give further consideration to the issues raised with regard to "shared space" in the context of national best practice, new government guidance and emerging studies. We therefore agreed that a scrutiny inquiry should be undertaken on "shared spaces" in the new municipal year once the position became clearer.

Request for Scrutiny: A65 Quality Bus Initiative Environment Assessment

We considered a request for scrutiny from Councillor John Illingworth, Member for Kirkstall Ward, concerning the A65 Quality Bus Initiative Environment Assessment.

Before determining his request we received legal advice from the Assistant Chief Executive (Corporate Governance) with regard to planning applications, permitted development rights, the Council as highways authority and details of Counsel's advice received. We also obtained evidence from the City Development department on the cumulative impact assessment that had been undertaken with regard to this scheme. We considered past, present and future consultation opportunities that had been given regarding the A65 Quality Bus Initiative.

We decided on the basis of the evidence presented to us not to undertake further scrutiny of this matter.



A65 Kirkstall Road

"We were grateful to Councillor Illingworth for raising this issue but, having taken into account all the evidence presented to us and received officers' assurances regarding measures to consult with the 140 householders who were directly affected by the scheme, the Board voted not to proceed with a formal inquiry"

Cllr Ralph Pryke (Chair)

Presentation and Reports

We received during the course of the year a number of wide ranging reports and presentations as part of our monitoring and review role. These included:

- *Leeds Initiative*

We received a detailed presentation from the Director of Leeds Initiative and members of her team on the progress being made to restructure this organisation to meet the changing needs and expectations of the Council and of its partners.

We were particularly interested to hear about how the Local Area Agreement and local area partnerships were influencing these changes and the issues involved.



- *20mph Zones*



Typical entry to a 20mph Zone

We reviewed the rationale behind the strategy for introducing 20mph zones in certain parts of the city. We noted that Leeds requires that there must be put in place a significant number of speed reducing features such as speed humps so that speeds are reduced and kept down to 20mph throughout the zone, although this is not required elsewhere (notably Portsmouth). The department's resources in this regard are targeted towards areas where there have been accidents. We noted that frequent changes in speed limits can be unnecessarily confusing to drivers.

- *Flooding Events*

We spent some time reviewing the progress which has been made on implementing the recommendations of the 2006 Scrutiny Commission Inquiry into flooding within Leeds.

We were particularly interested in the partnership working through Aire Action Leeds, the flood resilience scheme and the additional staffing resources provided to the land drainage section.



Flooded Road



Land Drainage Works

- *Planning & Development Services*

The City Development department in 2007 undertook a strategic review of its planning & development services which identified five improvement themes to consider, namely:

- ◇ capacity building & working with the private sector
- ◇ realising a definitive officer view
- ◇ development and support for Plans Panels
- ◇ information & communication technology
- ◇ improved customer services

We received a report from the department on the progress which had been made to date in implementing solutions within these themes.

We also received a specific report outlining and analysing planning appeals against the BV204 performance indicators and the work being undertaken to improve performance in this area.



City Square



Planning Application



Partnerships

- *Local Area Agreement*

We focused our endeavours on the performance management arrangements that have been or are being put in place as targets within the Local Area Agreement and which fall within our area of responsibility.

- *Leeds Local Enterprise Growth Initiative*

We reviewed progress in delivering “Sharing the Success”, the Leeds Local Enterprise Growth Initiative. We were delighted to hear that 20 projects are up and running, including two flagship projects as a result of this initiative.



Housing in City Centre

- *City Centre Area Action Plan*

We identified and discussed a number of issues arising from a paper submitted by the Director of City Development summarising the scale and nature of the responses received during the formal consultation stage on the City Centre Area Action Plan Preferred Options.

- *City Centre Housing*

We considered some of the trends affecting the demand for and supply of flats and houses in the city centre, vacancy levels and the infrastructure required to support a mixed population in the city centre.

We were concerned at the lack of facilities within some of these flat and housing developments in the city centre. Clearly, there was a danger that market forces were dictating the type of city centre population and the facilities that they need rather than trying to plan for more sustainable and mixed communities providing the necessary school places, doctors, dentists and shops early in the process. We recognised that this was a difficult balance to achieve.

We received some anecdotal evidence of the reluctance of older people, seeking to down-size, to move into the city centre.



K2 City Centre



Off Millennium Square



University of Leeds

- *The Local Economic Impact of Students on Leeds*

We received interim papers outlining the work currently being undertaken in conjunction with the local Universities to try to identify the economic impact of students, and the Universities themselves, on the local economy.



Leeds Metropolitan University

The impact is significant and growing, and we thought further study into this together with their indirect economic effects could lead to better understanding, and therefore potential mitigation, of real and perceived problems for all residents and businesses.

- *Town & District Centre Regeneration*

The City Development department updated the Board on the operation and achievements of the Town & District Regeneration Scheme since its inception in 2005.



- *Management & Capacity of the Planning Compliance Service*

We considered a report of the Chief Planning Officer on the management and capacity of the planning compliance service.

We supported and endorsed the following actions:

- (i) Review of the career graded progression and training and development opportunities available to compliance staff.
- (ii) Regular progress reports to appropriate parties on key enforcement cases.
- (iii) Review prosecution procedures including making provision for holding taped interviews compliant with PACE requirements and provide appropriate training for enforcement officers.
- (iv) that the Head of Scrutiny and Member Development consider the inclusion in the 2008/09 Member training programme of the compliance service and discuss with the Chief Planning Officer the most appropriate time for this to take place.
- (v) that the Board's successor be asked to review this issue in 2008/09.



Otley Library



Park Square



City Point



Newton Grove, Chapel Allerton

The Board's full work programme 2007/08

- **Request for Scrutiny A65 Quality Bus Initiative Environment Assessment**
- **Impact of Flooding Events on the Leeds District**
- **Request for Scrutiny - Former Miles Hill and Royal Park Schools**
- **Inquiry to Review Consultation Processes**
- **Update on the Strategic Review of Planning and Development Services**
- **Request for Scrutiny regarding the increased use of Shared Surfaces under the Council's new Street Design Guide**
- **Presentation by Chief Officers of the City Development department**
- **Strategy for Introducing 20 mph Zones**
- **Questions to the Member with portfolio responsibility for Development and Regeneration**
- **Presentation on the Leeds Initiative current work and future development plans of the organisation**
- **City Centre Area Action Plan – Preferred Options Consultation Responses**
- **Consultation on the Strategic Outcomes and Improvement Priorities for the Leeds Strategic Plan**
- **Leeds Local Enterprise Growth Initiative (LEGI) - Sharing the Success**
- **Performance Management Indicators for Quarters one, two and three**
- **Detailed look at Corporate Plan Indicator (i) ED50 Businesses satisfied with the Council in helping to create a good business environment (ii) BV165 % of Pedestrian Crossings with facilities for disabled people and (iii) BV204 Performance on Planning Appeals**
- **Introduction and Questions to the Chief Highways Officer**
- **Local Development Framework Annual Monitoring Report**
- **Presentation from the Chief Planning Officer**
- **Update on the Strategic Review of Planning & Development Services**
- **Housing Mix, Vacancy Rates and Infrastructures - City Centre**
- **The Local Economic Impact of Students in Leeds**
- **Section 106 Planning and Section 278 Highways Agreements**
- **Traffic Congestion – Key Locations**
- **Town and District Centre Regeneration Scheme**
- **Review of the Conservation Team**
- **The Local Economic Impact of Students at Leeds' Two Universities**
- **Budgetary Issues and Considerations**
- **Review of Compliance Unit, City Development department**
- **Local Area Agreement Performance Management**

Scrutiny Board

(Environment and Neighbourhoods)



*Cllr Barry Anderson
Chair of Scrutiny Board
(Environment and Neighbourhoods)*

Membership of the Board:

Cllr Barry Anderson (Chair)
Cllr Christopher Beverley
Cllr Ann Blackburn
Cllr Debra Coupar
Cllr Mrs Ruth Feldman
Cllr Angela Gabriel
Cllr David Hollingsworth
Cllr Graham Hyde
Cllr Richard Lewis
Cllr Adam Ogilvie
Cllr Linda Rhodes-Clayton
Cllr Frank Robinson

The Chair's Summary

It has been another busy year working with the Scrutiny Board and I am pleased to present this annual report.

There is a huge remit for the Board covering two Executive Board Member portfolios, and I am grateful for the work and commitment of other Board members throughout the year. However, I feel there is still much to do and in many ways regard this report as 'work in progress'.

I am pleased with the progress of the inquiry into housing lettings and the interim report that the Board has produced – I look forward to receiving an initial response to our recommendations and monitoring progress against these. Nonetheless, like many of the Board members, I do not feel that our work in these areas is complete but I also recognise that this in itself may present a significant challenge for the Board next year. With such a wide remit we will need to focus on the outcome of our efforts and think very carefully about our future work programme, placing a higher priority on those areas we wish to examine in more detail.

I am equally pleased with the work we have done around the Council's own CO₂ emissions, but also feel somewhat frustrated that, as a Board, we have not achieved more in this area. Perhaps this reflects the importance of establishing realistic priorities at the beginning of the year and maintaining that focus as the year progresses.

I am grateful to Councillor Les Carter and Councillor Steve Smith, both Executive Board Members, who have attended the Board on more than one occasion this year and discussed a number of key issues facing the Council.

I was particularly heartened by the discussion with Councillor Les Carter, which led to the Board undertaking its inquiry into housing lettings. I feel this provides a good example of the benefits to be had when Scrutiny and the Executive work collaboratively to identify a policy area that will benefit from some detailed examination by a cross-party group of local councillors. I am sure that I reflect the views of other Board members when stating that I truly hope the recommendations we have identified help to address some of the housing pressures across the City.

Finally, it has been an honour to Chair the Scrutiny Board (Environment and Neighbourhoods) during the current year and I am extremely grateful to my fellow Board members, officers, and other witnesses who have contributed to the work of the Board and shown a true commitment to improving services for the residents of Leeds.

Councillor Barry Anderson
Chair of Scrutiny Board (Environment and Neighbourhoods)

Inquiry into Housing Lettings Pressures



A Council Property

As members of the Scrutiny Board (Environment and Neighbourhoods), we have been extremely keen to ensure that Housing remains a priority area throughout 2007/08. In June 2007, as part of the Board's initial work planning discussion, we identified a number of potential issues to be considered in detail throughout the year and, following a further discussion with the Executive Board Member for Neighbourhoods and Housing, it was suggested to us that we could usefully undertake an inquiry which examined the Council's current Housing Lettings Policy, including the Choice Based Lettings scheme.

We were aware that a number of issues were currently having an impact upon the Council's Lettings Policy in general and we were eager to understand these in more detail. Therefore, we agreed to the suggestion of the Executive Board Member.

We recognised that there are some significant difficulties and challenges facing the City Council and its partners in this regard, but we wanted to understand more about the overall factors affecting the supply and demand for Council Housing in Leeds, while maintaining a focus around Local Lettings Policies and the Choice Based Lettings scheme.

The inquiry consisted of three dedicated sessions, where we received, considered and discussed evidence from a range of different sources, including the Strategic Landlord and representatives from each of the three Arms Length Management Organisations (ALMOs) and the Belle Isle Tenant Management Organisation (BITMO) – as these organisations are responsible for interpreting, implementing and administering the Council's Lettings Policy. We believed this approach to be a fundamental element to this inquiry, helping to ensure it was undertaken in a comprehensive manner.

Main recommendation

That as a matter of urgency, the Strategic Landlord reviews all relevant policies and procedures to ensure that each ALMO adopts a consistent approach and takes appropriate legal action when the Council becomes aware that any false and/or misleading information has been provided at any stage during the application process.

Other recommendations were:

- *That the Strategic Landlord considers how best to involve the Scrutiny Board (Environment and Neighbourhoods), or its successor body, as part of the annual review of the Council's Lettings Policy, prior to final approval.*
- *That, through the ALMOs, the Strategic Landlord ensures that all local ward members are provided with quarterly performance information relating to local housing issues, in particularly waiting times and lettings.*

In December 2007, we wrote to Yvette Cooper MP, the then Government Minister for Housing, inviting her to meet with us and discuss the national context for Housing, how this impacted locally and any areas for future development. However, primarily due to a ministerial reshuffle, we were unable to secure a convenient date for such a discussion. Nonetheless, in March 2008 the Chair of the Board was able to secure a meeting with a Civil Servant from the Department of Communities and Local Government to discuss some emerging themes from the inquiry.

The Chair also met with the Council's Deputy Chief Environmental Health Officer to discuss some additional matters raised during the third session, namely Empty Dwelling Management Orders (EDMOs) and Selective Licensing. However, we have not discussed this in any detail and, therefore, these remain areas of particular interest that we may wish to revisit sometime during 2008/09.



Other recommendations (cont.):

- *That, in conjunction with the Head of Scrutiny and Member Development, the Strategic Landlord, as and when appropriate, delivers a series of Member briefing/information sessions on housing related matters and following any significant changes to policy.*
- *That, to supplement the Member briefing sessions (referred to above), the Strategic Landlord produce and maintain a Members' handbook on the Council's Lettings Policies.*
- *That, to enhance the openness and transparency in the development of Local Lettings Policies (LLPs), the Strategic Landlord ensures that, through the ALMOs, all local ward members are formally consulted in a timely and appropriate manner.*
- *That, within each ALMO/ BITMO, the Strategic Landlord actively promotes the photographing of all main and joint tenants at the time of signing their tenancy agreements.*
- *That, working with each of the Arms Length Management Organisations (ALMOs) and the Belle Isle Tenant Management Organisation (BITMO), the Strategic Landlord seeks to develop a set of principles to ensure that all Local Lettings Policies in operation across the City are easily accessible by all members of the public, and are presented in a clear and consistent manner, by December 2008.*

- *That by April 2009, the Strategic Landlord, through the ALMOs, formulates proposals, including the allocation of dedicated resources, aimed at proactively addressing under- occupancy, in the longer-term, across council housing stock locally*
- *That, by December 2008, the Strategic Landlord review the application registration procedures to ensure that appropriate checks on customers' identities are undertaken at an earlier stage of the lettings process, for example, as part of the housing need assessment process.*
- *That, by December 2008 and in conjunction with each ALMO and the BITMO, the Strategic Landlord seeks to develop and implement suitable strategies to tackle sub-letting of council properties.*
- *That a review of such strategies is undertaken 12 months after implementation, with a view to ensuring such strategies are and remain fit for purpose.*
- *That the Strategic Landlord continues to monitor the use of Leeds' Choice Based Lettings (CBL) scheme, and actively promotes and encourages its use as a mechanism to advertise a range of housing options and opportunities, including private landlord accommodation and affordable housing.*
- *That by April 2009, the Strategic Landlord, through the ALMOs, ascertains the level of under-occupancy across all council housing stock.*

Other recommendations (cont.):

- *That the Strategic Landlord ensures that affordable housing solutions are more closely linked to the Leeds Homes Register and CBL scheme by actively identifying appropriate customers and signposting them to relevant schemes in the city.*
- *That, by December 2008, the Strategic Landlord considers ways in which a more proactive approach by staff could help provide customers with realistic advice and help facilitate mutual exchanges where such an approach offers an appropriate solution.*
- *That in considering any proposed changes to the Council Lettings Policy, the Strategic Landlord seeks to undertake a further and more detailed examination of the likely implications of such, and provides this to the Scrutiny Board (Environment and Neighbourhoods), or its successor body, for consideration.*
- *That the Strategic Landlord provide a 6-monthly report to the Scrutiny Board (Environment and Neighbourhoods), or its successor body, regarding progress in developing a 'Housing Solutions' approach and any available performance data.*

- *That by April 2009, the Strategic Landlord, through the ALMOs, undertakes further research to establish the most appropriate interventions for reducing under-occupancy across council housing stock locally.*
- *That the Strategic Landlord continues to develop and promote a 'Housing Solutions' approach in order to respond to the changing nature of customers' housing needs in the City, including appropriate changes to the Council Lettings Policy.*
- *That, by December 2008, the Strategic Landlord explores and implements ways in which 'mutual exchanges' are better promoted and marketed as part of the available housing options.*
- *That, in developing a 'Housing Solutions' approach, the Strategic Landlord develops and implements a robust performance framework, in order to provide meaningful, accurate and timely performance information for all key stakeholders.*
- *That, within 12 months, the Chief Housing Services Officer establishes and commences a process, involving all key stakeholders, to determine the future customer profile of Council Housing within Leeds.*

We believe that this inquiry provides an excellent example of how scrutiny can work in conjunction with the Executive and add real value by examining specific policy areas in more detail. We have identified a series of recommendations which we sincerely hope go some way to improving the outcomes for the residents of Leeds in relation to meeting housing need and we look forward to monitoring progress against these in due course.

As local councillors, housing related issues continue to represent a large proportion of our casework and, irrespective of political allegiances, we are all committed to working towards improving the availability of and access to quality housing across the city. As such, we look forward to maintaining a focus on housing related matters during 2008/09.

Inquiry into CO₂ Emissions



It has become clear to us that there is now near universal acceptance by world governments that climate change is occurring as a result of man-made greenhouse gas emissions. Previously, the drive for reducing the levels of carbon emissions had come from a small, but growing, number of committed individuals. However, it is increasingly recognised that local councils are uniquely placed to provide leadership, raise awareness and influence behaviours and councils are now recognising that systemic changes locally can have a significant impact on the level of carbon emissions in general. It is also recognised that action by local councils is crucial to the achievement of the Government's climate change objectives. As such, in September 2007, we included an inquiry into the Council's Climate Change agenda on our work programme. However, given the potential breadth of this topic, we agreed that the inquiry should initially focus on the Council's own CO₂ emissions.



CO₂ emissions impact on climate change

As part of the inquiry itself, we considered a brief overview of the overall policy drivers around CO₂ emissions and details of the Council's targets and current performance. The information presented to us demonstrated that the main sources of CO₂ emissions identified were Council buildings, street lighting and the Council's vehicle fleet; areas which we examined in more detail and addressed in our statement and recommendations.

Our recommendations

- *That, to provide much needed new resources, at least one of the 35 LAA priorities for Leeds focuses on climate change.*
- *That all major sites are surveyed as soon as possible and where the certificates are poor, a clear plan of action to improve them up to the maximum feasible and viable score is drawn up.*
- *That the Board, or its successor body, be kept up-to-date regarding:*
 - (i) *The on-going investigations around the use of alternative fuelled vehicles in the Council's fleet.*
 - (ii) *The outcome of the current review of CO₂ emissions from vehicle deployment and the arising targeted reduction programme.*
- *That the Carbon Reduction Commitment implications are factored into the 2009 budget calculations.*
- *That a policy be developed and implemented to ensure the use of Whole Life Costing analysis when specifying new-build and major refurbishment projects, including the development of a linked, ring-fenced, fund to pay additional capital costs where revenue costs would be recouped within an agreed time period.*
- *That the potential for further reductions in CO₂ emissions through changes to the current usage patterns of street lighting be reviewed in more detail, including consideration of the implications associated with altering the times that street lights are on and potentially through selective dimming late at night.*

Presentations and reports

During the course of the year, we received and considered a number of reports and presentations covering various aspects within our remit. Such items helped us fulfil our monitoring and review role and included the following areas:

Safer Leeds

Early in the year, we considered the Safer Leeds 2006/07 Annual Performance Report, which detailed progress made towards the 2005-2008 strategy. Later in the year we welcomed Councillor Les Carter in his capacity as Chair of the Safer Leeds Board, when we considered the draft Safer Leeds Partnership Plan (2008 – 2011), which set out the Partnership's proposed priorities and targets



for 2008-2011. During this discussion, we identified a number of issues, namely around prostitution and domestic violence, to be considered as part of the further development of the Plan. We also queried whether the expected reduction in funding would impact on the delivery of the priorities.

Integrated Waste Strategy for Leeds



Kerbside recycling in Leeds

Throughout the year, we have considered a number of areas relating to the issue of waste across the city, including: the Council's approach to recycling and its recycling targets; the role of the voluntary and community sector in helping to deliver the waste strategy; the issue of garden waste; and progress of the Leeds Waste Solution project.

As part of this work we heard from a range of community organisations currently operating in various part of the city including the Leeds and Moortown Furniture Store – an organisation which collects unwanted furniture and redistributes this to socially and economically disadvantaged individuals and families. The organisation not only provides a useful service to some of the most disadvantaged people in the city, it also diverts a significant amount of furniture that might otherwise be sent to landfill.



Leeds and Moortown Furniture Store

We also heard from Seagulls – an organisation that collects surplus paint and redistributes this to various community groups and people on low incomes – thus reducing the level of hazardous material requiring disposal.



Community RePaint Leeds

Leeds Organic Growers (LOGs) is another local enterprise we spoke to. LOGs is currently seeking to establish a green garden waste kerbside collection service for households in the Kirkstall and Weetwood areas of the City. We heard that such waste will then be composted, sieved and graded. Bagged compost will be available for sale to scheme members and the general public.



Leeds Organic Growers

We welcomed the input from the various organisations that we spoke to and look forward to their continued involvement in helping to deliver the integrated waste strategy for Leeds.

Pest Control

Arising from discussions with the Executive Board Member with responsibility for Environmental Services, we requested a report detailing the current arrangements for dealing with vermin and other pests across the City. We were presented with the following information:



A brown rat



A house mouse



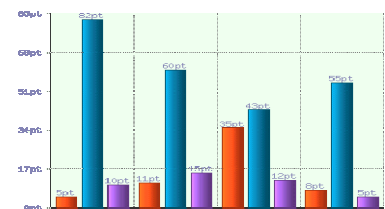
A wasps' nest

- The Council's primary legal obligations in relation to pest control;
- Performance trends relating to requests for pest control services;
- A summary of the pest control service in Leeds;
- An outline of the recently established partnership arrangement between the Council and Rentokil, to provide the reactive domestic pest control service, including current performance levels;
- Details of opportunities to reduce the rodent population in Leeds.

Later in the year, we agreed to invite representatives from Rentokil to attend a future meeting of the Board (in the new municipal year) to discuss performance issues and the operation of the new arrangements with the Council. We hope this will help us take a broader view of the new arrangements and the approach to pest management.

Performance Reports

Over the course of the year we have considered detailed performance reports on a regular basis. Using a suite of performance indicators, these reports have helped to provide us with a very good overview of performance and highlight those areas where there is room for improvement. Using the information provided



Monitoring performance is a key role

we identified a number of areas where performance was not meeting the targets set and questioned the Director on the underlying reasons for any apparent under-performance, or where there were concerns regarding the quality of the data systems used to produce the information. This also helped us identify issues on which we wanted further and more detailed information, such as:



Dealing with abandoned vehicles in Leeds

- Vacant homes and re-let times;
- Dealing with abandoned vehicles;
- Progress in achieving housing decency standards

However, while the focus of the Board has tended to be on those areas where performance has been below target, we feel it is equally important to recognise and acknowledge those areas where performance has been good and targets met.

The Board's full work programme 2007/08

Main Inquiries

- Lettings pressures
- Inquiry into the Council's role in reducing CO₂ emissions

Previous Inquiries – Formal responses and update reports

- Monitoring of recommendations – Anti-Social Behaviour
- Monitoring of recommendations – Affordable Housing
- Inquiry into Regeneration in Beeston Hill and Holbeck – Formal Responses to Recommendations

Other

- Performance Report Quarter 4 2006/07
- Performance Report Quarter 1 2007/08
- Performance Report Quarter 2 2007/08
- Performance Report Quarter 3 2007/08
- Members' questions
- Safer Leeds 2006/07 Annual Performance Report
- Recycling Strategy
- Consultation on Strategic Outcomes and Improvement Priorities for the Leeds Strategic Plan
- Voids and Empty Properties Update
- Street Cleansing and Britain's Cleanest City Award Update
- Outcomes of Research into the Housing Market in Leeds
- Rodent Control in Leeds
- Integrated Waste Strategy – Waste Solution for Leeds
- Budgetary Issues and Considerations – Environment and Neighbourhoods
- Integrated Waste Strategy – The Role of the Voluntary and Community Sector
- Safer Leeds Partnership Plan

Scrutiny Board

(Health and Adult Social Care)



*Councillor Judith Chapman
Chair of Scrutiny Board
(Health and Adult Social Care)*

Membership of the Board:

Cllr Judith Chapman (Chair - part)
Cllr Stewart Golton (Chair – part)
Cllr John Bale
Cllr Jane Dowson
Cllr Geoff Driver
Cllr Penny Ewens
Cllr Clive Fox
Cllr John Illingworth
Cllr Mohammed Iqbal
Cllr Graham Kirkland
Cllr Mohammed Rafique
Cllr Luke Russell

Co-opted Members of the Board:

Joy Fisher – Alliance of Service Users and Carers
Eddie Mack – Leeds Voice Health Forum Co-ordinating Group
Sally Morgan – Equalities
Somoud Saqfelhait – Touchstone Mental Health Services
Laurence Wood – Leeds Patient and Public Involvement Forums

The Chair's Summary

I am pleased to present the annual report of Scrutiny Board (Health and Adult Social Care) for 2007/08.

As Chair of the Board for the second half of the municipal year, I would like to thank Councillor Stewart Golton, Chair of the Board for the first half of the municipal year, for his contribution to setting the work programme and starting work on our major inquiry this year into the Localisation of Health and Social Care Services in Leeds.

This year, in addition to our large scale inquiry, we have looked at several other issues, including obesity and teenage pregnancy, and carried out a series of site visits to health and social care establishments in Leeds. We have continued to examine NHS dentistry, homecare services and the reconfiguration of renal services.

This year, we established a new working group to receive details of proposals for changes to health services from our colleagues in the local NHS Trusts. This working group has met several times during the year and considered a variety of proposals for change at an initial stage, including the centralisation of children's services at Leeds General Infirmary and changes to PCT managed GP services in South Leeds.

One of the major developments this year has been the work undertaken to prepare for the new Local Involvement Network (LINK). As a Board, we have taken a keen interest in the arrangements so far and I am sure scrutiny members will wish to continue to monitor progress in the next municipal year. Patient and Public Involvement in Health (PPI) forums were abolished at the end of March 2008. I would like to take this opportunity to thank the members of all the PPI forums in Leeds who gave so much time and effort to examining health issues over the last few years and contributed to the work of the Board in a co-opted capacity.

Finally, I would like to say thank you to all the members of the Board for completing our busy work programme with such enthusiasm and commitment.

Cllr Judith Chapman, Chair of Scrutiny Board (Health and Adult Social Care)

Inquiry into the Localisation of Health and Adult Social Care Services in Leeds

We undertook our inquiry because we wanted to learn more about the impact on the people of Leeds of the national and local reforms in how health and social care services are delivered. These reforms place an increasing emphasis on delivering care and treatment closer to home, in the community.

Technological advances in recent years mean that diagnosis, care and treatment have changed over time. It is now possible to treat some patients quite safely in their own homes or at their GP's surgery or health centre.

We wanted to make an assessment of the range of methods of available for delivering health and social care services in Leeds. We undertook a series of site visits to four health centres and clinics, two intermediate care facilities, a day centre for older people suffering from dementia, Wharfedale Hospital and two dental facilities, the Leeds Dental Institute and the Leeds Out of Hours Dental Surgery.



Councillor John Bale, Zoe Kirk, Matron of Wharfedale Hospital, Councillor Graham Kirkland and Judith Lund, Assoc Director, Leeds Teaching Hospitals Trust, on a site visit to Wharfedale Hospital in January 2008



Middleton Community Health Centre (LIFT)

We talked to the Chief Executives of Leeds PCT, Leeds Teaching Hospitals Trust and the Council's Director of Adult Social Services in the course of our Inquiry, as well as speaking directly to staff and service users at the sites we visited. We also talked to City Councillors on some of our Area Committees as part of our fact-finding about how commissioners involve local people in the planning and decision-making process.

We had heard a lot about the new Local Improvement Finance Trust (LIFT) funded community health centres in Leeds. These are purpose-built facilities which we feel are not being fully utilised. We would like to see their spare capacity, and that in Wharfedale Hospital, put to use to reflect the needs of the community.

We made 12 recommendations, including:-

- That thematic groups be developed for health and wellbeing, including adult social care, in each of the three areas in Leeds (based on the revised area management structure) and that the thematic groups work with Area Committees to discuss and agree the nature and regularity of their dialogue in the future
- That Leeds PCT provides quarterly reports to us during 2008/9 regarding the development of services in the new LIFT financed health centres in Leeds
- That, during the summer of 2008, Leeds PCT carries out consultation to determine what services and opening times local people would like to see for their new Community Health Centres and reports back to us at the October meeting
- That Leeds PCT keeps us informed of progress with its programme of buildings refurbishment over the next municipal year
- That the strategy for Wharfedale Hospital, due to be developed during early 2008, be presented to the first meeting of our Scrutiny Board in the 2008/9 municipal year
- That Leeds Adult Social Services and Leeds PCT make arrangements to produce commissioning and procurement documentation in plain English and offer personal contact for voluntary and community groups to explain tender documentation and procurement processes and report these arrangements back to us by December 2008.

Teenage Pregnancy

We wanted to look at teenage pregnancy this year because we shared the concerns of Scrutiny Board (Children's Services) about the rising rate of teenage pregnancy in Leeds.

We gained an overview of the issues at a one-off meeting in February where we talked to professionals involved in teenage pregnancy in Leeds, including Teenage Pregnancy co-ordinators, a Senior Sexual Health worker and a Teenage Pregnancy Midwife. We also considered the findings from a recent report about Leeds written by the Teenage Pregnancy National Support Team.

We are pleased to note that there are good services in Leeds for young women who are pregnant or have given birth, but we would like to see a full inquiry in future, focussing on prevention of teenage pregnancy. We therefore recommended that consideration be given to setting up a Scrutiny Commission during 2008/09 to carry out this important piece of work.



Obesity

In April 2006, Scrutiny Board (Health and Wellbeing) carried out an inquiry into Childhood Obesity: Prevention and Management. We have monitored progress with the recommendations in that report and we also felt that we would like to look again at obesity during 2007/08, this time with a focus on adult obesity.

We held a one-off meeting in March 2008, inviting witnesses from within the City Council and externally from Leeds PCT, Leeds Metropolitan University, the University of Leeds and the Director of Public Health.

During the meeting, we looked at both obesity prevention and obesity treatment and acknowledged the relevance of both to tackling obesity.

Rising levels of obesity are a national problem and we anticipate that future Scrutiny Boards with responsibility for Health in Leeds will wish to monitor or further scrutinise obesity.

The NHS Dental Contract: One Year On

New contractual arrangements for NHS Dentistry were implemented in April 2006 and marked a radical change in how primary care dental services from dental practices are provided and funded in England. Last year, the Board carried out an inquiry which revealed areas of concern about the new NHS Dental Contract. This year, in addition to monitoring progress with all eight of the recommendations in the Board's 2006/07 report through to conclusion, we held a dentistry 'workshop' meeting in October. The overall aim of the workshop was to provide an opportunity for frank discussion about dental provision and oral health in the city of Leeds, to look at the challenges and barriers and consider solutions for Leeds.

Following the workshop, attended by Leeds PCT and the Leeds Local Dental Committee, we made three further recommendations:

- Whilst recognising that there are ethical issues involved, we recommend that Leeds City Council re-opens the debate on fluoridation, having regard to the evidence of improved dental health in the children of the fluoridated cities of Birmingham and Newcastle.
- That Leeds PCT works in partnership with the LLDC to develop a local system to reward dentists for improving oral health in Leeds, which can reflect actual work carried out.
- That the Department of Health considers underwriting the PCTs' shortfalls in anticipated patient charge income to enable the PCT to
 - plan on the basis of a guaranteed sum for dentistry and;
 - commission on the basis of oral health need, rather than having to consider ability to pay patient charges.

"The Department has always steadfastly ruled out any underwriting of Patient Charge Revenue (PCR) as this would go against the principles of aligning budgetary responsibility and commissioning responsibility. PCTs have been allocated the full budget for dental services in order to allow them to commission the maximum amount of services to meet the local needs of their population. It is the PCTs' responsibility to ensure that providers of NHS dentistry collect the necessary patient charges where they are due. Where PCTs develop services in ways that reduce the proportion of PCR raised, they need to reflect this in their financial planning."

Department of Health response



The Board's full work programme 2007/08

Main Inquiry:

- The Localisation of Health and Social Care Services in Leeds

Board Statements:

- The NHS Dental Contract: One Year On
- Teenage Pregnancy in Leeds
- Obesity in Leeds

Previous Inquiries – Formal Responses and update reports:

- Childhood Obesity Management and Prevention
- Dignity in Care
- Community Development in Health and Wellbeing
- NHS Dental Contract

Other:

- Leeds Mental Health Teaching NHS Trust Fire Safety Standards
- Reconfiguration of Renal Services in Leeds
- NHS Annual Health Check
- Establishing a Local Involvement Network (LINK) for Leeds
- Neighbourhood Network Service for Sikh Older People
- Partnerships for Older People Programme
- Leeds Strategic Plan
- Closure of Ward 1 at Wharfedale Hospital
- Home Care Services in Leeds (quarterly updates)
- Commissioning Strategy for Social Care (quarterly updates)
- Altogether Better
- Care Closer to Home
- Healthy Leeds Partnership Arrangements
- Leeds Teaching Hospitals NHS Trust's Proposals for Respiratory, Cardiology and Stroke Rehabilitation Services
- Leeds Teaching Hospitals NHS Trust's proposals for Centralisation of Colorectal Surgery
- Adult Social Care Quarterly Performance Reports
- NHS Annual Health Check
- Proposals for the re-design and re-commissioning of Urgent Care Services in Leeds and West Yorkshire
- Local NHS Proposals for service changes to
 - Children's Inpatient services
 - Clinical service reconfiguration
 - GP led Health Centres
 - PCT led GP services in South Leeds

Scrutiny Board (Culture and Leisure)



*Cllr Ted Hanley
Chair of Scrutiny Board
(Culture and Leisure)*

Membership of the Board:

Cllr Ted Hanley (Chair)
Cllr Bernard Atha
Cllr Andrew Barker
Cllr Bob Gettings
Cllr Arif Hussain
Cllr Brian Jennings
Cllr Graham Kirkland
Cllr Vonnie Morgan
Cllr Lisa Mulherin
Cllr Linda Rhodes-Clayton
Cllr Gerald Wilkinson

The Chair's Summary

Being the Chair of Scrutiny Board (Culture and Leisure) for the 2007/08 municipal year has been a real privilege.

It has been an interesting and, at times challenging, year. The work has been intriguing and rewarding, and I would hope beneficial to the Council and people of Leeds. I would like to thank my fellow Board Members for their considerable hard work both in the full Board and various Working Groups. My thanks go also to the officers who have provided us with expert opinion and evidence throughout the year, often at short notice.

Without doubt, our main piece of work this year has been the Wharfemeadows Fence Inquiry. This Inquiry showed how the use of Scrutiny can defuse a controversial and contentious issue by engaging with the affected local communities to provide a balanced and objective outcome. A number of lessons came out of this review not least the role Scrutiny could have when the Council needs to take difficult decisions. While still waiting to formally hear from the Executive Board on all of the recommendations, it was pleasing to see the positive manner in which the Board's report was received by the Executive, despite, it may seem, a difference of opinion regarding the routine procedure for making counsel advice publicly available – which was one of our main recommendations.

The other Inquiry which the Board embarked upon related to the Middleton Park Equestrian Centre. The Board's approach to this issue has been somewhat different to that adopted in relation to Wharfemeadows – but I feel the outcome, while yet to be finally confirmed, has been equally productive – with the negotiations between the Council and the Centre's Trustees seemingly securing a way forward that will retain the service provided by the Centre.

I think the Board's approach to both these inquiries has demonstrated an attempt to engage and build a positive relationship between Scrutiny and the Executive. I believe the relationship between Scrutiny and the Executive is a key area that needs to be developed and nurtured and while some progress has been made in this area, it remains an area for further and continued development. As such, I believe the regular meetings between the Executive Board and Scrutiny Chairs established during the year play an important part in this relationship and I look forward to these continuing over the coming year.

Like other Scrutiny Boards we found the discussions on the Leeds Strategic Plan very informative and useful, as were the quarterly performance reports, and I hope the Board's comments and observations have been equally helpful. Clearly, as we move into an era where the Local Area Agreement (LAA) provides a common focus for the Council and its partners, the Board's early and continued involvement in these aspects of work will be invaluable.

While not featuring prominently on many of the Board's meeting agendas, I know that all Members of the Board have taken a keen interest in the development of the proposed Sports Trust and when advised that '*the timing wasn't right for the Board to be provided with an update*', we acted quickly and incisively to set up a working group to establish the current position. I look forward to the outcome from this work.

Having such a large and broad remit, I feel the Board has tried to choose its topics for Inquiry with care. We have tried to receive regular updates on most of the major projects and kept a watching brief on numerous other schemes. Inevitably, however, some important issues have not been addressed. Next year's challenge will be to ensure we focus on the issues that really matter and where the Board's involvement can and will make a difference.

Cllr Ted Hanley
Chair of Scrutiny Board (Culture and Leisure)

Inquiry into River Safety Management at Wharfemeadows Park, Otley



In July 2007 we received a request for scrutiny from the Wharfemeadows Action Group (WAG) relating to the proposed fencing arrangements within Wharfemeadows Park, and agreed to undertake a Scrutiny Inquiry to examine the:

- Recent decisions of the Executive Board regarding Wharfemeadows;
- Grounds for those decisions; and,
- Advice submitted.

We took evidence from a range of witnesses and a number of different sources, including WAG, Otley Town Council, the local Member of Parliament and a representative from the Royal Society for the Prevention of Accidents (RoSPA). We undertook a site visit and also listened to advice from Council officers.

It was abundantly clear to us that there was a genuine level of public concern raised by the decision to fence off parts of the river but we accepted that the body of water within Wharfemeadows Park, and the potential risk to public safety it posed, had been a source of concern to officers for some time.

We concluded that the Executive Board made the decision it did in all good faith with all available and appropriate information before it. We also believed that it would have been highly unlikely for there to be public consensus as to whether the fencing should have been erected, but felt there were a number of learning points regarding the process of decision-making, which had quite clearly generated a significant level of ill-feeling towards the Council.

Our Main recommendation:

That the Charter between Leeds City Council and the Parish and Town Councils within the administrative area of Leeds City Council, particularly Section Three – Working in Partnership, is strictly adhered to.

Section Three states “*Consultation will be used to involve local councils in decisions of the City Council that affect local communities. Consultation between the partners of this Charter is a two-way process, which can only be effective where there is a sense of partnership and mutual trust.*”



*Members' site visit
Wharfemeadows Park, Otley*

“We wanted to ensure that there was an open and transparent inquiry that looked at the decision-making process and all the information that formed the basis of the decision made. We also wanted to hear and listen to the views and concerns of the public.

I believe we achieved our objectives and, through our recommendations, gave a very clear message about transparent decision-making within the Council.”

Cllr Bob Gettings, Member of the Board

Our other recommendations:

- That all legal advice obtained by the Council is publicly available save in circumstances to be determined by the Council’s Monitoring Officer. The reasons for any non public disclosure should be made clear by the Monitoring Officer.
- That all requests for Counsel’s advice are made in written form save in exceptional and urgent circumstances.
- That the Executive Board and Scrutiny Boards work in partnership to identify future decisions where Scrutiny input prior to the decision being made can add value to the overall process and the decision made.

In addition to considering the very specific and particular issues associated with Wharfemeadows Park, there was unanimous agreement that, as a Board, we ought to consider more general issues associated with the Council’s overall Water Safety Policy sometime in the near future.

However, while we tried very hard to ensure the final report reflected the range of views within the Board, the final report did not receive unanimous agreement and as such a minority report was produced and appended to the main report agreed by the Board.

Nonetheless, we were pleased that our report was generally well received by the Executive Board, but remained frustrated and disappointed that further consideration of Recommendation 2 (relating to the public availability of Counsel advice) was delayed until April 2008. As such, we have been unable to consider the Executive Board’s formal response to our report and its recommendations. However, we hope to do this very early in the new municipal year.

Other Inquiries

Middleton Park Equestrian Centre

At the beginning of the municipal year we agreed to undertake an inquiry into the governance arrangements of Middleton Park Equestrian Centre. This followed a report to the Executive Board outlining the role of the Council and the financial and management arrangements of the Equestrian Centre Trust. We wanted to discuss the background to current arrangements and the proposals for the future.



*Riding for the disabled:
Middleton Park Equestrian Centre*

We reviewed the management agreement currently in operation and heard from Trustees from the Centre and also visited the Equestrian Centre.

We established that the Centre catered for approximately 220 rides per week, including carriage rides for the severely disabled. Those of us that visited the Centre were extremely impressed by what we saw, witnessing at first hand the opportunities and obvious benefits to those attending.

We felt the Centre provided a valuable service for some of the most vulnerable people from across the City, and as such welcomed the on-going dialogue between the Council and the Centre. As the year progressed, it became clear that negotiations regarding future arrangements were at an advanced stage. We therefore agreed to defer any further consideration of this matter until such negotiations had been concluded and a firm proposal had been put forward.

Sports Trust

Toward the end of the municipal year, in March 2008, we established a Working Group to examine the development and ascertain the current position regarding the Sports Trust.

In April, we received the first update from the Working Group, which included: a brief profile of members of the current shadow Trust Board; the current draft agreement for lease; and the detailed external legal advice received by the Council. We also received an outline of the financial benefits of the proposals and a summary of developments since March 2006.

After reviewing and considering the information presented at the meeting, we were disappointed that the Board had not been more involved in the development of the proposals to date. However, we agreed to continue with our inquiry and identified a range of additional information to be presented to a future meeting of the Working Group.



Leeds Proposed Sports Trust

Request for Scrutiny: Disabled Access to the Grand Theatre

In February 2008 we received a request for scrutiny from a member of the public, asking us to examine disabled access at the Grand Theatre. This request was presented to us in April 2008, alongside an initial response from Council officers.

While a lift and disabled toilet facilities have been added to the Grand Theatre during recent refurbishment works, it was highlighted to us that these were of little consequence if initial access to the building was restricted.



Leeds Grand Theatre

This was essentially confirmed by officers from the Council's access team who, having visited the building, advised us that the Box Office and its route through to the Theatre could not be considered accessible by any modern design standard.

Prior to the meeting where we considered this request, the Chair of the Board visited the Grand Theatre to see, first hand, the specific issues being raised. However, we were conscious of the time available to undertake a scrutiny inquiry during the remainder of the current municipal year and were also mindful of any duplication that may be caused as a result of undertaking a formal scrutiny inquiry. As such, we heard from the Council's Chief Libraries, Arts and Heritage Officer who outlined a proposed action plan,



aimed at addressing the access issues presented. In light of this and given the time constraints, we decided not to undertake a scrutiny inquiry. Nonetheless, we were very grateful for this matter being brought to our attention and we intend to continue to monitor the situation and receive a progress report early in the new municipal year.

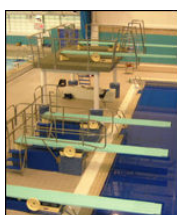
Presentations and reports

To help us fulfil our monitoring and review role, over the course of the year we have monitored performance on a range of issues using different mechanisms, including quarterly performance reports, which have highlighted areas of good performance and also areas for improvement, and question and answer sessions with the Executive Member for Leisure on a range of topics.

Major Projects

One other such performance monitoring mechanism we have developed is a process by which we have received regular updates on major capital build projects across our remit. This has helped us keep track of progress and monitor performance (including budgetary issues) across a number of projects. As part of this monitoring work, we also undertook site visits – which helped us understand some of the complexities often involved.

Some of the projects monitored through the 'Major Projects' reporting framework



The New Aquatics Centre



Leeds Art Gallery



The New Discovery Centre

This approach has been a useful tool and we hope to develop and further refine this process during the new municipal year – paying particular attention to the Aquatics Centre, which we understand to currently be the subject of ongoing sensitive negotiations in general terms and specifically regarding the adjustable pool floor (which failed soon after the opening of the centre).



Proposed outline plan: Morley Sports Centre

New Leaf Leisure Centres

The March Board meeting saw Members given an update on the **New Leaf Leisure Centres PFI Project**. Members were advised that approval had been gained from the Department for Culture Media and Sport (DCMS) for the outline business case and confirmation of £30 million PFI Credits to build two leisure centres (at Morley and Armley) had been received. Detailed planning applications were due to be submitted in April 2008, with on-site works due to commence during August/September 2008. It was anticipated that the new facilities would be operational in May/June 2010.

We clearly welcomed the progress in developing proposals for two new sports centres in the Leeds area, but again felt that, as a Board, we had not been updated in the most timely and appropriate manner. We also had some concerns regarding the provision of facilities and the support provided to specific activities and local groups during the construction phase of the projects. This was a particular concern in the Morley area given that the new leisure centre could not be constructed without the demolition of the existing centre – which would have a clear impact on regular users of the current facilities.

The exact Morley Leisure Centre activity programme cannot be recreated at alternative leisure centres nearby. However, we were pleased to hear that a large amount of work has been undertaken to develop complementary programmes at other sites and that all clubs with block bookings had been spoken to individually by the centre manager to discuss their options.

We were also heartened to learn that consultation regarding the closure of the Morley Leisure Centre had been ongoing through a working group. The working group had been meeting regularly since November 2006 and was made up of local Councillors, residents, users and clubs.

We were aware of proposals to present the potential programme for relocations to a further working group, followed by a drop in session for the public to discuss the plans being submitted for final planning approvals, along with any general concerns regarding the closure.

While we are not aware of the specific date for the closure of Morley Leisure Centre, we have been advised that this is likely to be in or around July 2008. We were also advised that the final programme for the relocations will be displayed on the notice board in the reception at Morley Leisure Centre and on the website www.leeds.gov.uk/newleaf.

We believe the development of two new leisure centres in Armley and Morley will not only benefit the local communities but all the people of Leeds. As such, we look forward to maintaining a watching brief on these projects at regular intervals throughout the coming year.

Roundhay Mansion

Initially arising from a Major Projects update, the status of the Mansion at Roundhay Park became of particular interest to us during the year, and was further stimulated by a wide ranging discussion with the Executive Board Member for Leisure regarding the current status and future proposals for the Mansion. This was followed by a site visit and further progress updates.

The Mansion is a Grade II Listed building located on the edge of Roundhay Park and for many years was used by Craven and Gilpin as a café/bar/function venue. However, the lease was surrendered in 2003 and since that time no such facility has been on offer at the Mansion – despite an extensive, yet unsuccessful, marketing exercise in 2006.



The Mansion in Roundhay Park



Roundhay Mansion: Visitor Centre Exhibition

The Mansion has seen significant investment in its external fabric and a new Visitor Centre and Education Centre has now opened. We feel these are excellent facilities – with the interactive projector proving to be a big hit on our site visit.

In March we were advised that the appointment of a specialist agent to recruit interest in the restaurant and function facilities at the Mansion had proved productive, with in excess of 200 requests for additional information on the premises – including some from high profile names and businesses. We were also advised that it was envisaged that interested parties would be asked to submit initial offers towards the end of March 2008.

We acknowledge that progressing initial expressions of interest to a position where the Council has a signed lease is a time consuming exercise – and we will monitor progress in this regard. However, we very much look forward to the successful and timely conclusion of this project, which will lead to the Mansion being put to full use once again.

Other Matters

We also considered a number of other matters, for example the high level process for awarding Major Arts Organisations Grant Aid and agreed to receive a future and more detailed report on how the assessment of all arts grant applications is undertaken and the subsequent monitoring arrangements. We also had some input into the development of the Leeds Strategic Plan and Council Business Plan, which, once finalised, will outline some key improvement activities and performance targets for the Council.



Arts Grants considered

At our final meeting of the year we considered a report which outlined a number of areas that we may wish to consider in the new municipal year. We have already highlighted some of these in this report, such as Middleton Park Equestrian Centre and Roundhay Mansion. Other areas which we feel may warrant more detailed consideration include proposals for the Leeds Half Marathon in 2008 and future years and cemetery provision across the City.

The Board's full work programme 2007/08

Main Inquiries

- **Wharfemeadows Fence Inquiry**
- **Middleton Park Equestrian Centre Inquiry**
- **The Development of the Leeds Sports Trust Proposals**

Previous Inquiries – Formal responses and update reports

- **Inquiry into Leisure Centres - Response to Recommendations**

Other

- **Performance Reports (Quarter 4 2006/07 and Quarters 1, 2 & 3 for 2007/08)**
- **Questions to the member with portfolio responsibility for Leisure and Cultural Services**
- **Lift in Leeds Library**
- **Leeds International Concert Season**
- **Indian International Film Academy Yorkshire - 9th-10th June 2007 – Evaluation**
- **Consultation on Strategic Outcomes and Improvement Priorities for the Leeds Strategic Plan**
- **Major Projects Update**
- **Leeds Grand Theatre and City Varieties Music Hall - Progress Update**
- **Parks and Countryside Update**
- **Outdoor Bowls Provision**
- **Current Governance Arrangements for the Leeds Grand Theatre and City Varieties**
- **New Leaf Leisure Centres PFI Project**
- **Roundhay Mansion**
- **Major Arts Organisations Grant Aid**
- **Request for Scrutiny – Disabled Access at the Grand Theatre**
- **Sports Trust – Working Group Update**
- **Council Business Plan (2008 – 2011)**

Scrutiny Board (Resources)



*Cllr Sue Bentley
Chair of Scrutiny Board
(Resources)*

Membership of the Board:

Cllr Sue Bentley (Chair)
Cllr Mark Dobson
Cllr Ryk Downes
Cllr Clive Fox (part)
Cllr Peter Gruen
Cllr Josie Jarosz
Cllr Val Kendall
Cllr Graham Latty
Cllr James Lewis
Cllr Alison Lowe
Cllr Ralph Pryke
Cllr Alec Shelbrooke (part)

The Chair's Summary

I am very pleased to present this annual report of the Scrutiny Board (Resources). Since being appointed as Chair of the Board at the Annual Council meeting in May 2007, I have had the pleasure of working with Board Members who are enthusiastic and committed to the Scrutiny process. I know that because we have a positive approach to scrutiny that has made a difference this year in the development of Council policy and improving the delivery of its services. I am grateful to everyone for their patience and understanding during this busy year.

The attached report details all of the work carried out by the Board during 2007/08, but I would particularly like to highlight our two most significant pieces of work which relate to the commissioning of the passenger transport and taxi and private hire contracts and the development of disability employment strategies. The first originated from four private hire companies who expressed concern about these contracts to a local ward Councillor who subsequently requested scrutiny of this issue. We were pleased to undertake this inquiry and to meet and reassure representatives of the trade. The second was a request for scrutiny from the Mental Health Employment Consortium concerning the lack of work placements for people with mental health problems. We widened our investigation to include all disabilities and produced a statement and recommendations. We met with a number of representatives from disability groups. I am sure the Board's work in these two areas has helped to establish closer links between the Scrutiny Board and the local community.

We have undertaken our performance management remit and received a number of reports throughout the year. We were particularly concerned at the worsening figures regarding sickness levels in the Council. We looked at the initiatives being undertaken by Human Resources to try and improve the current figures and we will monitor these initiatives closely.

We have looked at and contributed to the development of the Leeds Strategic Plan and Council Business Plan.

We have received a number of updates on the development of new HR policies and

procedures which have been or are being introduced during the current year. These developments are very exciting and are already providing better support to our managers in carrying out their specific management responsibilities.

Finally, I am grateful to all the officers who support the Scrutiny Board and to all the internal and external witnesses who have attended and contributed to the Board's deliberations throughout the year.

Cllr Sue Bentley
Chair of Scrutiny Board (Resources)

Inquiry to Review the Commissioning of Passenger Transport and Taxi and Private Hire Contracts

We considered a request for scrutiny from Councillor Kabeer Hussain in November 2007 concerning the current contract arrangements for passenger transport and taxi and private hire contracts. He referred to a number of issues relating to how those contracts were awarded and operated.

We were advised that a new Framework Contract would commence in September 2008 and a review was opportune and appropriate. We spent some considerable time looking at the processes involved with these contracts and meeting with the licensed private hire operators who had initiated the original complaints and other licensed private hire and taxi operators and other trade representatives.

We concluded that, whilst we identified a number of proposals aimed at improving communication, publicity and understanding of the processes involved, the overall commissioning of these contracts seemed to us to be fair and understood by most licensed private hire and hackney carriage operators. We asked for an equality impact assessment to ensure that our findings were supported.

Our main recommendation was

That the Assistant Chief Executive (Corporate Governance) arrange for an Equality Impact Assessment Audit prior to the letting of the Framework Contract in September 2008 and report to this Scrutiny Board on the outcome.

"We wanted to ensure that the processes involved with these contracts were fit for purpose.

We did not want to lower our standards in any way but ensure that everyone that applied was dealt with fairly and efficiently."

Cllr Alison Lowe, Member of the Board



Scrutiny Board (Resources)

Our other recommendations were:

- (i) **That the Assistant Chief Executive (Corporate Governance) arrange for the document "Guidance on Tendering" to be checked for plain English and**
- (ii) **provided to contractors at the point of them applying to be included and registered on the Supplier and Contract Management System (SCMS) and**
- (iii) **issued by the Taxi and Private Hire Licensing Section to applicants at the time of applying for an operator's licence.**

Our other recommendations (continued)

That the Assistant Chief Executive (Corporate Governance)

- examine and report back to this Scrutiny Board as to whether any further measures could be undertaken to improve the clarity of process to ensure licensed private hire and hackney carriage operators understand what is required of them in order to be included on the Framework Contract.
- ensure that licensed private hire and hackney carriage operators are advised how to request feedback on their submission for entry onto the Framework Contract and subsequent tender submissions, and that feedback is clear and easily understood. This should include a name and contact in each department.
- write to the appropriate licensed private hire and hackney carriage operators to explain the reasons why the Elmets Wood School transport contract had been awarded to a single contractor and that a general section on single contracts be incorporated into the "Guidance on Tendering" booklet.
- consider whether contracts could have a lead in period and include in the "Guidance on Tendering" booklet a clear description as to the reasons for the contract period, how and when contracts can be extended and the process by which routes and contracts are determined.
- explore with the contractors concerned the possibility of publishing winning firms and prices for these contracts on the Council's internet site each year to contribute to the transparency of process.
- (i) arrange to send flyers to the 132 licensed private hire and hackney carriage operators in the city publicising the briefing sessions in March 2008 concerning the Framework Contract 2008 and (ii) consider training and support methods that could be used to assist licensed private hire and hackney carriage operators to complete the necessary documentation perhaps through the Council's internet site and in time for the Framework Contract in 2008. This should include a suitable training session for Members on Licensing/Procurement being held immediately after the local elections in May each year, to ensure that Members understand the processes involved and are kept up to date with developments so that they are able to give sound advice and guidance to their constituents on these matters.
- extend the closing date for tender returns of the 2008 Framework Contract to ensure that there are at least 10 working days between the documents being available and the closing date for expressions of interest.

That prior to letting of the Framework Contract in September 2008 the Assistant Chief Executive (Corporate Governance) extend the advertising of the Framework Contract to include other appropriate publications and Council offices within the community that are open to the public.

That the Director of Resources convey the thanks of the Scrutiny Board to the officers in the Procurement Unit and Passenger Transport for their significant contribution to improving the commissioning of these contracts since taking over responsibility for this service.



Meeting of the Taxi Working Group



Taxi and Private Hire HQ



Private Hire Taxi



Councillors and some of the representatives from the trade, private hire and taxi operators

Request for Scrutiny on Disability Employment Strategies

We considered a request for scrutiny from the Chief Executive of Leeds Mind on behalf of the Mental Health Employment Consortium regarding the lack of work placements in the Council for people with mental health problems.

We were concerned to hear about the issues they raised and agreed to establish a Working Group to investigate the position within the Council with regard to all disabilities including those related to mental health. We opted to produce a statement and recommendations on this important issue.

We were delighted that the Director of Resources fully supported our proposals.

Our main recommendation was

That a Project Manager be appointed to oversee this initiative and for the Director of Resources to ensure that sufficient funds were available to implement the action plan within the timescales specified.

Our other recommendations were:

That Scrutiny Board (Resources), having considered the report of the Chief Officer (HR), endorses the comments and suggestions of the Disability Working Group as follows:-

(a) That it is important to ensure that proper advice and guidance is given to disabled people concerning work and the effect this may have on their benefit entitlement

(b) That any proposals should contribute to helping those disabled people who have a long history of worklessness

(c) That in developing a strategy and action plan for the employment of disabled people as set out in the report, consideration be given to incorporating or strengthening in the plan the:

- (i) advocacy and support mechanisms
- (ii) importance and use of role models, mentors and champions
- (iii) provision of tool kits for managers
- (iv) development of recruitment packs
- (v) need for quality training and support for managers
- (vi) need to set milestones in the action plan

“There are virtually no opportunities made available by the Council, one of the largest employers in Leeds, for people with mental health problems.

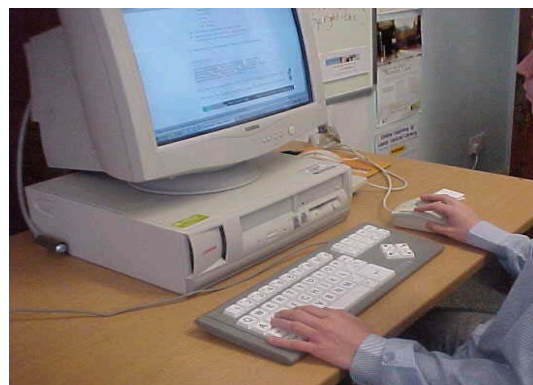
As a local Mind association we know that many people with mental health problems want to return to work but are deterred by the fear of prejudice and discrimination.

The Council should be an exemplary employer in this area but does not at all facilitate the placement of people into work experience contexts.”

Julian Turner, Chief Executive
Leeds Mind



Internet Access



Our other recommendations (continued)

(vii) need to undertake further work to establish the actual numbers of disabled people employed by the Council who may not be currently registered as such for a range of reasons.

(d) That many Voluntary Sector organisations such as Touchstone, Leeds Incapacity Employment Projects (LIEP), Steps for Excellence in Personal Success (Steps) and Mental Health Employment Consortium actively want to receive many more referrals in this area.

(e) Recognition that there needs to be a culture change by the Council in positively encouraging the employment of disabled people and much less emphasis placed upon meeting performance targets.

(f) Acknowledgement that a range of new policies and procedures are being developed that reflect the changing demands and requirements of a modernised authority and the need to widen employment opportunities for disabled people.

(g) That an application be made for the Council to join the National Employers Forum on Disability with the aim of achieving best practice and long term benefits for the Council.

(h) That specific milestones be added to the action plan to ensure implementation and transparency in its delivery.

(i) That progress in implementing the action plan and recommendations of the Scrutiny Board be undertaken through the new scrutiny tracking arrangements previously reported to the Board.

“ The Board was extremely grateful to the Mental Health Employment Consortium for bringing this matter to our attention.

We were pleased to be able to make a number of recommendations concerning the development of a disability employment strategy which received the full support of the Director of Resources and the Executive Board Member with portfolio responsibility for Central and Corporate Functions.”

Cllr Sue Bentley, Chair



Detailed Attendance Analysis of Sickness Absence

We first looked at sickness absence in November 2007 and asked for a further detailed report and recommended that the Director of Resources review the relevant management systems and introduce sub-codes and categories that will enable HR to:-

- i. identify the costs of employing all agency staff across the Council and the reasons for their employment
- ii. analyse specific departments and sections of departments where agency staff were being used on a regular basis
- iii. submit progress reports to this Scrutiny Board

We considered a detailed analysis of the current trend relating to sickness absence in Leeds City Council and recommend further interventions to aid the management of attendance.

We looked at sickness absence in other comparable local authorities and Core Cities to assist us in our discussions.

In April the Board agreed to support the following recommendations:-

- for further work to be undertaken to ensure effective analysis and reporting of sickness absence and associated costs in order to drive improvement activities.
- for an increased emphasis on reinforcing the critical role of line managers in the employment relationship.
- that more formal performance management be introduced and cascaded down through the managerial structure in order to prioritise improvements in this area.
- to critically review the number of cases where employees are on either half or nil pay and seek to resolve these cases in the most effective and timely manner.
- for more work to be undertaken to address the issue of applying rigour to the application of the relevant policies and procedures in support of improving performance in this area.
- for work to be undertaken between HR and Legal Services to critically review the Council's approach to risk in order to more successfully progress cases through ill health capability procedures where this was appropriate and justified.
- for HR to undertake further work to identify if there were any fundamental differences or lessons to be learned in the way in which Education Leeds and ALMOs as arms length operators manage their sickness levels that could be applied to other areas of the Council.
- that the effectiveness of HR disseminating information to staff concerning national outbreaks of sickness be included in a future staff survey.
- that a further progress report on detailed sickness attendance analysis be submitted to the Scrutiny Board responsible for this area early in the new municipal year, subject to any changes that might be made to the Scrutiny Board structure at the Annual meeting of the Council in May 2008.



People are the key



Valuing Colleagues



Good relationships with the trade unions are important



We want people to achieve their potential

Presentation and Reports

We received during the course of the year a number of wide ranging reports and presentations as part of our monitoring and review role. These included:

- **Sensible Risk Management**

We looked at how officers make decisions on health and safety grounds after risk assessments have been undertaken.

We reviewed the process and fully endorsed the Health and Safety Executive's approach to sensible risk management which should not be used as a barrier to unreasonably prevent activities.

We recommended that the Audit and Risk Section ensures that Members are advised at an early stage of any significant health and safety incidents in their respective wards.



Location of the Audit & Risk Section Civic Hall



*Leeds Benefits Service Main Office
2 George Street, Leeds*



This form can be used to claim housing, Council tax and education benefits

- **Single Managed Fraud Team**

We were provided with an update on progress with regard to implementation of the Single Managed Fraud Team initiative as approved by the Executive Board on 17th October 2007.

We were pleased to note that arrangements have now been established, a business plan is being developed, good progress has been made in harmonising procedures and training for both Jobcentre Plus and the Council's Benefits staff is underway. Phase 2 will see staff co-located with Jobcentre Plus staff.

- **Business Support Centre (BSC)**

We reviewed the HR strategy to develop shared services that was being implemented and delivered through the Business Support Centre (BSC).

We noted that the broad objectives in terms of efficiency and objectives was to reduce staffing levels by 20%, improve the quality of the service and develop smarter working and utilise technology.



BSC and CRS, Belgrave House



Jobs with the Council

- **Centralised Recruitment Service (CRS)**

We received a presentation and monitored the progress concerning the Centralised Recruitment Service located in Belgrave House.

We noted improvements in the management of the service, business process and consistent outputs, levels of e-recruitment, reductions in external costs of advertising and introduction of improved recruitment policies.

We asked to review other savings which could be made by making further efficiencies in recruitment practices, advertising costs and better use of technology.

- **Reduce Fraud and Error in Benefits and Council Tax**

We received a presentation on the proactive work being undertaken to help prevent fraud and error entering the benefits system.

We considered the work being undertaken to help identify inconsistencies in the system on an ongoing basis.

We also looked at the approach to investigating and prosecuting benefit fraud.



- **Slivers of Time Project**

We recognised the importance of this national initiative and have received regular updates on its progress in Leeds.

This initiative to accelerate the "Narrowing the Gap" agenda by bringing people from the city's deprived areas into the workforce is extremely exciting.

- **Resolving Customer Enquiries Taken by the Council's Contact Centre**

We wanted to look at the effectiveness of resolving customer enquiries which had been taken by the Council's Contact Centre and passed to the relevant service department for action.

We considered an initial paper in September 2007 on the end-to-end delivery of services to our customers and acknowledged the significant improvements in accessibility of services that had taken place. However, we expressed concern that some service departments were not responding to customer enquiries and complaints made through the Contact Centre in a timely and cost effective way.

In April 2008 we considered a further detailed report providing further data and explanation as to the reasons for repeat contact at the Contact Centre, and the steps in place to reduce the need for chase-up calls.

The report focused specifically on East North East Homes ALMO (representative of the ALMOs) and the refuse collection service (bin deliveries and missed bin calls).

This joint report of the Chief Customer Services Officer and Director of Environment and Neighbourhoods was detailed. It looked at the main issues, initiatives and positive steps currently being taken to improve the customer experience. It also acknowledged that there was still more to do particularly on the end-to-end delivery of services to our customers.

We would have liked to revisit this issue had time allowed.



New ALMOs



Refuse Collection Services

The Board's full work programme 2007/08

- **Request for Scrutiny regarding the need for the Council to establish more work placements for people with mental health problems**
- **Statement of the Board and publication of recommendations on the development of disability employment strategies**
- **Consultation on the Strategic Outcomes and Improvement Priorities for the Leeds Strategic Plan**
- **Request for Scrutiny to review the commissioning of the passenger transport and taxi and private hire contracts**
- **Consultation on the development of the Council's Business Plan**
- **Performance Management Indicators for Quarter 4 2006/07 and Quarters 1, 2 and 3 for 2007/08**
- **Budgetary Issues and Considerations**
- **Treasury Management Review**
- **Review of the Centralised Recruitment Service**
- **Slivers of Time Project**
- **Alternatives to Landlines Internet Access – Narrowing the Gap**
- **Ethical Investment**
- **Leeds Benefits Service Take-Up Activity**
- **Resolving Customer Enquiries taken by the Council's Contact Centre**
- **Review of the level of Sickness Absence within the Council**
- **Single Managed Fraud Team**
- **Sensible Risk Management**
- **The Government's Proposals for Supplementary Business Rates**
- **Proactive Work being undertaken in Revenue and Benefits to reduce fraud**
- **Review of the development of the Business Support Centre**

Developing Scrutiny

As has been our practice in previous Annual Reports we have published an Action Plan for the coming year. We have also reviewed last year's Plan and made an assessment of how well we have met our previous ambitions.

The Action Plan this year reflects what we consider to be the main areas for development. A key focus remains ensuring that Scrutiny is a worthwhile process and adds value to the running of the Council. By doing this we will ensure that Scrutiny has a meaningful role to play in the running of the City. This in turn will encourage elected Members, partners and communities to become actively involved in the Scrutiny process.

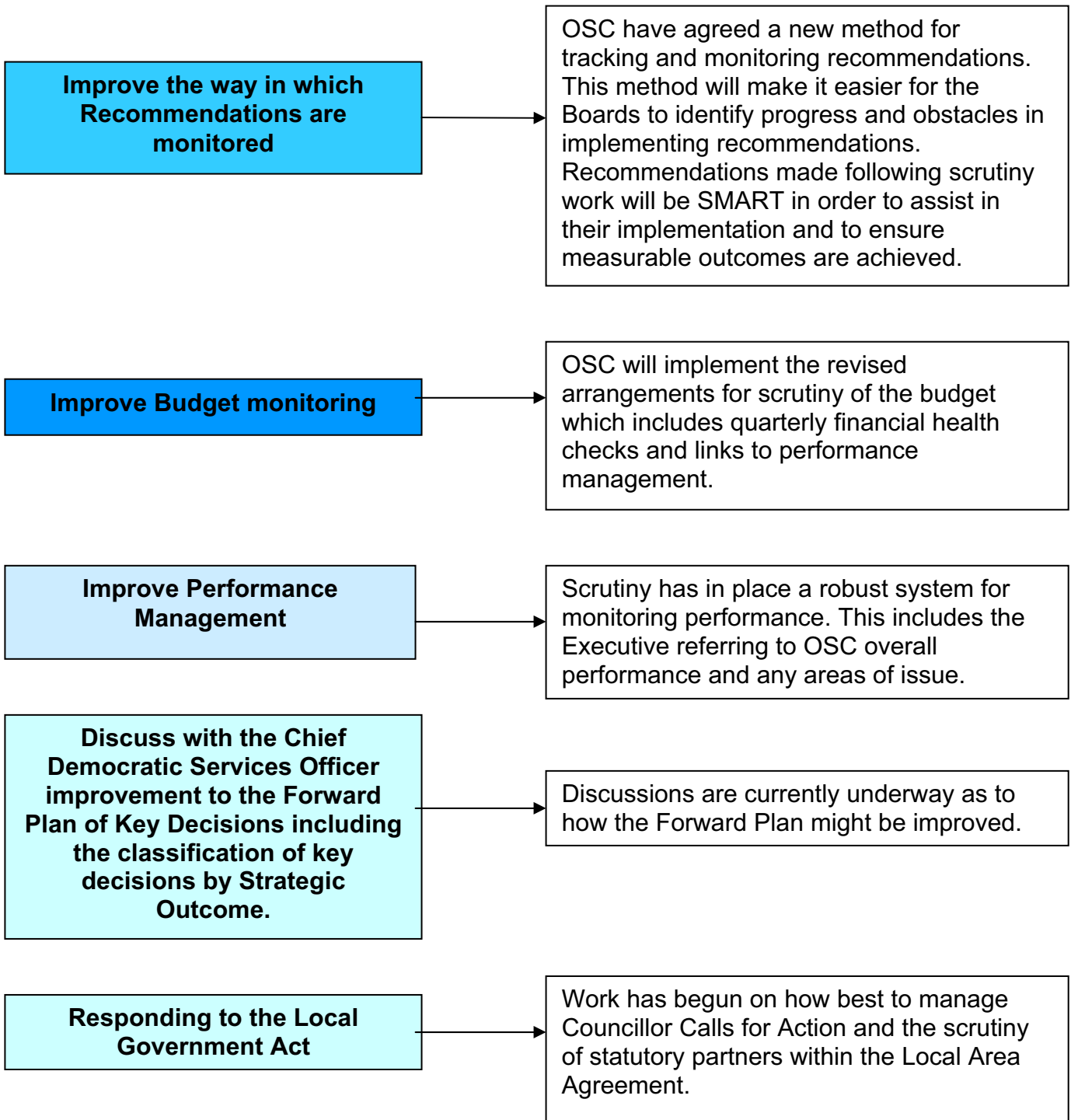
Other goals include building on the key relationship between the Executive and Scrutiny and bringing into focus the importance of Scrutiny in driving improvements within the Local Area Agreement.

How we meaningfully scrutinise the Budget must also be an area where we can improve our performance.

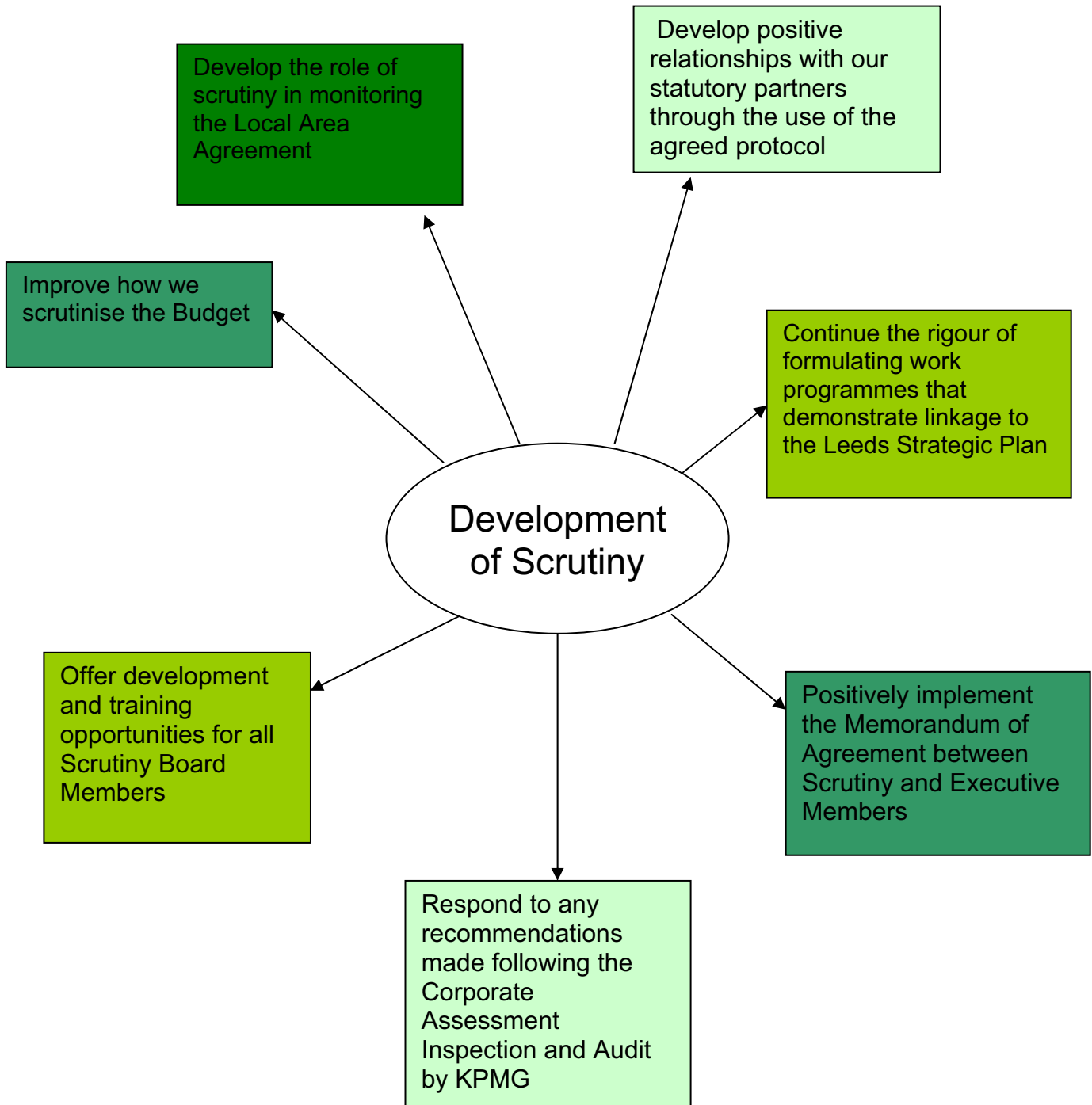


Action Plan 2007/08

Progress



Action Plan 2008/09



Scrutiny Publications 2007/08

Guide to Scrutiny – comprehensive publication

Revised and updated Information Leaflets:

Guide to Scrutiny – officers

Guide to Scrutiny – Members

Guide to Scrutiny – external witnesses

Final Reports issued by Scrutiny Boards in 2007/08

- Fountain Primary School
- Services for 8–13 year olds
- The localisation of health and social care services in Leeds
- Reviewing the commissioning of passenger transport & taxi & private hire contracts
- Consultation Processes
- Wharfemeadows Fence Inquiry
- Housing Lettings

Statements issued by Scrutiny Boards in 2007/08

- Inclusion
- The NHS Dental Contract: One year on
- Teenage Pregnancy in Leeds
- Obesity in Leeds
- Comments on the Leeds Strategic Plan
- Disability employment strategies
- Sickness absence
- Shared Spaces
- Council's role in reducing CO2 emissions

Operational Documents

- Memorandum of Understanding between Executive Board and Overview and Scrutiny
- Protocol between Scrutiny and Statutory Public Sector Partners in Leeds

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

www.leeds.gov.uk/scrutiny

Contact details - Peter Marrington, Head of Scrutiny and Member Development

Tel. 0113 39 51151

e-mail: peter.marrington@leeds.gov.uk

General e-mail address: scrutiny@leeds.gov.uk



Report of the Assistant Chief Executive (Corporate Governance)

Council

Date: 2nd July 2008

Subject: Appointments

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Appointments

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

1.2 Relevant Party Whips have allocated seats as follows:

Councillors Bentley, Chastney, Ewens, Hamilton, Latty and Wadsworth to the Scrutiny Board (Central and Corporate)

Councillors Cleasby, Lancaster and R D Feldman to the Scrutiny Board (Children's Services)

Councillors Barker, Matthews, Lobley, Procter and Wilkinson to the Scrutiny Board (City Development)

Councillors Cleasby, Hollingsworth, A Taylor, Marjoram and Castle to the Scrutiny Board (Environment and Neighbourhoods)

Councillors Ewens, Kirkland, Andrew, Mrs R Feldman and Fox to the Scrutiny Board (Adult Social Care)

Councillors Chapman, Kirkland, Monaghan, Rhodes-Clayton, Lamb and Bale to the Scrutiny Board (Health)

Councillors Campbell, Pryke, Shelbrooke, Kendall, and Fox to the Scrutiny Board (City and Regional Partnerships)

Councillors Taylor, Wilson, Wadsworth and Castle to the Plans Panel (East)

Councillors Chastney, Matthews, Andrew and Marjoram to the Plans Panel (West)
Councillors Monaghan, Latty and Mrs R Feldman to the Plans Panel (City Centre)

Councillors Townsley, Wilson and Wilkinson to the Licensing and Regulatory Panel

Councillors Hollingsworth, Rhodes-Clayton, Townsley, R D Feldman, Wilkinson and Castle to the Licensing Committee

Councillors Cleasby, Harker, Anderson and Ogilvie to the Development Plan Panel

Councillors Bentley and Latty to the Member Management Committee

Councillors Campbell, Kirkland and Latty to the Corporate Governance and Audit Committee

Councillors Brett, Bentley and J Procter to the Constitutional Proposals Committee

Councillors Brett and A Carter to the West Yorkshire Joint Services Committee and Councillors Hamilton and R D Feldman as nominated substitutes to the same

Councillor Fox to the West Yorkshire Pension Fund Investment Panel

Councillors Cleasby and Fox to the West Yorkshire Pension Fund Advisory Group

Councillors Campbell, J L Carter and D Blackburn to the Standards Committee

Councillors Castle and Harrand to the West Yorkshire Fire and Rescue Authority

Councillors A Carter and Wadsworth to the West Yorkshire Passenger Transport Authority

Councillor J L Carter as a nomination to serve on the West Yorkshire Police Authority

- 1.3 The Assistant Chief Executive (Corporate Governance) amended appointments made at the Annual Meeting in accordance with authority granted to her at that meeting and in consultation with appropriate Whips as follows:

Councillor Ogilvie to replace Councillor Dowson on the Scrutiny Board (City Development)

Councillor Dowson to replace Councillor Ogilvie on the Scrutiny Board (Central and Corporate)

Councillor Coupar to replace Councillor Langdale on the Scrutiny Board (Environment and Neighbourhoods)

Councillor J McKenna to replace Councillor Mulherin on the Scrutiny Board (Children's Services)

Councillor Mulherin to replace Councillor J McKenna on the Scrutiny Board (Environment & Neighbourhoods)

- 1.4 Councillor Bentley is now the Liberal Democrat Group Whip and it is therefore appropriate that Council appoint her as Chair of the Member Management Committee for the period 1st December 2008 to the date of the Annual Meeting in 2009 in place of Councillor Hamilton.

2.0 Recommendation

- 2.1 That the appointments detailed in paragraph 1.2 and 1.3 be noted and that the appointment in paragraph 1.4 be approved.

This page is intentionally left blank



Originator: Ian Walton

Tel: 2474350

Report of the Assistant Chief Executive (Corporate Governance)

Council

Date: 2nd July 2008

Subject: The Safer Leeds Partnership Plan

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose Of This Report

1.1 To present to Council the Safer Leeds Partnership Plan for approval. The Plan is part of the Budget and Policy Framework and is therefore subject to approval of the full Council.

2.0 Background Information

2.1 The attached report of the Director of Environment and Neighbourhoods and the attached Safer Leeds Partnership Plan were submitted to the Executive Board on 16th April 2008. The Board recommended in minute 216 of that meeting that Council approve the Plan.

3.0 Recommendation

3.1 That the Safer Leeds Partnership Plan be approved as part of the Budget and Policy Framework.

This page is intentionally left blank



Report of the Director of Environment and Neighbourhoods

Executive Board

Date: 16th April 2008

Subject: Safer Leeds Partnership Plan

Electoral Wards Affected:

Ward Members consulted
(Referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call in

Not Eligible for Call In
(Details contained in the report)

EXECUTIVE SUMMARY

The report seeks Member approval on the (draft) Safer Leeds Partnership Plan. The Plan sets out the priorities for 2008 – 11 and reports on the progress made towards the current three-year Safer Leeds Strategy running from 2005 until 2008.

Safer Leeds (the Crime and Disorder Partnership for Leeds) has a statutory duty to produce this Plan. The Plan outlines the strategic outcomes and activities the Partnership aims to deliver.

The Plan will be reviewed and renewed annually to reflect any new emerging priorities.

1.0 Purpose Of This Report

1.1 The purpose of this report is to seek Member approval for the Safer Leeds Partnership Plan. The Partnership has a statutory duty to produce a partnership plan covering the period 1st April to 31st March 2011. The plan sets out for the next three years strategic outcomes and annual improvement priorities and activities. (Appendix 1)

2.0 Background Information

2.1 The Police and Justice Act 2006 received Royal Assent on 8 November 2006. The Act amended the partnership provisions of the Crime and Disorder Act 1998 to make Crime and Disorder Reduction Partnerships (CDRPs) a more effective vehicle for tackling crime, anti-social behaviour and substance misuse in their communities

The amendments to the Crime & Disorder Act abolished the duty on CDRPs to produce an audit and strategy every three years. The new statutory requirement for CDRPs is to produce a partnership plan for tackling crime and disorder issues.

3.0 Main Issues

3.1 Safer Leeds Partnership Plan

3.2 The five strategic outcomes that the partnership plan aims to deliver are:

- Creating safer environments by tackling crime
- Improving lives by reducing the harm caused by substance misuse
- Supporting victims and reducing the risk of victimization
- Reducing offending and managing offending behaviour
- Improving community confidence and public satisfaction

3.3 The strategic outcomes are based on the analysis of the strategic assessment, consultation with the public, the legal requirements and targets placed on the Partnership. Each outcome will have improvement priorities and delivery activities.

3.4 A number of the targets in the SLPP are subject to further negotiations with central government as they are designated targets in the Leeds Strategic Plan 2008-11 (that incorporates the Leeds local area agreement) and required to be signed off by the Secretary of State in June 2008.

4.0 Implications For Council Policy And Governance

4.1 Safer Leeds is obliged to work within the national framework to deliver improvements within the public service agreements in relation to crime reduction.

5.0 Legal And Resource Implications

5.1 Safer Leeds Partnership receives grant funding from a variety of sources, all of which are managed through the Community Safety Commissioning process to deliver against the strategic outcomes. These include:

- Adult Pooled Treatment Budget (Department of Health)
- Drugs Intervention Programme Main Grant (Home Office)

- Area Based Grant funding including Neighbourhood Renewal Fund, Safer Stronger Communities Fund, Trailblazer (Respect) and Local Public Service Agreement monies
- Additional short-term grants from regional GOYH
- Leeds City Council
- West Yorkshire Police

6.0 Conclusion

- 6.1 Safer Leeds has a statutory duty to produce a Partnership Plan covering the period 1st April to 31st March 2011. The plan in appendix 1 will be reviewed and renewed annually to reflect new emerging priorities. The partnership has a duty to consult and inform communities on community safety plans. The activities identified in the plan reflect community priorities, concerns, and link directly to both local and national related strategies and plans.

7.0 Recommendations

- 7.1 Members are requested to recommend Full Council to approve the Safer Leeds Partnership Plan.

This page is intentionally left blank

Safer Leeds

tackling drugs and crime

**Safer Leeds
Partnership Plan
2008-2011**



Contents

Foreword

We are pleased to report the sustained improvements made during the life of our previous strategy and the considerable progress made in tackling crime across the city. In 2007, there were 87,400 recorded crimes, almost 11,000 fewer offences than in 2005, this is a 11% reduction in crime (final figures for the April 2005 to March 2008 strategy will be available later in the year). We know there is still more to do as, like many other cities, Leeds continues to face the challenges that crime, anti-social behaviour and drug addiction bring. Crime and disorder remains a primary concern for the citizens of Leeds.

Safer Leeds has a statutory duty to produce a partnership plan covering the period 1st April 2008 to 31st March 2011. This allows us to plan for short, medium and long term priorities and to align with other planning cycles, notably the Leeds Local Area Agreement. The partnership plan presented here will be reviewed and renewed annually to reflect any new emerging priorities.

This partnership plan outlines our strategic outcomes for the next three years (2008-2011) and specifically our improvement priorities for the coming year (2008-2009).

We intend to build on our previous success by tackling those problems of greatest concern and believe that this partnership plan is flexible enough to respond to the changing demands that might be placed on us.

It is important to Safer Leeds that, no matter where people live in Leeds, they should not only be safe, but also feel safe. Your assistance is very important to us because you can help us deliver this partnership plan. By working together in partnership with you, we can achieve sustained crime reductions and make Leeds a safer place to live, work and visit.

During the year ahead, we will strengthen our community safety commitment to partnership approaches and endeavour to tackle the most significant issues of concern to the citizens of Leeds in a responsible and effective manner.

1 Foreword

2 Introduction
(Mission and Purpose)

4 Results 2005-2008
(What the 2005-2008 Strategy
Achieved)

5 Key Successes 2005-2008
(What we delivered)

9 Facts and Figures
(Findings from the 2007
assessment)

11 Our Strategic Outcomes
(What we want to achieve by
2011)

17 Our Structures and Delivery
Processes

18 Measuring Our Performance



Councillor Les Carter,
Chair of Safer Leeds
Board



Neil Evans,
Chair of Safer Leeds
Executive & Director of
Environments and
Neighbourhoods
(Leeds City Council)

Safer Leeds

tackling drugs and crime

Our Mission

‘To secure sustainable reductions in crime and disorder and address the fear of crime in Leeds’

Who are Safer Leeds

Safer Leeds is a statutory partnership formed as a result of the Crime and Disorder Act 1998.

The Safer Leeds Executive sets strategic direction and is accountable for delivering the partnership plan by making decisions about activity, resource allocation and problem solving. It is made up of senior officers from the ‘responsible authorities’ and ‘co-operating bodies’ these are:

- Leeds City Council
- Leeds Primary Care Trust
- West Yorkshire Fire and Rescue Service
- West Yorkshire Police
- West Yorkshire Police Authority
- Leeds Initiative
- Children and Young People’s Social Care
- National Offender Management Service / Probation
- Elected member with lead for community safety

Safer Leeds Board is made up of representatives from the public, private and voluntary sectors. This is a consultative group that reviews the partnership plans and ensures that community consultation is co-ordinated effectively and reports to the citizens of Leeds.

Our Purpose - what are we here to do

In partnership with the citizens of Leeds, we are here to deliver the Safer Leeds partnership plan and thereby contribute to creating safer and stronger communities.

By undertaking the 2007 assessment and producing this plan Safer Leeds has had an opportunity to:

- Review progress in terms of activity, impact, performance, risk and value for money
- Reassess the extent of crime, disorder and substance misuse
- Engage with stakeholders and local communities to set improvement priorities
- Develop short, medium and long term performance measures
- Consider how resources can be effectively used to improve service delivery
- Ensure that our improvement priorities are included in wider community plans

This plan has not been developed in isolation and links directly to both local and national related strategies and plans. We have ensured that this plan complements and maximises opportunities through the Leeds Strategic Plan and via the Local Area Agreement targets.

Introduction

Our Strategic Outcomes (2008-2011)

Over the next three years our delivery priorities will focus on:

- Creating safer environments by tackling crime
- Improving lives by reducing the harm caused by substance misuse
- Supporting victims and reducing the risk of victimisation
- Reducing and managing offending behaviour
- Improving community confidence and public satisfaction

Vision - where we want to be

'The Vision for Leeds 2004-2020' is the sustainable community strategy for the city and describes the long-term ambition of 'making sure everyone has a better quality of life now and for generations to come'. Leeds Initiative (the local strategic partnership) guides the work of all partnerships' towards achieving three aims:

- Going up a league as a city - making Leeds an internationally competitive city, the best place to live, work and learn, with a high quality of life for everyone
- Narrowing the gap - between the most disadvantaged people and communities and the rest of the city
- Developing Leeds' role as the regional capital - supporting and supported by a region that is becoming increasingly prosperous

The Vision includes eight themes:

- Culture
- Enterprise and Economy
- Learning
- Transport
- Environment
- Health and Wellbeing
- Thriving Neighbourhoods
- Harmonious Communities

The Leeds Strategic Plan is the delivery plan of The Vision and sets out where the city wants to be by 2011, local issues and priorities relevant to the themes are reflected in the Area Delivery Plans.

Leeds Initiative is the main partnership forum for collectively reviewing and steering resources to support the delivery of the Leeds Strategic Plan.

Safer Leeds shares this vision and recognises we have an important role to play in realising the public's aspirations. The Vision commits Leeds Initiative and its partnerships' to make sure that they: 'tackle crime and community safety in every one of the Vision's programmes of work'.

Results (2005-2008) – what the 2005-2008 strategy achieved

PSA1 Performance

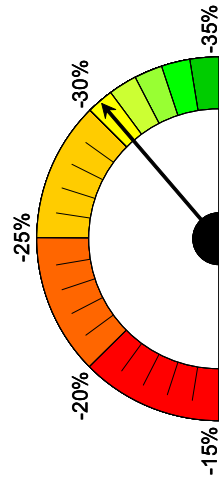
PSA1 is a Public Service Agreement containing the crime reduction targets that partnerships must achieve by March 2008.

The PSA1 crime reduction target measures British Crime Survey comparator crime against a baseline set by the Home Office.

Safer Leeds and West Yorkshire Police jointly set a ambitious PSA1 target of 35%.

By December 2007, Leeds had achieved a 30.5% reduction in BCS comparator crime.

Public Service Agreement PSA1 Performance

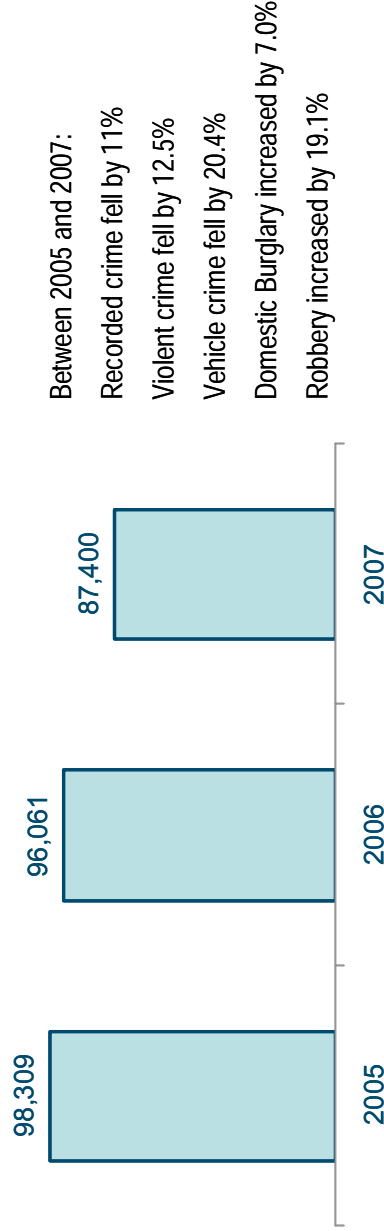


December 2007
Performance = -30.5%

Figures for the April 2005 to March 2008 strategy will be available later in the year

Between 2005 and 2007 Safer Leeds made considerable progress in tackling crime across the city. In 2007, there were 87,400 recorded crimes, almost 11,000 fewer offences than in 2005, this is a 11% reduction in crime (final figures for the April 2005 to March 2008 strategy will be available later in the year).

Trends in Recorded Crime in Leeds 2005 to 2007



Reductions in offence numbers do not tell the whole story; the following pages give examples of the work that Safer Leeds lead and supported to achieve success. Further information about our performance during 2005-2008 will be available later in the year.

Key Successes (2005-2008) - examples of what we delivered

Tackling Burglary - Alleygating

What was the issue?

Higher than average burglary rates were reported in some areas of the city.

What did we do?

The Clean Neighbourhoods and Environment Act 2005 gave local authorities more powers to temporarily restrict access to public highways for the purpose of crime prevention. Safer Leeds followed best practice and introduced alleygating, restricting access to back streets and carriageways to deter potential criminals. Alleygating is a proven method of supporting crime prevention measures and provides reassurance to local residents. Alleygating is one of several tools used by Safer Leeds to address domestic burglary.

By December 2007, Leeds had 115 Alleygates covering 69 carriageways and passageways. Alleygates were installed in areas where residents had suffered from anti-social behaviour and other criminal activities. These areas include parts of Harehills, Beeston, Woodhouse, Burley, Chapeltown, Burmantofts and Chapel Allerton.

What difference did we make? Feedback about Alleygates was very positive and they helped prevent crime, reduce anti-social behaviour and fly-tipping. One local resident said: *"I used to be scared to walk past the alley and heard stories of girls being dragged in there. It is a lot quieter on the streets now and there is not as much damage. There is less anti-social behaviour, less vandalism, and children can play safely"*.

Tackling Anti-Social Behaviour

What was the issue?

Anti-Social Behaviour affects peoples' everyday life and can devastate a neighbourhood. It is recognised that ASB issues can be complex and challenging and cannot be dealt with in isolation.

What did we do?

Implemented the ASB strategy, dealing with:

- Prevention - using low level interventions such as acceptable behaviour contracts, mediation, informal warnings and referral to diversionary schemes
- Enforcement - using the full range of tools and powers available to all partners to tackle persistent ASB including Anti-Social Behaviour Orders
- Resettlement - to ensure where legal remedies were pursued, perpetrators of ASB continued to be monitored and directed towards supportive services to sustain reductions in ASB

What difference did we make?

In 2006, Leeds was awarded 'Respect Area' status by the Home Office, since then we have:

- Established a Family Intervention Project and Parenting Programme
- Demonstrated openness and accountability through Face the People sessions
- Used the full range of tools and powers and adopted the Respect Housing Standard

Tackling Violent Crime - in the city centre

What was the issue?

In April 2006, the city centre was identified as area where alcohol fuelled crime and disorder, in particular assaults and harassment incidents, were causing growing concern.

What did we do?

As part of the 'Tackling Violent Crime Programme' a multi-agency steering group was formed with several services being engaged for the first time collectively including Planning, Licensing Enforcement, Highways and Street Services. All services participated in initiatives to make the streets a safer and cleaner place for visitors and residents to enjoy.

Funding was secured for a city centre triage pilot (a system where patients were assessed by ambulance service before attending to accident and emergency) in partnership with West Yorkshire Ambulance Service.

Taxi marshals were introduced throughout November and December and night buses ran on Friday and Saturday nights from 00:30hrs until 03:45 hrs up to and including New Years Eve.

Safer Leeds worked with the licensing trade and developed the 'Best Bar None Scheme' to promote socially responsible licensed premises. By the end of the year, 60 new licensed premises had joined the scheme. Similarly, the Pubwatch scheme was changed to make it more reflective of the type of licensed premises in the city.

What difference did we make?

The city centre target area experienced a 19% reduction in violent crime, and the Home Office recognised Leeds as a success story. Leeds city centre is now a safer place at night, which is critical if we are to maintain a thriving night-time economy for all.

Reducing Neighbourhood Crime - Operation Champion

What was the issue?

In January 2007, following a performance review, it was felt more could be done in those communities suffering high levels of crime and anti-social behaviour.

What did we do?

Safer Leeds revitalised and renamed existing operations under the name Operation Champion. This is a multi-agency response to crime and grime problems at a local level. Operation Champion activities take place three times a month in targeted 'hotspots' to improve neighbourhoods and provide local people reassurance that agencies are working together to try and resolve local problems.

What difference did we make?

Between February 2007 and the end of September 2007, seventeen Operation Champion events had taken place across the city.

Key Successes (2005-2008) - examples of what we delivered

Neighbourhood Policing - Police Community Support Officers

What was the issue?

Safer Leeds knows from its consultation with residents that having a highly visible police presence in our neighbourhoods provides reassurance to the citizens of Leeds.

What did we do?

Funding for Police Community Support Officers was increased which resulted in the council providing a further 170 PCSOs to ensure a minimum of five in each of the 33 wards across Leeds; there are now 392 PCSOs in Leeds.

What difference did we make?

PCSOs have spent on average 85% of their time working within the community, alongside Neighbourhood Policing Teams and have become an important part of tackling crime in our neighbourhoods.

Tackling Drug Misuse - Improving Lives

What was the issue?

Research undertaken in December 2005, on behalf of the Home Office, estimated that Leeds had between 6050 and 7154 problem drug users, of these, an estimated 3,352 injected Class A drugs.

What did we do?

The city's Drug Intervention Programme (DIP) aims to get adult offenders who misuse drugs out of crime and into treatment, with support from other key services such as housing, employment and training. There are over 90 staff from different agencies involved in delivering DIP, including the Leeds City Council, Leeds PCT, West Yorkshire Probation, West Yorkshire Police, Safer Leeds, Social Services and several voluntary sector services.

In 2007, a single point of contact was established, in the Mabgate Mills centre, where drug users could access rapid prescribing, attend appointments with case managers, and participate in various group work and activities.

What difference did we make?

Partnership working led to an overall improvement in the case management of clients through their treatment journey. As a direct result, real progress was made in dealing with the causes of offending behaviour as well as treating the symptoms.

Over the last 4 years, almost 4,000 drug users have entered the programme as part of their treatment journey.

This joint working highlights how all aspects of drug users' lives, from their drug taking to their offending behaviour, can change to enable individuals to move on with their lives.

Weapons Awareness Programme - WAP

What was the issue?

In Leeds, there have been a number of cases where fatal injuries have been caused by young people using knives and guns.

What did we do?

To prevent an increase in the use of weapons an interactive educational crime prevention programme was developed. The Weapons Awareness Programme includes a presentation to young people explaining the risks and consequences linked with carrying or using weapons. It was designed to be informative, graphic and compelling, allowing discussion on real case studies, including explicit photographs of injuries enabling young people to make positive informed choices.

Themes of the WAP include:

- the law relating to possession of offensive weapons
- the medical effects of weapons, especially knife crime
- the principle of not arming your attacker
- that it is 'cool' to run away from weapons if possible

that information should be passed on if young people are aware their peers are in possession of a weapon

What difference did we make?

150 volunteers in Leeds were trained to deliver the WAP with the Youth Offending Service, local schools and youth organisations. In

2006/07, the WAP was delivered to over 5,000 children in Leeds.

PC Bob Bowman, comments, "At the start of every session I ask the class who would inform on anyone carrying weapons. The response is usually one or in most cases none. At the end I ask the same question and the response is the complete opposite, usually most of the class indicate they would inform on someone carrying a weapon". A head teacher commented, "At first I was sceptical about the programme but now that I have seen it first hand and listened to the comments from my pupils, there is no doubt that it is an excellent idea and one that actually makes an impact on the minds of those that have listened to it".

Facts and Figures - findings from the 2007 Joint Strategic Assessment

What is the Joint Strategic Assessment?

A strategic assessment is the document that partnerships must produce at least once a year. The assessment brings together the analysis and research that a partnership needs identify the priorities for the year ahead and develop the partnership plan.

Strategic assessments have replaced the three yearly crime and disorder audits previously undertaken by partnerships.

The strategic assessment is not the only analytical product that the partnership will use during the year and there are additional research, evaluation and performance processes that will inform the partnership.

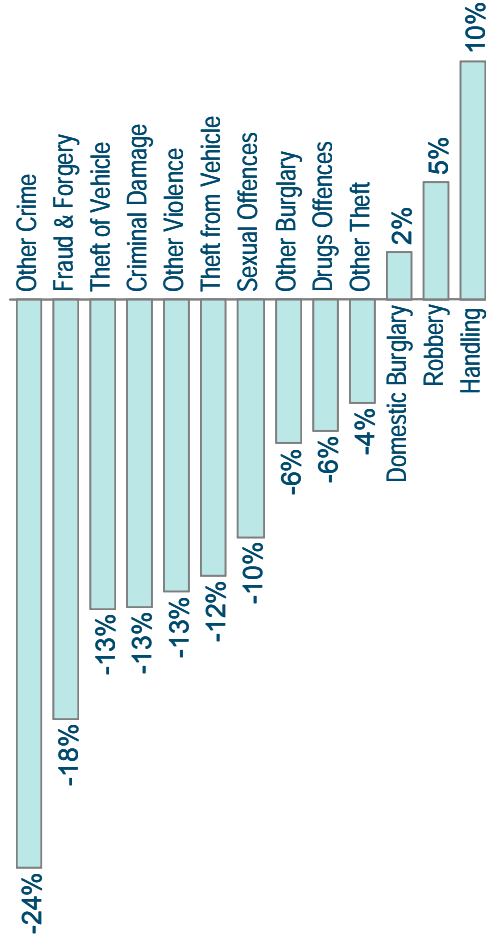
This section considers the main findings from the Joint Strategic Assessment undertaken by Safer Leeds in December 2007 to ensure that the priorities in the 2008-2011 Partnership Plan reflect the most up-to-date crime trends.

The Joint Strategic Assessment showed that:

- More than half the crime recorded by the police is acquisitive crime
- More than one in five offences recorded by the police are environmental crimes (criminal damage)
- Fewer than 3 in 100 violent offences in Leeds are of serious violence (as classified by the Home Office)

In 2007, there were 8,661 fewer offences than in 2006 (2007 is the most recent year for which there is complete data). The chart below shows the offences that recorded the most substantial reductions in 2007 were criminal damage (2,892 fewer offences), other violence (1,913 fewer offences) and theft from motor vehicle (1,069 fewer offences). The offences that recorded the most substantial increases in 2007 were Domestic Burglary (165 more offences) and Robbery (76 more offences).

Change in recorded crime measured from year ended 31/12/06 to 31/12/07



These changes have helped inform the selection of priorities for the 2008-2011 Partnership Plan

Acquisitive Crime

In 2006/07, more than half the offences recorded by the police were acquisitive crime (offences include burglary, theft of and from vehicles and stealing other property).

Domestic burglary has fallen by a half in the last five years but the scale of the domestic burglary problem continues to cause concern. Comparison with other core cities shows that Leeds performs better than Nottingham, Manchester and Liverpool, but offence rates are lower in Bristol, Sheffield, Birmingham and Newcastle.

Drugs and Alcohol

In 2006/07, 5202 clients received treatment in Tier 3 and Tier 4 agencies in Leeds. Tier 3 treatment is defined as 'community based specialised drug assessment and co-ordinated care-planned treatment'; Tier 4 treatment is defined as 'residential specialised drug treatment that is care-planned and co-ordinated to ensure continuity of aftercare'.

Accident and Emergency data from Leeds shows that around 1 in 4 patients who presented at A&E complaining of assault had either consumed alcohol or believed that their assailant was drunk. West Yorkshire Police records cite alcohol as a contributory factor in more than 70% of domestic violence incidents.

Domestic Violence

In 2006/07 West Yorkshire Police recorded more than 11,000 incidents of domestic violence, in over half of these incidents the victim had reported at least one other incident to West Yorkshire Police in the preceding year. More than 4,000 children were present during these incidents.

Hate Crime

In 2006/07, West Yorkshire Police recorded 1,340 race-hate crime incidents, in almost 1 in 5 of these incidents the victim had reported at least one other incident to West Yorkshire Police in the preceding year. Reports to Leeds City Council also showed that in 40% of incidents, the victim stated they had been the victim of at least one other incident.

Children and Young People

The Youth Survey shows that young people are six times more likely than adults to have property stolen, three times more likely to have their property vandalised and one and a half times as likely to be the victims of violence.

Anti-Social Behaviour

40% of the Anti-Social Behaviour Unit's open cases are related to 'Youth Nuisance' and 22% are related to 'Criminal Behaviour', while 58% of West Yorkshire Police anti-social behaviour incidents are coded as 'Loutish Behaviour' and 20% are coded as 'Youth Involved'.

Consultation

In the 2007 Leeds City Council Residents' Survey, 45% of respondents identified *low levels of crime* as an important aspect in making somewhere a good place to live. Similarly, 34% of respondents identified *low levels of anti-social behaviour* as an important aspect in making somewhere a good place to live. 67% of respondents said they agreed that people from different backgrounds get on well in their local area and 60% said they feel that their local area is a place where people respect ethnic differences.

Our Strategic Outcomes (2008-2011)



In determining our strategic outcomes, Safer Leeds has identified the major crime, disorder and substance misuse issues that require partnership attention across the city. These priority issues have been informed by the findings of the joint strategic assessment and public-partnership consultation conducted in 2007. The priorities have been incorporated into our strategic outcomes, *what we want to achieve by 2011*.

Over the next three years, Safer Leeds will deliver on five strategic outcomes:

- I Creating safer environments by tackling crime**
- II Improving lives by reducing the harm caused by substance misuse**
- III Supporting victims and reducing the risk of victimisation**
- IV Reducing and managing offending behaviour**
- V Improving community confidence and public satisfaction**

An overview of our improvement priorities and delivery activities for 2008/09 are outlined for each strategic outcome in this partnership plan. Behind each of the strategic outcomes there will be delivery groups to implement detailed action plans. These plans will be monitored as part of our performance management arrangements.

I Creating safer environments by tackling crime

What does this mean?

The public have the right to be safe and feel safe in their own home, on the streets and the places they go. Tackling serious crime and diffusing tensions in our communities is vital to peoples' quality of life.

Our Improvement Priorities (08/09) Our Delivery Activities (08/09)

- **Reducing serious acquisitive crime** (Burglary, robbery, theft of and theft from motor vehicle)
 - Deliver a range of targeted campaigns to increase potential victims' awareness, prompt action and prevent opportunities for acquisitive crime to take place.
 - Identify and deploy suitable situational crime prevention measures in key locations using a targeted approach.
 - Identify and target offenders committing acquisitive crime.
- **Reducing violent crime** (Assaults & wounding and alcohol fuelled violence)
 - Interpret the National Tackling Violence Action Plan (Spring 2008) and consider locally what delivery changes are required.
 - Roll out the good practice from the 'Tackling Violent Crime Programme' across the city to co-ordinate activity to diffuse and prevent alcohol related violence and nuisance.
 - Deliver activities that focus on alcohol related crime in line with the Leeds Alcohol Strategy.
 - Deliver activities that focus on reducing the incidence of weapon enabled crime, including the possession of knives and firearms.
- **Prevent, identify and respond to community tensions**
 - Continue to develop and implement the intelligence assessment and response to community tensions, ensuring partners work closer with and within the communities where the greatest risks have been identified.
 - Support Leeds City Council in developing a local 'tackling extremism' delivery action plan, including local arrangements for identifying and supporting vulnerable individuals and communities.
- **Prevent, deter and respond to Street Users**
 - Continued implementation of the Leeds Prostitution Strategy.
 - Disrupting behaviour associated with rough sleeping and begging.
 - Continued enforcement activity around kerb crawling.
 - Supporting street users to change their chaotic lifestyles.

II Improving lives by reducing the harm caused by substance misuse

What does this mean?

Substance misuse affects the well being of individuals, families and neighbourhoods; it damages the health of individuals and undermines family life as well as having huge social and economic costs to the city. Reducing drug and alcohol related crime is vital to making people safer and improving lives.

Our Improvement Priorities (08/09) Our Delivery Activities (08/09)

Children and Young People

- Addressing substance misuse through a combination of prevention, control and treatment
- Develop and implement a Young Peoples' drugs and alcohol prevention and treatment plan.
- Developing a new treatment service level agreement in and increase the level of referrals for young people in need of treatment.
- Establishing referral protocols and pathways with services with low rates of referral for example education, youth service and housing
- Implement the planned reconfiguration of services.
- Audit cases where a person leaves treatment exits to ensure services are meeting young people's needs.
- Establishing workers with a geographically based remit with a strong link with generic services in order to minimise the loss of prevention services.

Adults

- Addressing substance misuse through a combination of prevention, control and treatment
- Develop an adult prevention and early intervention plan
- Implement the Adult Drugs Treatment Plan - key delivery activities to include:
 - Development of core Community Drug Treatment Services following a re-commissioning process.
 - Implementation and delivery of community treatment service for those who have concerns regarding Blood Borne Viruses.
 - Implementation of a Care Coordination system across all treatment services.
 - Development of outcome focused treatment that centres on the holistic needs of clients.
 - Development and commissioning of a city-wide After-Care Service for all users in treatment.
 - Implementation of joint working process with housing services, benefits agencies and employment/training providers.

- Addressing alcohol misuse through a combination of prevention, control and treatment
- Implement the Leeds Alcohol Strategy - key delivery activities to include:
 - Develop with partners, effective communication and public information mechanisms to carry key prevention messages to promote a culture of Responsible Drinking.
 - Work with licensed premises to ensure that the sale of alcohol and its consumption are managed in a responsible manner.
 - Develop a co-ordinated treatment service for people with alcohol problems that is effective, appropriate and accessible, with adequate capacity to meet demand.
 - Promote a model that fully addresses alcohol issues throughout the education system.
- Develop efficient early intervention and prevention programmes for those at greatest risk.

III Supporting victims and reducing the risk of victimisation

What does this mean?

Victims have the right to expect that crimes they have reported are investigated and to receive information about what happens, the chance to explain how the crime or incident has affected them and for their interest to be taken into account. All victims should be treated with respect and sensitivity and be offered emotional and practical support.

Our Improvement Priorities (08/09) Our Delivery Activities (08/09)

- **Supporting victims and reducing the risk of victimisation**
 - Continue to work with Leeds Victim Support ensuring services provide appropriate support packages for individuals and their families.
 - Work in partnership with the universities and student unions to reduce the vulnerability and victimisation of students and student accommodation.
- **Domestic violence**
 - Develop and deliver activities to support the refreshed city wide Domestic Violence Strategy including:
 - Raising public awareness
 - Improving services to victims
 - Improving services to children
 - Continued development of community support
 - Supporting effective civil and criminal justice responses
 - Developing preventative and educational work with children and young people
 - Supporting the sustainability of domestic violence services
 - Developing effective offender management interventions
 - Identification of and early intervention with victims and perpetrators of domestic violence to prevent escalation and the continued implementation and roll out of the MARACs (multi-agency risk assessment conference) across the city.
- **Hate crime**
 - Develop and deliver activities to support the refreshed city wide Hate Crime Strategy including, increasing victims' confidence in the reporting of hate crime incidents, improving service responses to victims of hate incidents, improving service responses to deal with perpetrators of hate crime, continue to develop preventative and educational activity to address hate incidents and implementation of actions to tackle hate crime in response to local assessment of need.
- **Children and young people**
 - Supporting the Children Leeds Partnership in delivering the stay safe theme for 'Every Child Matters', taking into account the views and concerns of young people when developing community safety responses. Utilising safer schools partnerships to build relationships between young people and services as well as an avenue to support learning about safety in the home, streets and neighbourhoods, and delivering targeted early year's preventative schemes and targeted diversionary programmes.

IV Reducing and managing offending behaviour

What does this mean?

The community has a specific right to expect public agencies to work with known offenders. By managing or modifying the behaviours of offenders who create most harm in our communities then this will reduce the risk of them offending again and in turn reduce crime.

Our Improvement Priorities (08/09) Our Delivery Activities (08/09)

- Reducing offending behaviour by addressing risks and harms**
- Interpret the National Reducing Re-offending Strategic Plan (Spring 2008) and consider locally what delivery changes are required.
 - Develop a Leeds health strategy for offenders and action plan in line with national requirements.
 - Continue with programmes for tackling prolific and drug misusing offenders, in particular the Drug Intervention Programmes and the Prolific and other Priority Offenders (PPO) Programme.
 - Develop an integrated offender management system for Leeds ensuring that prolific and other priority offenders are actively targeted, in a multi-agency approach in the community, in custody and on release on licence through appropriate support services. This will involve establishing a Leeds Integrated Offender Management Board to oversee the development of the system and working closely with:
 - Local Criminal Justice Board to ensure service responses to tackling prolific offenders is effective
 - Probation Service to ensure there is a local joint approach to reducing crime and offending behaviour
 - Leeds Youth Offending Service to support delivery programmes and support services
 - Jobcentre Plus to ensure offenders or those at risk of offending are identified and helped into settled accommodation, employment, education or training
 - PCT and health service providers particularly drug and alcohol misuse agencies to address health associated factors related to offending
 - Children Leeds Partnership to maximise opportunities to reach the most socially excluded young people and particularly those at risk of entering the criminal justice system

V Improving community confidence and public satisfaction

What does this mean?

Communities expect public agencies to tackle anti-social behaviour in their localities in a responsive and effective manner. Communicating, engaging and involving local people in those issues of most importance to them is a vital component to providing public reassurance and reducing the fear of crime.

Our Improvement Priorities (08/09) Our Delivery Activities (08/09)

Tackling anti-social behaviour and damage through a combination of prevention, diversion and enforcement activities

- Continue to utilise effectively a range of tools for tackling ASB and damage (e.g. ASBOs, ABC, dispersal powers, parenting classes or orders, crack house closures as well as powers in the Clean Neighbourhoods and Environment Act 2005) as part of a package of responses to local issues.
- Continue to support the implementation of the Family Support and Parenting Strategy and programmes to support parents whose children are involved in or at risk of being involved in ASB activity, in particular targeted diversionary programmes.
- Work closely with Education Leeds and individual schools to create and develop local Safer Schools Partnerships.
- Work closely with the City Council on their action to improve the security of homes, public buildings and public spaces.
- Continue with the targeted rolling programme of neighbourhood crime and grime initiatives such as Operation Champion.

Improve public reassurance and the fear of crime by actively communicating, engaging and involving local people

- Develop partnership mechanisms for measuring how satisfied victims of ASB are with the service the police and city council provide.
- Ensure that local community safety challenges are clearly identified and have representation at a local level alongside other broader community priorities.
- Work with Leeds Initiative and its partnerships to ensure that local community engagement frameworks encompass community safety issues.
- Continue to actively promote community safety messages and increase awareness of crime prevention and community safety services.
- Ensure agencies respond effectively to local need by integrating neighbourhood policing practice with area management delivery programmes.
- All of the responsible authorities will attend and communicate with local people through 'Face the People' events.
- West Yorkshire Police Authority's public perception survey will provide robust data to Neighbourhood Policing Team level, and track perception of crime, anti-social behaviour and confidence in policing.
- West Yorkshire Police Authority will hold an annual district-wide public event to enable people to have their say on important policing issues such as Neighbourhood Policing, the Force budget and local policing priorities.

Our Structures and Delivery Processes

Delivery structure supporting Safer Leeds:

Leeds Initiative is the local strategic partnership for the city, it guides the work of all partnerships' and provides the forum for collectively reviewing and steering resources to support the delivery of the priorities in the Leeds Strategic Plan.

Safer Leeds Executive is made up of senior officers from the 'responsible authorities' (Leeds City Council, Leeds Primary Care Trust, West Yorkshire Fire and Rescue Service, West Yorkshire Police and West Yorkshire Police Authority) and 'co-operating bodies' (Leeds Initiative, Children and Young People's Partnership, NOMS/Probation and Elected member with lead for community safety). The Executive sets strategic direction and is accountable for delivering the partnership plan by making decisions about activity, resource allocation and problem solving.

Safer Leeds Board is made up of representatives from the public, private and voluntary sectors. This is a consultative group that reviews the partnership plans and ensures that community consultation is co-ordinated effectively and reports to the citizens of Leeds.

Partnership Resources Group is a multi-agency group accountable to Safer Leeds Executive for managing resource allocation and commissioning of services.

Leadership Team includes senior officers from across the partnership that provides timely performance, intelligence, analysis and communication functions.

Strategic Leads are senior people from across the partnership agencies accountable to Safer Leeds Executive for leading and guiding the delivery groups.

Outcome Groups are multi-agency action groups supporting the delivery of the strategic outcomes through the co-ordination of action plans.

Divisional Community Safety Partnerships these are the geographical based partnerships' supporting the delivery and co-ordination of activity at a local level.

Cross cutting issues these are issues that require attention at all levels of the structure for example children and young people.

Measuring Our Performance

As part of this plan we have outlined:

- The things that are critical to us
- What we will be working on
- Where other partnerships can assist and help us

Safer Leeds firmly believes that, if we are to effectively improve community safety and address these complicated issues, then strong partnership working with a clear social purpose is required.

Only by focussing on specific *offenders, victims and locations* in a collaborative manner can we have a significant impact on reducing overall crime.

Safer Leeds is committed to performance managing this partnership plan and delivering the right outcomes.

Our improvement priorities will be reviewed and refreshed on an annual basis and during 2008/09 we will:

- Produce detailed action plans for each strategic outcome
- Allocate and target funding resources and commission services
- Where necessary take corrective action in areas that are underperforming and seek to sustain activity in areas where performance has improved
- Communicate with the public through 'Face the People' sessions and via the media
- Work towards achieving the new Hallmarks of Effective Partnerships
- Regularly monitor and review our activity in terms of progress against set performance indicators and strategic outcomes

Measuring Our Performance

Safer Leeds is obliged to work within the national framework to deliver improvements and change at a local level. Our activities will influence and support the delivery of Public Service Agreements (PSAs) relating to crime reduction, community safety and substance misuse.

We will report to the Home Office on progress against the national indicators via the new Assessment of Policing and Community Safety performance management framework and locally we will be accountable to Leeds Initiative via the Leeds Local Area Agreement.

Below the designated performance indicators are a suite of measures for each of our five strategic outcomes. Safer Leeds will track these performance measures against targets, activity and outcomes, taking action where performance requires improving.

What we will be judged on?

Headline Designated Performance Indicators	2007/08 out-turn	Year 1 2008/09	Year 2 2009/10	Year 3 2010/11
Reduce serious acquisitive crime rate				
Reduce assaults with injury crime rate				
Improve satisfaction with the way the police and local council dealt with anti-social behaviour				
Reduced re-offending rate of prolific and priority offenders				
Increase drug users in effective treatment				

Targets to be agreed as part of the LAA

Safer Leeds

tackling drugs and crime

How to Contact Us

Leeds Community Safety

PO Box 612

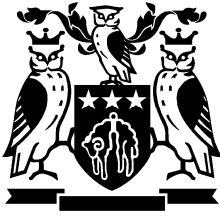
Leeds

LS2 7WH

**Email: community.safety@leeds.gov.uk
www.saferleeds.org.uk
www.leeds.initiative.org.uk**



This page is intentionally left blank



Report of the Assistant Chief Executive (Planning, Policy and Improvement)

Full Council

Date: 2nd July 2008

Subject: Council Business Plan 2008-11

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In
(Details contained in the report)

EXECUTIVE SUMMARY

1. The Council Business Plan 2008-11 is a high level internal plan which supports the organisation to deliver the Leeds Strategic Plan 2008-11. It sets out our internal business transformation, improvement and resource allocation priorities for the next three years. This report seeks approval from Full Council for this plan.

1.0 Purpose Of This Report

- 1.1 This report seeks the formal approval of the Council Business Plan 2008-11 from Full Council.

2.0 Background Information

- 2.1 Executive Board approved a corporate planning framework for the council in July 2007. The strategic element of this framework includes two high level plans which set the policy objectives for the organisation and our partnership working. These are:

- **Leeds Strategic Plan 2008-11** - which sets out the customer/citizen (external) focused strategic outcomes being sought by the council and its partners for the city. This plan includes the requirement to produce a Local Area Agreement and is the key delivery mechanism for the Vision for Leeds 2004-2020.
- **Council Business Plan 2008-11** - which sets out what the council needs to do internally to enable the organisation to achieve the Leeds Strategic Plan. That is outlining the business development, organisational change, process transformation and financial planning activities that we will be undertaking over the next three years.

- 2.2 These plans both form part of the budget and policy framework within the Constitution and their formal approval is by Members of Full Council.

3.0 Main Issues

- 3.1 The purpose of the Council Business Plan 2008-11 is to set out the business outcomes and improvement priorities for the next three years. Effectively, it is a roadmap to lead our internal transformation and improvement agenda for the next three years in order to ensure that the council is fit for purpose going forward. It includes the principles and processes which underpin our financial planning and budget setting processes to ensure that the resources are in place to deliver both our strategic and business priorities.
- 3.2 The development of the Council Business Plan has involved seeking views from a range of senior officers across the council. From this initial consultation, a set of outcomes and improvement priorities were developed which were then challenged against the strategic outcomes to ensure a good fit with the Leeds Strategic Plan. The draft business plan outcomes and improvement priorities were further amended as a result of these discussions and these were then subject to a wider consultation/challenge process including input from:
- Elected Members via all Scrutiny Boards and Executive Board;
 - Trade Unions – via the Joint Consultative Committee; and
 - Staff – through two focus groups and a written consultation with corporate staff groups representing particular minority groups.
- 3.3 In December 2007 the Council was subject to a Corporate Assessment by the Audit Commission. The feedback from this external inspection identified a small number of recommendations and the business plan outcomes and improvement priorities were further amended to pick up the relevant areas.
- 3.4 Robust performance management is key to the delivery of the plan and a robust set of performance indicators and ambitious targets have also been developed and

incorporated into the plan in order for us to be able to measure our progress. These indicators are a mixture of existing indicators but also include relevant indicators from the new national indicator set, as well as some newly developed indicators of our own.

3.5 Section 3 of the Council Business Plan sets out the principles we use in our financial planning and budget setting processes. These show how we will resource our priorities as set out in the Leeds Strategic Plan as well as within the Business Plan itself. The basis of this section has already been approved by Executive Board (December 2007) and it will be subject to amendment and formal approval each year through the annual budget process.

3.6 Where possible the format, style and structure of the Council Business Plan mirror that of the Leeds Strategic Plan in order that the linkages between these important documents can be clearly understood. In particular, Members will note that the Council Business Plan is built around a coherent set of outcomes and improvement priorities supported by indicators and targets which clearly mirrors the Leeds Strategic Plan.

4.0 Implications For Council Policy And Governance

4.1 The Council Business Plan 2008-11 forms part of the Council's Budget and Policy Framework as set out in the Constitution. The Business Plan outcomes, improvement priorities, performance indicators and targets have also been subject to Scrutiny during their development.

5.0 Legal And Resource Implications

5.1 The Council Business Plan 2008-2011 requires the formal approval of Members of Full Council at their meeting on July 2nd 2008.

6.0 Conclusions

6.1 The Council Business Plan 2008-11 is an important high level strategic plan. Its delivery directly supports the achievement of the Leeds Strategic Plan 2008-11 by ensuring that the organisation is in good shape and has the resources in place to support our priorities.

7.0 Recommendations

7.1 Members of Council are asked to approve the Council Business Plan 2008-11

This page is intentionally left blank

**COUNCIL
BUSINESS PLAN
2008-11**

Draft

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

We are delighted to present the Council Business Plan which covers the period from 1 April 2008 until 31 March 2011. This is the sister plan to the Leeds Strategic Plan 2008-11 and its successful delivery is vital to the delivery of the shared outcomes and priorities detailed in that plan. It may be helpful to think of the Council Business Plan as the **smarter working** that helps us to achieve the **better results** in the Leeds Strategic Plan.

There are a number of challenges ahead. Not only do our citizens expect us to deliver excellent services that meet their needs and are good value for money; but this is in the context of a tight financial settlement from Government. We will need to be more efficient and to deliver more for less.

This plan is structured around a set of business outcomes and improvement priorities which set the roadmap for our business transformation and organisational change over the next three years. We feel our vision for the organisation is very well expressed in our outcomes which are:

- **We are a values led organisation and our people are motivated and empowered.**
- **We are an intelligent organisation, using good quality information to deliver better outcomes.**
- **Our resources are clearly prioritised to provide excellent services and value for money.**

The delivery of this plan will set us well on the way to realising our vision.

The plan also includes the principles underpinning our financial planning and the methodology we will use to allocate our resources to support the delivery of the Leeds Strategic and Council Business Plans.

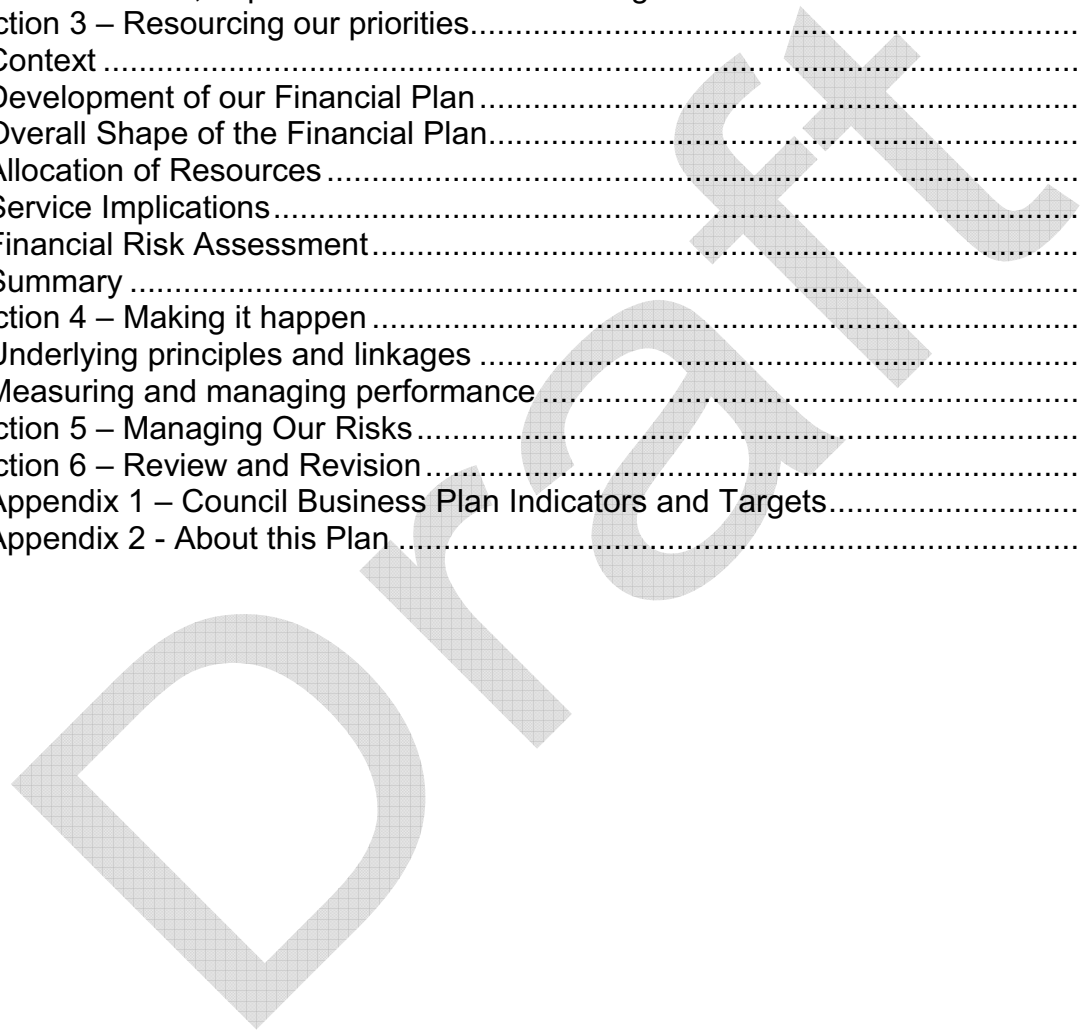
This plan has been prepared through a process of consultation and we are pleased that many of you have already had the opportunity to input your ideas for improvement. However, we know that the real challenge is in the translation of this plan from paper into reality. This will require each and every one of our people, staff and elected members alike, to take on these challenges and make the changes happen on a day-to-day basis. We need everyone to play their part in putting our values at the heart of what they do and in all their interactions with each other, our customers and partners.

We would like to take this opportunity to thank everyone in advance for the hard work and dedication that will go into making this plan a reality.

Cllr Andrew Carter, Leader of the Conservative Group
Cllr Richard Brett, Leader of the Liberal Democrat Group
Paul Rogerson, Chief Executive

Contents

Contents.....	4
SECTION 1 – Introduction and Context	5
Introduction.....	5
Our Planning Framework.....	5
The Challenges for Local Government	6
Section 2 – What we want to achieve.....	8
Our Vision for the Future	8
Our Outcomes, Improvement Priorities and Big Ideas.....	9
Section 3 – Resourcing our priorities.....	24
Context	24
Development of our Financial Plan.....	25
Overall Shape of the Financial Plan.....	26
Allocation of Resources	27
Service Implications.....	27
Financial Risk Assessment.....	28
Summary	28
Section 4 – Making it happen	30
Underlying principles and linkages	30
Measuring and managing performance	31
Section 5 – Managing Our Risks.....	35
Section 6 – Review and Revision.....	36
Appendix 1 – Council Business Plan Indicators and Targets.....	37
Appendix 2 - About this Plan	41



SECTION 1 – Introduction and Context

“Our Mission is to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds”

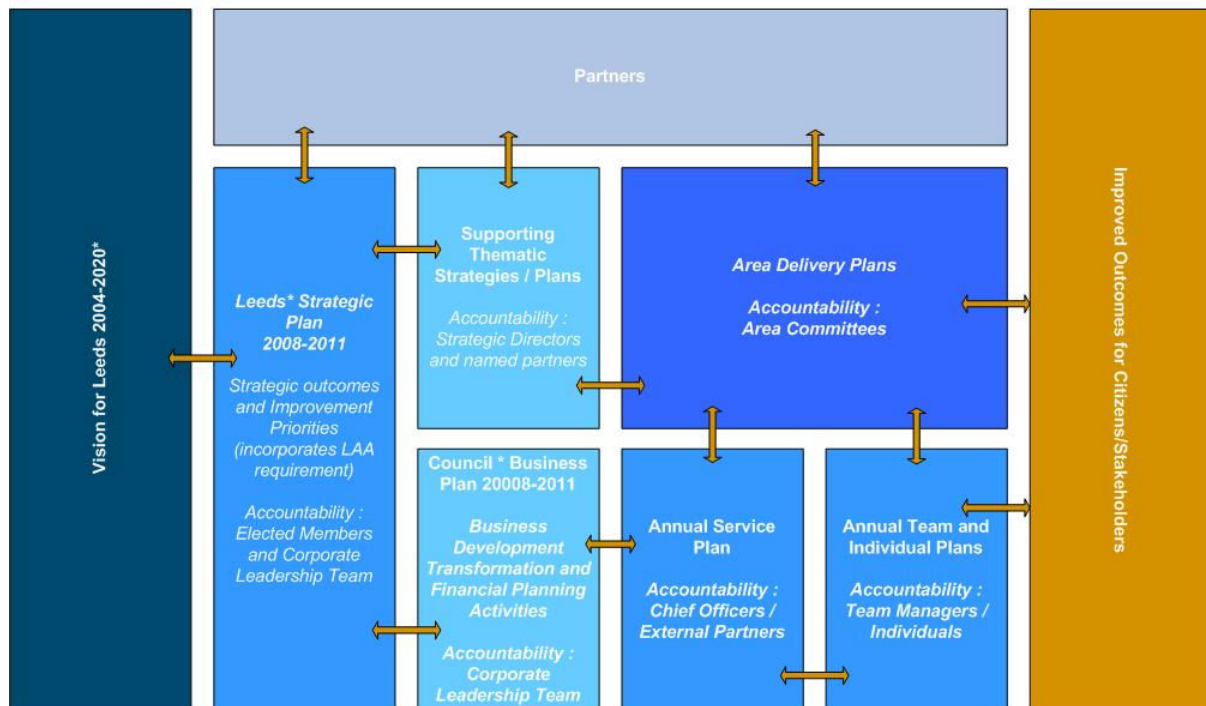
Introduction

Leeds City Council is already a high performing authority and has been consistently judged in recent years as a high performer when compared against other local authorities. However, we recognise that in order to continue to be a top performing organisation we need to carry on changing and adapting. We must be flexible, responsive and confident in order to rise effectively to the challenges provided by the changing needs of our citizens and the public service landscape we work within. We must make sure that our staff perform well, are constantly learning and that there is effective leadership at all levels. This needs to happen whilst we also transform our services so our customers receive excellent services which are efficient, effective and meet their needs.

Our Planning Framework

This plan, the **Council Business Plan 2008-11**, forms a key part of our planning framework which is illustrated in the diagram below:

Corporate Planning Framework (2008-11)



*forms part of the council's Budget and Policy Framework

The **Leeds Strategic Plan 2008-11** sets out the outcomes and improvement priorities that Leeds City Council, either on its own or in partnership with others, has agreed to achieve over the next three years to help deliver the longer term objectives contained in the Vision for Leeds 2004 to 2020. Or put another way the Leeds Strategic Plan is the delivery plan for the long term Vision for Leeds but also includes within it our obligations to prepare and agree a Local Area Agreement¹ (LAA).

This plan, the **Council Business Plan 2008-11**, plays a key role as it sets out our business development, organisational change, business transformation and financial planning activities for the next three years. The successful delivery of the Council Business Plan will make sure that we, as an organisation, are in good shape to be able to deliver on the Leeds Strategic Plan 2008-11.

Area delivery plans (ADPs) provide the local interpretation of the Leeds Strategic Plan reflecting and shaping the partnership activities for each area. The ADPs are developed by each of the ten area committees. These committees are led by councillors representing local citizens embedding democratic accountability into partnership activities at an area level.

In addition, individual service plans provide information on the specific tasks, actions and resources required to achieve the high level priorities and targets set out in the Leeds Strategic Plan and the Council Business Plan. They are developed annually at service level and are monitored throughout the year. These plans provide the link through to team and individual plans.

The Challenges for Local Government

There are many challenges facing local government, arising from the changing needs of our citizens and communities, as well as from central government's reform agenda. We will have to be flexible and responsive in order to rise to these challenges and deliver the improvements needed. Some of these key challenges include:

Place shaping role – under new legislation the council's role to provide strategic leadership for the city is further enhanced. At the heart of this is the Local Area Agreement (LAA) which includes a single set of improvement priorities to ensure that we, and our partners, are all working closely together on the things that matter to local people. In Leeds we have incorporated the requirement to prepare a Local Area Agreement into the Leeds Strategic Plan 2008-11 and through this improvements will be monitored and co-ordinated across the city.

¹ The LAA is an agreement we sign with Government which sets out a limited number of improvement areas that reflect national and local priorities.

Choice and personalisation – “one size fits all” is no longer an acceptable approach to delivering services. Citizens expect more choice, they expect services to be tailored to their needs, joined up, delivered in convenient ways and at a time that suits them. Clearly this is a two way process where we consult and engage with local people and they are empowered to get involved. Also key to this is the strengthening of the role of local councillors and local democratic arrangements.

Value for Money/Efficiency – the 2007 Comprehensive Spending Review presents an important challenge as we are being asked to deliver high quality services within a tight budget settlement. This will require us to be more efficient and innovative and up the pace of improvement and transformation - making the most of a variety of tools and techniques including:

- Business process improvement to re-design services around customer needs;
- Collaborative approaches to service delivery;
- Smart procurement and use of competition;
- Better use of technology; and
- Improved asset management.

Comprehensive Area Assessment ²(CAA) – the CAA will focus on the outcomes being delivered in the city, not only by us, but also jointly with our partners. It will be based much more on the priorities which are important locally as set out in the Leeds Strategic Plan 2008-11. This new regime has fewer indicators and targets through a single National Indicator set of 198 indicators, supported by locally defined indicators where appropriate, focusing much more on the outcomes delivered for local people.

² The CAA is the new performance management regime being introduced by the Audit Commission to assess the councils’ performance against the outcomes and improvement priorities it, along with its partners, have agreed for Leeds.

Section 2 – What we want to achieve

Our Vision for the Future

Ultimately we want to be an organisation that ensures the delivery of improved outcomes for the city of Leeds and its people; has a strong culture of 'One Council' represented through the behaviours of our colleagues and forges effective partnerships for the good of the city and its citizens. In order to achieve this we will need to embrace new ways of working, make best use of technology, innovate and collaborate, continuously improve and deliver real customer focus.

We have already started this journey of transformation - in 2006 the Council's Executive Board received a report outlining proposals in respect of the next phase of the Council's change programme. Branded **Smarter Working: Better Results** its objectives are to:

- Create an organisation that is flexible and responsive, clearly focused on delivering improved outcomes for local people;
- Increase organisational capacity to provide more effective strategic leadership and direction for both the organisation and the city;
- Maximise the contribution of senior and middle managers to increase capacity and creativity within the organisation to better enable service improvement and modernisation;
- Organise Council services in the most appropriate and effective way having regard to the outcomes being sought for the city and its people, and
- Create an ethos of a **one council** approach.

This change programme has already delivered some significant pieces of work including: the creation of four new thematic directorates and the alignment of the new Leeds Strategic Plan with the Local Area Agreement. We recognise that it will take some time to fully achieve some of these objectives, particularly those that relate to changes in culture and behaviours which need time to become fully embedded. Two of the most important strands of work already underway include:

- Our leadership challenge '**From Good to Great**' which was launched in September 2007. This sets out the behaviours and culture we are aspiring to create and covers both Council and partner representatives recognising the need to respond to the challenge of leadership across the city.
- We are developing a one council approach which ensures that our Chief Officers and senior managers have greater accountability for service delivery and service performance. This includes developing arrangements that ensures we work effectively in partnership with others and establish mechanisms to ensure the Council operates as a single, coherent whole.

We are aiming to create an organisation that is fit for purpose on an ongoing basis, and is able to make continuing and sustainable improvements in service performance and become recognised as an exemplar of modern Local Government. Therefore, the transformation programmes initiated within **Smarter Working: Better Results** form a key part, and are central to the delivery of, the Council Business

Plan. Where there are key linkages these are highlighted in relation to each of the business plan outcomes and improvement priorities set out below.

Our Outcomes, Improvement Priorities and Big Ideas

In an organisation as large and complex as ours there are a significant number of changes and improvements which we will need to make over the next three years. This detailed change agenda will touch the whole organisation and support us in the achievement of the Leeds Strategic Plan 2008-11 and our long term vision for the organisation.

These changes are structured around a set of business outcomes and improvement priorities - where the outcomes state where we want to be and the priorities are the high level business improvement activities which need to be delivered in order to achieve the outcomes. In addition, for each of the three outcomes we have also identified an overarching **big idea** which represents a major transformational activity. These big ideas cut across several improvement priorities and encapsulate the essence of what we are trying to achieve in each area. In effect they are some of the really big changes that you will see delivered by March 2011.

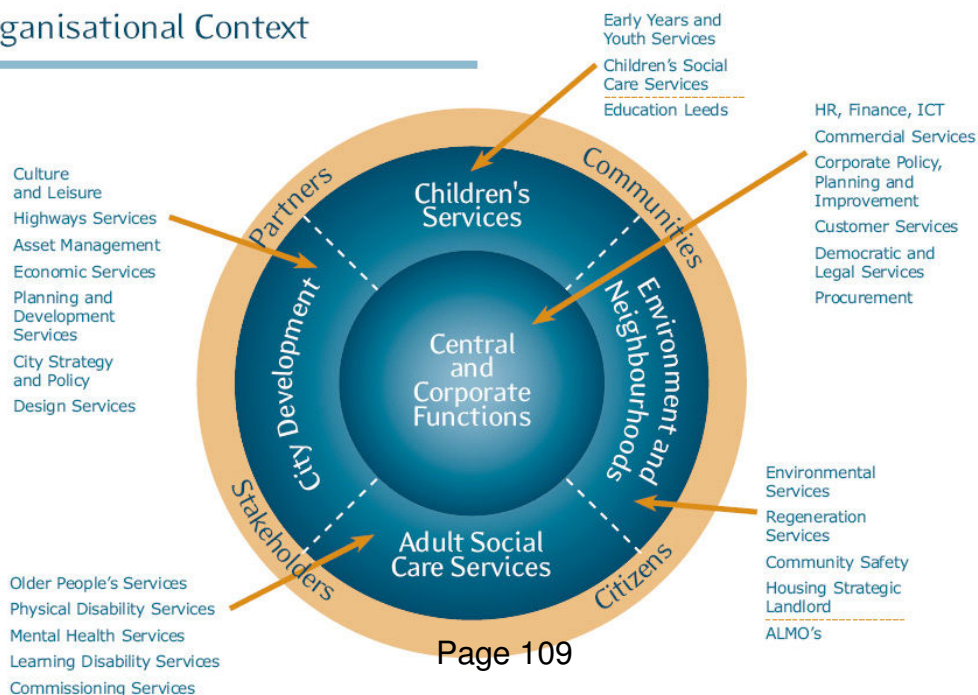
Business Outcome 1

We are a values led organisation and our people are motivated and empowered

Context

Our most important asset is our people who are at the heart of what we do. We recognise that a well led, capable, effective and empowered workforce are needed to ensure we achieve our mission. In total, the council employs approximately 35,000 people, either directly or through arms length arrangements such as our Housing Arms Length Management Organisations (ALMOs), Education Leeds and schools. These staff are organised under four thematic directorates, supported by a group of central and corporate functions (as illustrated below):

Organisational Context



Our staff are employed in the following areas:

Area	No. Employed *
Leeds City Council	17081
Schools	15287
Education Leeds	1079
ALMO's	1106
TOTAL	34553

*Permanent and temporary staff employed as at 31 March 2008

In addition to these directly employed staff, we are also supported in delivering the city's priorities by significant capacity from the private sector, including for example, design services, street lighting, grass cutting and property maintenance.

Without the right people, it is unlikely that even the most comprehensive of plans will deliver the step change in performance being demanded of local government. We have the potential to make huge improvements by ensuring we have the right people with the right knowledge, skills and behaviours employed in the right place in the organisation. Workforce planning can help us to achieve this and we acknowledge that this is an important issue for us going forward. We need to improve our longer term thinking about future service pressures and needs, and what we need to do now to ensure we are fit for purpose in the future. Through this plan we are ensuring that the links are made between the Leeds Strategic Plan 2008-11 and our plans for recruitment and retention, staff development and training.

Effective employee engagement will continue to be a priority ensuring that the council's employees continue to be ambassadors for the city and the authority, bringing tangible benefits to workforce recruitment and retention, morale and productivity and, ultimately, organisational performance.

We are committed to increasing equality for, and valuing the diversity of, all communities in the city. Irrespective of background everyone should experience similar life chances, access to services and work opportunities in order to develop a strong sense of an individual's local rights and responsibilities. Equality, diversity and cohesion and integration remains a key improvement issue for the council and whilst we have made massive strides in the last few years, much more needs to be done. Not only is there a complex legal framework for equality but understanding our changing communities is a key challenge for our city. It is essential that equality and diversity is embedded within the culture of the organisation. We also recognise that balanced diversity within our own organisation serves the council and local people well by providing a wider talent pool for recruitment; improving our knowledge of different communities and supporting our social inclusion aspirations. Although we have made good progress in this regard our workforce still does not fully reflect the changing diversity of the city at all levels of our organisation.

Our Elected Members represent and provide a voice for the community across the 33 wards of the Leeds district. They contribute to policy and strategy and make key decisions on behalf of the people of Leeds. They do this through a 'Leader Cabinet' model (known locally as the Executive Board) and this is the council's principal decision making body. The Board meets in public session approximately 12 times a

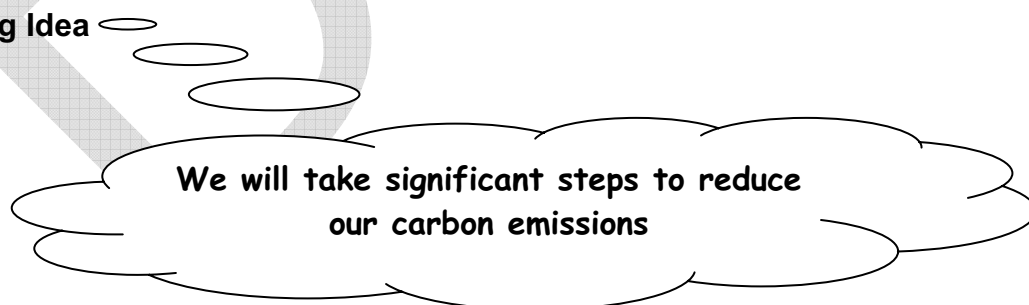
year. These arrangements are supported by our Scrutiny Boards which examine the decisions and policies of the council and act in a 'watchdog' role. Scrutiny makes sure that the people of Leeds are getting the best out of their public services.

Good governance is key to the corporate health and success of the council and is therefore high on the agenda. Our governance arrangements comprise the systems and processes for the direction and control of the organisation. This brings together our political and officer arrangements to ensure robust and transparent policy development and decision-making. We set ourselves high standards and seek to embed the principles of good corporate governance in both the culture and systems of the council. The Local Government and Public Involvement in Health Act 2007 requires us to review our 'Leader Cabinet' operating model by December 2009. This coupled with a white paper motion in June 2007 from Full Council has initiated a review of our democratic arrangements, including officer delegations, going forward. At the centre of this review is the issue of how councillors can be better involved in decision making.

The climate change agenda will have a big impact on us all in the future and we recognise that we need to act now to ensure effective mitigation and adaptation. Our biggest contribution to this agenda is our ability to influence the city through our policies and activities eg transport policies, planning policies and regeneration investment to create sustainable communities. Our Climate Change Strategy and the Leeds Strategic Plan 2008-11 set out our ambition to lead a city-wide solution. However, our partners are clear that in order to lead we have to demonstrate that we are reducing our own significant CO₂ footprint. Whilst we already monitor our environmental impact through the international EMAS standard we need to more closely integrate this with our performance management system in order to deliver the reductions in our CO₂ emissions over the next three years and beyond.

Our Priorities for Improvement

The Big Idea



The vast majority of our CO₂ emissions come from our buildings and we want to take action now to shrink our carbon footprint far into the future. By doing this we will be making our contribution to reducing the carbon footprint of the city and the region and setting an example to encourage others to do the same. We recognise that there is no one solution to achieve this but we are undertaking to:

- ensure all new buildings and refurbished buildings (where possible) commissioned by the council meet Building Research Establishment

- Environmental Assessment Method (BREEAM) “excellent” standards with maximum ‘energy credits’;
- invest strategically in energy efficiency and renewable energy technologies to reduce CO₂ emissions from the existing estate;
- reduce our overall office floorspace eg by the delivery of a corporate document records facility; and
- explore new ways of working that are more flexible and efficient to reduce CO₂ emissions, particularly from travel.

Our Improvement Priorities

By 2011 we want to:

Organisational Design and Workforce Planning

- Ensure we have the right staff, in the right place with the right skills at the right time
- Empower, support and develop our staff and members by embedding core skills and behaviours with performance based appraisals
- Improve understanding and transparency of our decision-making and accountability processes

Leadership

- Improve leadership at all levels including officers and elected members
- Enhance our leadership of the city
- Strengthen communication (skills and mechanisms) at all levels

Democratic engagement

- Strengthen our democratic processes to improve governance and policy making
- Maximise member involvement in policy development, decision making and accountability

Equality Diversity and Cohesion and Integration

- Ensure colleagues reflect the diversity of our communities at all levels
- Ensure fair access to all our services
- Embed equality and diversity throughout the organisation

Sustainability

- Reduce the carbon emissions arising from our buildings, vehicles and operations
- Increase the proportion of socially responsible goods and services that we procure
- Support the achievement of our strategic outcomes through our corporate social responsibility programme

Delivering the priorities

A variety of work is required in order to deliver these improvement priorities some of which has already commenced and some of which are still to be scoped and agreed. In particular there are a wide range of projects within the **Smarter Working: Better Results** programme which support the delivery of this outcomes including:

- Implementation of One Council accountability, support and intervention framework to include core competency framework, performance based appraisals and personalised training and development
- Development of a one council approach to organisational design
- Delivery of “**From Good to Great**” leadership challenge
- Delivery of one council approach to equality and diversity
- Development and implementation of one council approach to cohesion and integration
- Development and implementation of a one council approach to communication
- Development and Implementation of a clear and coherent officer governance framework
- Development of a one council approach to commissioning

Other programmes of work are set out within other supporting strategies, action plans and within service plans across the organisation. At the high level this includes:

Supporting Delivery Strategies/Programmes:

- People Strategy
- Equality and Diversity Scheme
- Climate Change Strategy
- Member Development Strategy
- Ethical Audit Action Plan
- ‘Leeds By Example’ programme
- Asset Management Plan

Business Outcome 2

We are an intelligent organisation, using good quality information to deliver better outcomes

Context

Local Government is being asked to define its role as a place shaper. In order to do this effectively we need know about our population, their needs and wants and understand how these are likely to change over time. This involves looking at the data we gather from our customers and stakeholders and the way we manage this to ensure we get the maximum value from this strategic asset. Evidence has identified that whilst our services are being successfully integrated and brought together to facilitate the delivery of positive outcomes to local people, the lack of joined-up and integrated information and knowledge to support this change is becoming a barrier to progress. It also does not support the One Council approach we are seeking through the change programme. Given this, we have already established a strategic Information and Knowledge Management (IKM) vision and the next three years will see the delivery of some of its early milestones including many underlying systems and processes.

Our customers and service users provide an important source of information and intelligence for us. Whilst “Putting Customers First” is already one of our core values, we recognise that we have more work to do to embed the wider customer agenda - our challenge is to meet the rising expectations of our customers whilst improving overall efficiency in the way services are designed and delivered. The Local Government and Public Involvement in Health Act 2007 pays particular attention to public accountability, community engagement and customer satisfaction in meeting local needs.

Research has demonstrated the strong connection between how informed people feel about council services and how satisfied they are with those services. There is a clear link between council communication and reputation, highlighting the value of good communications in building a strong reputation for local authorities. In addition, the Local Government and Public Involvement in Health Act 2007 has emphasised the importance of community engagement and two-way communications. This ‘localism’ agenda requires greater levels of resident involvement and inevitably that requires both more and different forms of communication with local stakeholders. All this means we need to look carefully at our future communication and engagement activity to ensure these are focused on local areas and communities, and to provide co-ordinated information with opportunities for residents to get involved in ways which meet their needs. Local people will need to have more of a say in the way in which their services are delivered.

The media and the ways in which people get information are changing dramatically. There is an increasing fragmentation of the mass media, with traditional channels being less effective at reaching broad audiences. Traditional communications channels, such as the news media and websites, are evolving and changing to meet the demand for 24 hour information, local issues and quicker responses. New forms of communication, many based on innovative technology, present us with

opportunities to target different audiences with tailored information for relatively low costs. Over the next few years we need to exploit new social media tools whilst maintaining a focus on traditional written and face to face methods of communication. We also need to ensure our communication channels and messages take account of the diversity of our communities and ensure access for all residents.

Leeds City Council branded communications will continue to be a fundamental part of building relationships with residents and communities, as the council will only gain credit if stakeholders recognise that the council is providing these services. Work to ensure that the council brand is consistently linked to council services will continue to be vital in building support, trust and reputation.

Our Priorities for Improvement

The Big Idea



We currently do not have a single consistent view of our customers and this prevents us from fully understanding our customers' needs and wants. The problem is not a lack of information, as we already have many council computer systems that have customer information included on them. The issue is, we are not currently able to bring this information together to analyse and share it, and to help us improve our understanding of what our customers want and need. Over the next three years we will start to manage our customer information in a way that allows us to deliver a one council understanding of our customers.

This will mean staff who deal directly with customers will have access to this core information and will be confident that it is up to date and correct. This will enable us to provide better services and be a more customer focused organisation. We will be able to plan, deliver and monitor our service provision more efficiently and effectively. Our customers will benefit from all services having access to their information leading to a simpler and more consistent experience when they contact the council.

Our Improvement Priorities

By 2011 we want to:

Information and knowledge management

- Improve our systems and processes to enable us to use our information effectively and efficiently
- Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels
- Ensure we have the right intelligence to inform our strategic planning
- Develop arrangements to protect and share information in line with legislative and regulatory requirements

Customer involvement, choice and satisfaction

- Improve our understanding of our customers
- Increase choice so customers can access services in more convenient ways
- Improve our services based on customer feedback
- Manage customer expectation and deliver on our promises
- Develop joined up and person centred services designed around the needs of our customers
- Enhance the links between front and back office services to deliver excellent end-to-end services

Stakeholder Engagement

- Increase involvement, engagement and participation of all communities especially under-represented groups
- Build trust with local communities to encourage greater engagement

Delivering the priorities

A variety of work is required in order to deliver these improvement priorities, some of which has already commenced and others which are still to be scoped and agreed. In particular there are a wide range of projects within the **Smarter Working: Better Results** programme which support the delivery of this outcome including:

- Development and implementation of a one council approach to communication
- Develop a one council approach to community engagement and involvement
- Development of a one council approach to customer relations

Other programmes of work are set out within other supporting strategies, action plans and within service plans across the organisation. At the high level this includes:

Supporting Delivery Strategies/Programmes:

- Information and Knowledge Management Strategy
- ICT Strategy
- Equality and Diversity Scheme
- Community Asset Engagement Strategy

Draft

Business Outcome 3

Our resources are clearly prioritised to provide excellent services and value for money

Context

The Comprehensive Spending Review 2007 sets out the expenditure across the public sector for the three years of this business plan. The rate of growth for local government equates to 1% in real terms which represents a tight settlement in a climate of increasing demands. Some specific grants are still available for areas like housing, waste and planning and will be more generous. Fewer of our grants will be ringfenced and there are new freedoms and flexibilities which can be used to raise funding. However government has been clear that it expects Council Tax increases to be below 5% and for local government to deliver 3% annual cashable efficiency gains. In response to this the council has developed a new approach to the allocation of resources - based on need, efficiencies and priorities which ensures our budget setting is policy-led. Section 3 sets out the detailed financial plan which underpins the delivery of the Leeds Strategic and Council Business Plans 2008-11 but in order to stay within this resource allocation we will need to deliver improvements, efficiencies and value for money. Our aim is to do this at the same time as delivering improvements in our services.

Of particular concern in terms of our internal efficiency is our high level of staff sickness. This issue affects everyone, it puts more pressure on the staff who are at work, means we have to call in agency staff to cover absence and can delay the delivery of key services to the public. However, we recognise that people do get ill and in particular we need to support those with long term illnesses and ensure that they only return to work when they are fit to do so. We are aiming to address this through our People Strategy and have set ourselves key targets to drive this improvement.

All this must also be seen in the context of demographic changes which will increase the demand on Council services, therefore, leading to greater financial pressures, including an aging population and changes in migration patterns. Also, our service user expectations are rising, they expect to receive excellent services in an efficient and effective manner.

The delivery of value for money services in a tight budget situation requires us to look again at the way we commission services. A robust and transparent commissioning process requires us to understand the needs of our citizens. We also need to ensure that we are both user and outcome focused, that we understand the market and have the most effective provider arrangements in place. We have recognised the need to develop a one council approach to commissioning but more than that we also recognise the efficiency that working jointly with our partners may bring. We also need to consider further opportunities for improvement and efficiency through collaboration or provision of shared services. Delivery of this agenda will enable us to not only deliver better services but also to maximise efficiencies.

In order to ensure as much of our resource as possible goes into the provision of frontline services we need to make sure our back office functions are as efficient and effective as possible. We have an excellent record here with both our procurement and asset management services having been awarded beacon status. Again we are not resting on our laurels and want to do more - for example during 2007-8 we procured about £550m worth of goods, works and services from the private, voluntary and other public sector organisations and we are confident that this huge buying power can be further harnessed.

Similarly our large asset base can also be used to support our priorities eg the sale of our stake in Leeds Bradford International Airport in 2007 generated income which we have re-invested in the delivery of our priorities. In support of this we recently brought together our corporate property management resources into one service and through a corporate landlord approach to asset management, we can use our asset base to deliver services in the most effective way. This will support business transformation and deliver value for money through rationalisation of the portfolio. A Community Asset Engagement Strategy is also being developed to reach third sector organisations which have the potential as community anchors to deliver priorities identified in the Leeds Strategic Plan.

Building on the outcomes identified in the Leeds Strategic Plan, a capital investment strategy is being developed which identifies the capital investment needed to deliver those outcomes. Joining up our revenue, capital and ICT investment plans together with the Asset Management Plan, will help us to ensure that our resources are used to greatest effect in the delivery of our priorities.

Technology has the potential to help us to deliver service improvement and value for money by enabling the provision of services in new and innovative ways. We recognise that ICT is a key enabler for improving current business processes, reducing organisational costs and raising workforce performance. We have already identified in outcome two a huge area where ICT can enable such improvements – in our information knowledge management agenda - but it can also enable closer working and collaboration across agencies and other partners at a local level. We recognise that we need to focus on developing and using our ICT more proactively over the next few years in order to support the delivery of our priorities.

Efficiency, improvement and service transformation go hand-in-hand and are allied to our ambitions on value for money and service improvement. Service improvement already occurs on an on-going basis at all levels across the organisation. Improvements vary from small, incremental improvements carried out as part of the day to day management processes through to major transformation programmes like **Smarter Working: Better Results**. We recognise that as a large organisation we have many major change processes occurring at the same time. These are not always co-ordinated and prioritised in such a way that enables and supports services like ICT to align their resources to corporate priorities. We need to take steps to manage and co-ordinate this better. It is also important to understand that much change happens within services and again, as an organisation, we need to support and facilitate this better through the provision of specialist skills and support to managers.

Good service planning is essential to delivering excellent services and to ensuring the delivery of the Leeds Strategic and Council Business Plans. They provide the link between the corporate vision and values and the team and individual plans to ensure there is a golden thread running through the organisation. Since 2002 we have had a corporate service planning approach. This has resulted in huge improvements in the quality and consistency of these key documents. However, there is still room for further improvement and in particular we need to ensure that better links are made within these documents to key corporate agendas like workforce and asset management planning, risk, financial and performance management.

Draft

Our Priorities for Improvement

The Big Idea



The delivery of an ambitious efficiency and service improvement agenda is essential for our long term financial security. More specifically we have set ourselves targets for the delivery of 10% efficiency savings across our support services. However, since we are starting from a relatively efficient baseline, having already delivered £1 m of savings, we know that we will not be able to deliver this target through incremental change alone. We need to look at more radical solutions and, in particular, to explore the opportunities for collaboration and shared service provision with both the private sector and other public bodies. Whilst efficiency is a key driver any collaboration would also need to deliver improvements in service delivery and fit with our overall vision and values.

At this stage we are committing to explore these opportunities with an open mind in order to identify and quantify where collaboration could add value, generate the required efficiencies and drive business improvement, including the possibilities for business growth through shared service provision.



Our Improvement Priorities

By 2011 we want to:

Resource Prioritisation

- Deliver our 5 year financial strategy to align resources to our strategic priorities
- Embed sustainability in our resource management processes
- Consider all additional sources of funding available to support our priorities

Efficiency/Value for Money

- Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management.
- Embed value for money at all levels

Commissioning

- Implement a commissioning approach which is based on need, delivers value for money and ensures the best provider.

Service Improvement and Transformation

- Ensure strategic business transformation/improvement activity is prioritised and co-ordinated
- Enhance service improvement capacity to support business change at directorate/service level
- Embed a consistent approach to service planning which clearly links workforce and asset management planning, risk, financial and performance management.
- Explore opportunities for collaboration with private and public sector bodies

Partnerships

- Develop sustainable and effective partnership governance framework

Support services

- Improve quality and efficiency of support services

Delivering the priorities

A variety of work is required in order to deliver these improvement priorities some of which has already commenced and others which are still to be scoped and agreed. In particular there are a wide range of projects within the **Smarter Working: Better Results** programme which support the delivery of this outcomes including:

- Development and implementation of an officer governance framework
- Development of one council approach to commissioning

Other programmes of work are set out within other supporting strategies, action plans and within service plans across the organisation. At the high level this includes:

Supporting Delivery Strategies/Programmes:

- ICT Strategy
- Support Service Review Implementation Programme
- People Strategy
- Capital Investment Strategy
- Asset Management Plan
- Community Asset Engagement Strategy

Section 3 – Resourcing our priorities

Context

This section of the Council Business Plan sets out the principles underpinning our methodology for allocating resources to the priorities we have agreed in the Leeds Strategic Plan and Council Business Plan. The basis of the allocation of resources to services was approved by Executive Board in December 2007. This plan outlines the key issues and priorities over the planning period and provides an update to resource allocations in light of the Comprehensive Spending Review 2007 (CSR 07) and the three year Local Government Financial Settlement. These overarching principles are supported by a more detailed Financial Plan which is published separately and subject to annual review through the budget process.

The final Local Government Finance Settlement 2008/09 to 2010/11 was announced on Thursday 24th January 2008. This is the first three year settlement (following a two-year settlement for 2006/07 and 2007/08) and marks the Government's move to align Local Government' funding announcements with the Comprehensive Spending Review cycle. The increases in Revenue Support Grant (RSG) at the national and local level are summarised below:-

Increase in Revenue Support Grant

Year	National	Leeds	
	%	%	£m
2008/09	3.5	2.7	7.6
2009/10	2.8	2.1	6.2
2010/11	2.6	1.8	5.4

Although there are significant variations between authorities, Leeds' percentage increases are substantially below the average of the Core Cities, the West Yorkshire districts, the metropolitan districts and England as a whole:

	Increase 2008/09	Increase 2009/10	Increase 2010/11
Leeds	2.7%	2.1%	1.8%
Average Core City	3.5%	2.5%	2.2%
Average West Yorkshire District	4.3%	3.1%	2.7%
Average Metropolitan District	3.9%	2.9%	2.5%
Average England	3.5%	2.8%	2.6%

Taking account of the three year RSG settlement, the estimated level of additional resources that will be available is likely to be less than £20m per annum over the life of the plan.

Development of our Financial Plan

A new approach to the allocation of revenue resources to services has been developed and represents a substantial shift towards policy-led budget setting. This new approach integrates corporate planning, accountability, financial and performance management arrangements and applies to all that the Council delivers, either on its own or in partnership with others. This policy led approach was an explicit recommendation of the Overview and Scrutiny Committee review of the 2007/08 budget.

In developing a new approach to resource allocation, greater emphasis has been placed on directing resources to Council priorities and divesting from areas that are considered to be lower priority. The level of resources to be allocated to services has been determined by considering three components;



Analysis of these three areas has shaped the overall resource planning framework which not only takes into account the relative importance of services but ensures that they are deliverable within the overall level of resources available to the Council.

Needs

The first aspect of the new methodology has been to consider how the allocation of resources could best reflect the needs of services. To help achieve this, the Relative Needs Formulae (RNF) used by government in distributing funding to local government through the Formula Grant has been used as a basis. To put this into context approximately 54% of the Council's net expenditure is funded by Formula Grant with the remaining 46% coming from our own Council Tax revenues.

Around 70% of Formula Grant is driven by relative needs. Whilst there can be no absolute determination of need, this is considered to be a comprehensive and robust analysis which determines the relative needs between services and between authorities. The indicators of need are complex and varied but typically are made up of a basic amount driven by population data which is then adjusted for a number of factors which reflect deprivation or other measures of specific pressures on services.

Detailed analysis of the RNF shows that for some services the Council spends more than its needs would imply, whereas for other services it would appear to be spending too little. It is difficult to be too precise with the value of these variations given the nature of the analysis, however it would suggest that, in some instances, significant realignment between services is required.

Local Priorities

The national comparative needs analysis should, however, be balanced against local priorities as it would be inappropriate for the Council's plans to be solely driven by the national needs agenda. The local prioritisation element is, therefore, a further significant contribution to setting our Financial Plan.

Whilst individual Directors, Chief Officers and, where appropriate, partners, will need to prioritise their existing resources in support of delivering agreed improvement priorities, it is important that future strategic decisions regarding resource allocation also take account of the Council's overall stated priorities.

The Council is currently in a period of transition in developing a robust commissioning based approach to support the delivery of strategic outcomes and improvement priorities. The new Financial Plan provides stability over this transitional phase by setting out a framework for resource allocation over the next five years which is sufficiently flexible to support a policy led approach to outcomes. It will be supported by the new Area Based Grant and will allow the development of more comprehensive and consistent methodologies across the Council and, where appropriate, its partners, with regard to commissioning and strategic investment planning.

Efficiency Agenda

The third component of the new approach is to establish appropriate bases for assessing the relative efficiencies of services. The Government has placed significant emphasis on efficiency in its financial settlements for Local Government in the last few years. For the period 2004/05 to 2007/08 Local Government was required to deliver efficiencies equivalent to 2½% per annum; the CSR 07 assumes that local authorities should be able to achieve a further 3% per annum saving over the next three years whilst at the same time delivering service growth.

In the past, Leeds City Council savings targets have taken little account of the relative efficiency of each service. A different approach has been adopted which uses an analysis of the unit cost of services and how they compare to other authorities (mainly Core Cities). In this way it is possible to target efficiencies at specific services where comparisons imply lower value for money.

Overall Shape of the Financial Plan

This new methodology has been used to determine the overall shape of our financial plan and indicative resource allocations to services over a five year period were approved by Executive Board in December 2007.

Initially the 2007/08 Relative Needs Formulae data was used to achieve a full realignment of resources by 2012/13, reflecting needs, local priorities and efficiencies. The Government has subsequently provided details of formula grant for the three years 2008/09 to 2010/11 through the local government finance settlement. Using this information, the initial five year resource allocation will be updated in order to achieve a full realignment over the next five years, but this time based on the most up to date information.

It is acknowledged that the delivery of the Financial Plan will require a significant review of some of the Council's services and activities and achievement of the planned shape will not be an easy task. The plan therefore assumes a phased implementation of the realignment in order to minimise the impact on services during the transitional period.

Allocation of Resources

Based on the new methodology the adapted allocation of resources reflects the following:

- 2% per annum targeted savings in Support Services, rising to a cumulative 10% by 2012/13. This applies to all central and local provision of administrative and support activities. Efficiencies will be generated through a variety of means including investment in Information Technology and through the rationalisation of office accommodation.
- Cash standstill over the life of the plan for Central and Corporate Functions in order to maximise resources available to front line services.
- Additional capital investment of £100m, above the approved programme, over the period of the plan enabling investment in priority projects and providing funding for invest to save projects, income generating projects, investment in technology and physical infrastructure to deliver efficiencies and improvements in services over the period of the plan.
- Funding for significant areas of need which include addressing base budget pressures, and directing resources to key local service priorities such as the Integrated Waste Strategy, and increasing the number of Direct Payments in Adult Social Care.
- Efficiency savings targeted at areas of the Council's services which appear relatively high compared to other authorities, primarily Children's Services including the Local Education Authority and Youth and Community. Pricing policies and service provision will be reviewed where appropriate.
- A sustainable funding solution to meet the ongoing cost of the Council's pay and grading review will be identified over the life of the plan.
- General reserves will be maintained at or above the minimum level in accordance with the risk based reserves strategy.

These assumptions combined with an estimate of available resources over the life of the plan will underpin the annual review of our Financial Plan.

Service Implications

Over the remaining life of the plan, it is estimated that pay and price inflation alone could be in excess of £85m with significant service pressures over and above this. It is therefore clear from the above that substantial efficiencies will need to be achieved over the life of the plan which will require a detailed review of the Council's services and activities. These reviews are key to achieving value for money in service delivery thereby helping the achievement of better outcomes for all services.

In carrying out this work a number of principles have been agreed as follows:

- The Council will aim to achieve best in class in respect of cost, quality and performance;

- The Council will commission services according to need and taking account of fairness and equity;
- The Council will aim to maximize its potential to gain from its purchasing power;
- The Council will make best use of technology to deliver efficiency and customer focus in the delivery of services;
- Income opportunities will be maximized and where income levels are set below the optimal rate, this should be identified as a transparent subsidy;
- Opportunities will be explored to rationalise physical assets in order to achieve value for money and better outcomes for service users;
- The Council's role as a provider will be challenged and alternative means of provision should be considered where this will generate better value for money and/or better outcomes;

Financial Risk Assessment

In developing this methodology we have had to make a number of assumptions and therefore it is important that we highlight the principal risks that are relevant to the delivery of our Financial Plan. These have been identified as follows:

- Additional resources will not be as great as assumed;
- Pay awards and inflation vary from the levels assumed in the plan;
- Legislative changes are not anticipated;
- Forecasts of demographic trends vary from those assumed;
- Income targets are not achieved; and
- Savings from service reviews will not be sufficient

The Financial Plan is reviewed annually as part of the preparation of the annual budget. There are a number of controls embedded in this process to ensure that the principal risks are mitigated and the approved budget in any given year is robust. These controls include:

- A risk based reserves strategy which ensures that reserves are maintained at an appropriate level to secure long term financial stability
- Budget action plans in place for each directorate which set out key actions to deliver the budget and how variations will be addressed during any given year up to 2% of budget
- Rigorous budget monitoring mechanisms to ensure early identification of emerging issues
- A central contingency for items not foreseen and for items where there is a risk of variation during the year
- A risk assessment of key budgets documented in the form of formal budget risk registers

Summary

It is recognised that the funding available to the Council over the planning period will be severely restricted, and clearly not sufficient to meet all the spending pressure that the Council will face. Given this, a strategy which places resource allocation in a strong policy framework based on an analysis of needs, both nationally and locally determined, and focuses on delivering efficiencies and an understanding of local priorities has been developed.

It is however clear that delivering a realignment of resources to focus on Council priorities, within the current financial context, will be challenging and require difficult decisions.

The analysis which underpins this approach is based on the latest information available, but we will continuously review needs, efficiency and local priorities throughout the life of our Financial Plan to reflect more up to date information as it becomes available.

Draft

Section 4 – Making it happen

Underlying principles and linkages

So far we have covered **what** we want to achieve but equally important to the delivery of the Business Plan is **how** we will approach this over next three years. There are a number of core themes or key principles which run all the way through this implementation process.

Interconnectivity and a ‘One Council’ Approach

We recognise that getting to the ‘root’ of many of our challenges as an organisation requires an awareness of the ‘interconnection’ between our different business outcomes and improvement priorities. For example, in order to improve leadership we need to ensure our leaders have good leadership skills, are fully trained, understand and value diversity, are supported by the right performance framework, have good customer insight, are supported by effective HR policies and procedures etc. Through our **Smarter Working: Better Results** programme we are developing and implementing a number of **one council** approaches where we feel it is important to have a common approach. Our officer governance framework also ensures that all the right people are involved in developing the policy and making the key decisions about how to implement this plan, linking into our well established political governance arrangements.

Our Values

Our values illustrate how we operate and what we represent - fairness, equality and commitment to our customers. Our values are drawn from the ideas and beliefs of people throughout our organisation. They define us by saying clearly who we are, what we do and how we do it. These values influence every aspect of our business and show staff and customers what we believe in and how we choose to operate.



Our values are reflected in both the Leeds Strategic Plan and Council Business Plan but are really brought to life through the behaviours of our staff and the way we design and deliver services. We will work hard over the next three years to make sure that the implementation of our strategic and business ‘improvement priorities’ supports and embeds our values even further.

Measuring and managing performance

Effective performance management requires co-ordinated planning and review systems that enable key decision makers, at both political and officer level, to take appropriate action based on reliable and timely performance information. A key part of the development of this plan has been the identification of a set of suitable Performance Indicators (PIs) for which robust and challenging targets have been set. This allows us to measure progress towards achieving the business outcomes and improvement priorities and thus to drive improvement across the organisation.

An individual accountable officer has been assigned for each of the business improvement priorities, however, many other officers will be responsible for contributing to the delivery of each of these priorities. Arrangements are in place for the performance indicators to be regularly reviewed in order to assess whether progress against our targets is adequate. These arrangements also include independent and robust challenge by our elected members to ensure the public are getting the best out of their public services. Where progress is not sufficient we have developed a support and intervention framework which will be used to bring progress back on track. The business plan performance indicators and targets are shown in appendix 1

Some of the indicators in the business plan will also be measured on a directorate and/or service basis to ensure that all parts of the organisation are making sufficient contribution to the overall delivery of the Council Business Plan. Where appropriate, and if possible, we will also analyse our performance results by gender, ethnic origin, age, disability, religion or belief and sexual orientation. We will be publishing regular performance reports and our balanced scorecard on the intranet and internet and annually we will publish a performance update for the public in the city's newspaper 'About Leeds'.

In addition to our own internal performance management arrangements we are also independently assessed by the Audit Commission through the Comprehensive Performance Assessment which is due to be replaced by the Comprehensive Area Assessment in 2009. Within this framework is a Use of Resources assessment which is particularly relevant to the improvement and transformation agenda within this plan. The Use of Resources is an annual assessment which looks at how well we manage our money, our business and our other resources. We are required to provide evidence that we are managing our finances effectively to deliver value for money; that we have good corporate governance, internal control and risk management; commission our services to deliver better outcomes and manage our natural resources, physical assets and people to meet current and future need. It provides an independent judgement across all these areas with an overall scoring from 1 – 4 (where 1 is poor and 4 is excellent). The outcomes from these assessments are available to the public.

Integration with Leeds Strategic Plan – Our Balanced Scorecard

Together the Leeds Strategic Plan and Council Business Plan represent our high level strategy for the period 2008 -11. These plans are closely linked and indeed the successful delivery of the Leeds Strategic Plan is dependent upon the delivery of the Council Business Plan. It is important that we are able to track the progress against both these plans and we intend to do this using our corporate balanced scorecard. This provides a high level traffic lighted summary of progress and signposts any problem areas for further investigation. Our corporate balanced scorecard is shown overleaf and again we will publish regular updates through the intranet and internet.

Draft

Citizen/Strategic Outcomes (Leeds Strategic Plan/LAA Indicators)

Value for Money/Resources	Valuing our Colleagues	Business Improvement/Excellence	Customer First
<ul style="list-style-type: none"> Environment Indicators ● Health and Wellbeing Indicators ● Thriving Places Indicators ● Harmonious Communities Indicators ● 	<ul style="list-style-type: none"> Culture Indicators ● Economy & Enterprise Indicators ● Learning Indicators ● Transport Indicators ● 	<ul style="list-style-type: none"> Staff sickness (average No. days per FTE) ● Staff turnover ● % staff who feel valued as an employee ● % staff who have had an appraisal ● % staff who feel they contribute to the direction of the organisation ● % of staff who feel that the council communicates well with them ● % of top earners who are: ● <ul style="list-style-type: none"> a) women ● b) from BME communities ● c) Disabled ● % staff with disability ● % staff from BME communities ● Level of Investors in People accreditation ● 	<ul style="list-style-type: none"> CO2 emissions ● Maintain our external EMAS accreditation ● % resources re-prioritisation achieved compared to that planned in the medium term financial plan ● % variation from overall agreed council budget ● Use of Resources Score ● % income from collected by authority in year from: ● <ul style="list-style-type: none"> a) council tax, ● b) NDR, ● c) housing rents and ● d) sundry debtors ● % cash releasing efficiency savings ●
Value for Money/Resources	Valuing our Colleagues	Business Improvement/Excellence	Customer First
<ul style="list-style-type: none"> ➤ Equality standard level ● ➤ Implementation of Equality and Diversity scheme ● ➤ Voter turn out in local elections ● ➤ Number major projects not being independently assured ● ➤ Number major projects assured by PAU with overall red rating ● ➤ Direction of Travel score ● ➤ % IO programme project milestones achieved vs those planned ● ➤ % of staff who understand the Council's approach to the management, use and sharing of its information and knowledge ● ➤ Data Quality measured by: ● <ul style="list-style-type: none"> a) number of key systems using a corporately agreed monitoring framework and defined metrics to measure data quality ● b) % strategic indicator set (LSP, GBP & NI) where we have "no concerns" on data quality ● ➤ % key decisions which did not appear in the forward plan ● ➤ % of areas audited & compliant with Information Governance Arrangements. ● 	<ul style="list-style-type: none"> ➤ % customer contact of low or no value to customer ● ➤ % people say treated with respect & consideration by local services ● ➤ % residents satisfied with the council ● ➤ Volume of total transactions delivered through self service ● ➤ % complaints responded to within 15 days ● ➤ % letters from the public responded to within 10 working days ● ➤ % emails from the public responded to within 10 working days ● ➤ % telephone calls answered as a proportion of calls offered ● ➤ % those making a complaint satisfied with the handling of it ● ➤ % services which are accessible as assessed by: ● <ul style="list-style-type: none"> a) by self assessment ● b) by independent audit ● ➤ % people who think LCC allow residents a say in what it does ● ➤ % people who think the council keeps them well informed about services and benefits it supplies ● 		

FORUM

Section 5 – Managing Our Risks

Good risk management will support us in fulfilling our strategic objectives. Risk management already forms a key part of our policy-making, governance, internal control, decision-making and budget-setting arrangements. These detailed arrangements are set out in our Risk Management Policy, Strategy and Toolkit which have been developed to reflect current industry standards and good practice. In line with this, risk management is applied across directorates/services and for significant business change with risk registers in place at the corporate and directorate level, as well as for many significant projects, which are monitored and reviewed on a regular basis. Through this formal process our key strategic and operational risks are identified and managed.

This risk-based approach will be implemented to support the Leeds Strategic Plan 2008 - 11 and the Council Business Plan 2008 -11. Through this process the key cross-cutting threats and opportunities relevant to the achievement of these plans will be identified and evaluated. These risks will form part of the Corporate Risk Register. Similarly all projects, as defined under the Council's Delivering Successful Change (DSC) Framework also identify risks both prior to the start of the project, as part of the options appraisal, and throughout the lifecycle of the project. The level and rigour that is applied will depend on how critical the risk is and its potential impact.

We recognise that increasingly our services and projects are being delivered through partnerships and good risk management across our partnerships is integral. We will apply, where appropriate, our robust risk management approach to our partnerships. It is our intention to ensure our corporate risk register includes any key partnership risks which have a council wide impact.

We recognise that one of our key risk relates to our financial plan and therefore an overarching financial risk assessment is included in this document in section 3.

Section 6 – Review and Revision

Our priorities will inevitably change over time and the outcomes, improvement priorities and targets in the Council Business Plan 2008-11 will be regularly reviewed and updated to ensure this plan is still relevant and continues to address our needs. In doing this we will use performance data, both relating to the targets in this plan and supporting indicators, to monitor priorities and where necessary to set new targets. The views of elected members and Scrutiny Boards and feedback from our external auditors and the Audit Commission will also be taken into account before we make any changes to the contents of the Plan. Any updates or changes will be published alongside our performance information on our intranet and internet sites

Draft

Appendix 1 – Council Business Plan Indicators and Targets

	Indicator	Baseline 2007/08 Year End Result (unless stated otherwise)	Targets		
			2008/09	2009/10	2010/11
NI 185	CO2 emissions from Local Authority operations NB Government guidance states to use 2008 (Jan - Dec) as a baseline and set targets after this.	New indicator - no historical information.	Baseline to be set	tbc	tbc
BP-01	Maintain our external EMAS accreditation	Yes	Yes	Yes	Yes
BP-02	% of resource re-prioritisation achieved compared to that planned in the medium term Financial Plan	New indicator - no historical information	100%	100%	100%
BP-03	% variation from the overall council budget in year	New indicator	0%	0%	0%
BP-04	Use of Resources Score	3 (2007)	3 (2008 - old framework))	3 (2009 new framework)	4 (2010 new framework)
	% income collected by authority through:				
	a) % Council Tax collected in year (BV 9)	96.41%	96.65%	96.70%	96.75%
	b) % Non-domestic rates collected in year (BV 10)	98.72%	96.60%	98.65%	98.70%
BP-05	c) % housing rents collected in year (BV 66a)	96.53%	97.00%	97.50%	98.00%
	d) % Sundry Debtors income collected within 30 days of invoice issued	97.00%	97.00%	97.50%	97.75%
NI 179	% of cash releasing efficiency savings made (cumulative total over next three years)	New indicator - no historical information	3%	6.1%	9.3%
Value for Money/Resources					

		Indicator	Baseline		Targets		
	2007/08 Year End Result (unless stated otherwise)		2008/09	2009/10	2010/11		
NI 14	% of customer contact which is of low or no value to the customer and can be avoided	New indicator - no historical information	Baseline to be set	tbc	National target is for 50% reduction by Mar 2011		
BP-07	Overall Resident Satisfaction levels	61% (2007 Residents survey)	No survey	65%	No survey		
NI 140	% people who say that they have been treated with respect and consideration by local public services – gathered through new Place Survey	New indicator - no historical information	Baseline to be set	n/a	tbc once baseline established		
BP-08	Increase the volume of total transactions delivered through customer self service	467,054	513,500	565,000	621,500		
BP-09	Increase % complaints responded to within 15 days	69%	76%	86%	95%		
BP-10	% letters from the public that are responded to within 10 working days	Incomplete baseline data	75%	85%	95%		
BP-11	% emails from the public that are responded to within 10 working days	Incomplete baseline data	75%	85%	95%		
BP-12	% calls answered as a proportion of calls offered	78%	80%	85%	90%		
BP-13	% those making a complaint who are satisfied with the handling of their complaint	62% (2007)	No survey	65%	No survey		
BP-14	% services which are accessible as assessed by: a) self assessment b) independent audit	New indicator - no historical information	Baselines to be set	tbc	tbc		
BP-15	% people who are satisfied that they think LCC allows residents a say in what it does	43% (2007)	No survey	50%	No survey		
BP-16	% people who think the council keeps them well informed about services and benefits it supplies	51% (2007)	No survey	55%	No survey		

Customers First

	Indicator	Baseline 2007/08 Year End Result (unless stated otherwise)	Targets		
			2008/09	2009/10	2010/11
BP-17	Number of working days lost to the authority due to sickness absence (average per FTE)	12.18 days	11.5 days	11 days	10 days
BP-18	Voluntary leavers as a percentage of staff in post	8.90%	9%	9%	9%
BP-19	Increase % staff who feel valued as an employee	61% (2007 staff survey)	No survey	63%	65%
BP-20	% staff who have had an appraisal	70% (2007 staff survey)	No survey	72%	74%
BP-21	Increase % staff who feel they are involved in contribution to the direction of the organisation	70% (2007 staff survey)	No survey	74%	76%
BP-22	% of staff who feel that the council communicates well with them	59% (2007 staff survey)	No survey	64%	69%
BP-23	% local authority staff from BME communities – compared to local community	7.7%	8.0%	8.5%	9.0%
BP-24	% local authority staff with disability – compared to local community	3.2%	3.6%	3.7%	3.8%
	% of top earners who are:				
BP-25	a) women	36.83%	39%	40%	41%
	b) From BME communities	5.96%	6.25%	6.5%	6.75%
	c) Disabled (excluding maintained schools)	4.05%	4.2%	4.4%	4.6%
BP-26	Level of IIP accreditation across whole organisation	N/A	Level 1	Level 1	Level 1

Valuing our Colleagues

	Indicator	Baseline 2007/08 Year End Result (unless stated otherwise)	Targets		
			2008/09	2009/10	2010/11
BP-27	Equality standard level	Level 3	Level 4	Level 4	Level 5
BP-28	Implementation of Equality and Diversity Scheme	New indicator - no historical information	Baseline to be set	tbc	tbc
BP-29	Voter turn out in local elections	35.76%	Targets to be confirmed shortly		
BP-30	Number of major projects not receiving independent project assurance	New indicator - no historical information	0	0	0
BP-31	Number of major projects, independently assured by the Project Assurance Unit, with a red rating for the effectiveness of overall project management arrangements	New indicator - no historical information	0	0	0
BP-32	Direction of Travel Score	Improving Well (2007)	Improving Well (or better) (2008)	Improving Well (or better) (2009)	Improving Well (or better) (2010)
BP-33	Delivery of IO programme through % project milestones achieved vs those planned	New indicator - no historical information	Baseline to be set	tbc	tbc
BP-34	% of colleagues who have an understanding of the Council's approach to the management, use and sharing of its information and knowledge	New indicator - no historical information	No survey	Baseline to be set	tbc
BP-35	% of service areas audited where Information Governance Arrangements are assessed as being 'compliant' with corporate policy.	New indicator - no historical information	Baseline to be set	tbc	tbc
BP-36	Data Quality measured by:	New indicator - no historical information	Baseline to be set	tbc	tbc
	a) number of key systems using a corporately agreed monitoring framework and defined metrics to measure data quality				
BP-37	b) % strategic indicator set (LSP, CBP & NI) where we have "no concerns" on data quality	New indicator - no historical information	Baseline to be set	tbc	tbc
	% key decisions which did not appear in the forward plan				
Business Improvement/Excellence					

Appendix 2 - About this Plan

For enquiries about the Council Business Plan or to obtain further copies please:

Email: councilplan@leeds.gov.uk

Or Telephone: 0113 224 3462

Or visit our website www.leeds.gov.uk

Or write to:

Leeds Strategic Plan
Planning, Policy and Improvement
2nd Floor East
Civic Hall
Leeds LS1 1UR

Visit the Leeds City Council website www.leeds.gov.uk to find out more about other plans, policies and strategies referred to in this plan.

This information can be made available in large print, Braille, audio or a community language, please call 0113 224 3462

This publication can also be made available in Braille, large print, on computer disc and audio cassette.
Please call: 0113 224 3462

This page is intentionally left blank



Report of the Assistant Chief Executive (Planning, Policy and Improvement)

Full Council

Date: 2nd July 2008

Subject: Leeds Strategic Plan 2008-11

Electoral Wards Affected:

ALL

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In
(Details contained in the report)

EXECUTIVE SUMMARY

1. The Leeds Strategic Plan 2008-11 is a high level plan which sets out the strategic outcomes, improvement priorities and targets the Council has agreed with its partners for Leeds for the next three years. The Leeds Strategic Plan fulfils the requirements for the Council to agree a Local Area Agreement with the Government. The Council has prepared a Council Business Plan to support the delivery of its contribution to the Leeds Strategic Plan. This report seeks approval from Full Council for this plan.

1.0 Purpose Of This Report

- 1.1 This report seeks the formal approval of the Leeds Strategic Plan 2008-11 from Full Council.

2.0 Background Information

- 2.1 Executive Board approved a corporate planning framework for the Council in July 2007. The strategic element of this framework includes two high level plans which set the policy objectives for the organisation and our partnership working. These are:

- **Leeds Strategic Plan 2008-11** - which sets out the customer/citizen (external) focused strategic outcomes being sought by the council and its partners for the city. This plan includes the requirement to produce a Local Area Agreement and is the key delivery mechanism for the Vision for Leeds 2004-2020.
- **Council Business Plan 2008-11** - which sets out what the council needs to do internally to enable the organisation to achieve the Leeds Strategic Plan. That is outlining the business development, organisational change, process transformation and financial planning activities that we will be undertaking over the next three years.

- 2.2 These plans both form part of the budget and policy framework within the Constitution and their formal approval is by Members of Full Council.

3.0 Main Issues

- 3.1 The Leeds Strategic Plan is a partnership plan and every strategic outcome, improvement priority, indicator and target in this plan is shared with the Council's partners. Partners have formally 'signed up' to contributing to the delivery of relevant targets. The Council will consult with its partners when the targets are reviewed and revised and partners in turn have a duty to cooperate with the Council in setting and revising targets and to have regard to those targets when setting their own action plans and budgets. 'Government agreed' targets in the Plan cannot be revised without the agreement of Government.
- 3.2 Strategic outcomes, improvement priorities and targets in the Leeds Strategic Plan reflect the most important issues for Leeds over the next three years and the level of progress needed to help deliver the improvement priorities identified in the Plan.
- 3.3 The development of the Leeds Strategic Plan has involved seeking views from a wide range of partners
- Elected Members (Executive Members, Area Committees, Scrutiny Committees)
 - Statutory Partners (designated by the Local Government and Public Involvement in Health Act)
 - Leeds Initiative (Going Up a League and Narrowing the Gap Boards, all Strategy and Development Groups)
 - District Partnerships
 - Voluntary, Community and Faith Sector (Strategy Group, Theme Forums)
 - Representatives of the business community
 - Representatives of Trade Unions
 - Council Staff (Chief Officers, Employee Focus Groups)
 - Equality groups
 - Citizen Focus Groups

3.4 Robust performance management is key to the delivery of the plan and a robust set of performance indicators and ambitious targets have also been developed and incorporated into the plan in order for us to be able to measure our progress. These indicators are a mixture of relevant indicators drawn from the new national indicator set as well as some existing and newly developed indicators of our own. The target level of performance set for every indicator is based on extensive analysis of past performance data and a realistic assessment of likely future performance in Leeds.

4.0 Implications For Council Policy And Governance

4.1 The Leeds Strategic Plan 2008-11 forms part of the Council's Budget and Policy Framework as set out in the Constitution. The Leeds Strategic Plan outcomes, improvement priorities, performance indicators and targets have also been subject to Scrutiny during their development.

5.0 Legal And Resource Implications

5.1 The Leeds Strategic Plan fulfils the statutory requirement for a local area agreement for Leeds . The local area agreement was submitted to Government Office in May 2008. In drawing up the contents of this plan the Council has consulted and negotiated with a number of partners including public sector partners designated as statutory partners in the Local Government and Public Involvement in Health Act 2007. These partners have a duty to have regard to the targets in the Leeds Strategic Plan when setting out their own plans and budgets.

5.2 The Leeds Strategic Plan 2008-2011 requires the formal approval of Members of Full Council at their meeting on July 2nd 2008.

6.0 Conclusions

6.1 The Leeds Strategic Plan 2008-11 is an important high level strategic plan for the Council and its partners and supports the delivery of the Vision for Leeds 2004 - 2020. .

7.0 Recommendations

7.1 Members of Council are asked to approve the Leeds Strategic Plan 2008-11

This page is intentionally left blank

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
Culture								
Increased participation in cultural opportunities through engaging with all our communities. Enhanced cultural opportunities through encouraging investment and development of high quality facilities of national and international significance.	Enable more people to become involved in sport and culture by providing better quality and wider ranging activities and facilities.	Partnership Agreed	NI 8 Adult participation in sport and active recreation	20.50% (2005/06 Active People Survey)	Increase of 1% on the baseline by 2010/11			LEEDS CITY COUNCIL Sport England Leeds Partnership Foundation Trust Re'new VCFS bodies through Leeds Voice Health Forum
			LKI SC19: Number of sports facility types with a specified quality assured standard	13 (2007/08)	19	12 (due to the Private Finance Initiative project will be closed for rebuilds and thus lose their accreditation status 08/09)	15	LEEDS CITY COUNCIL
			Proxy Measure - Further development of this local PI is currently being undertaken					
		Partnership Agreed	NI 9 Use of public libraries	2008/09 new data return – Baseline will be in place by March 2009	Proxy measure to be used in Year 1 -see below. Targets for Year 2 and Year 3 to be agreed by March 2009.			LEEDS CITY COUNCIL Museums, Libraries and Archives – Yorkshire VCFS bodies through Leeds Voice Older People's CYP forums

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
		Partnership Agreed	Number of visits to libraries (temporary proxy measure)	4,181,923 (2006-2007)	N/A	4,111,297 Library renovation programme will mean reduced capacity for 2008/9	N/A	LEEDS CITY COUNCIL Museums, Libraries and Archives - Yorkshire
		Partnership Agreed	NI 10 Visits to museums and galleries	2008/09 new data return – Baseline will be in place by March 2009	Proxy measure to be used in Year 1 -see below. Targets for Year 2 and Year 3 to be agreed by March 2009.			LEEDS CITY COUNCIL Museums, Libraries and Archives - Yorkshire
			The number of visits to museums and galleries (temporary proxy measure)	384,346	N/A	740,000	N/A	LEEDS CITY COUNCIL Museums, Libraries and Archives - Yorkshire
		Partnership Agreed	NI 11 Engagement in the Arts	2008/09 new data return – Baseline will be in place by March 2009	New indicator – to be determined by Active People Survey by March 2009.			LEEDS CITY COUNCIL Arts Council Re'new

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
	Facilitate the delivery of major cultural schemes of international significance.	Partnership Agreed	Restore, refurbish & increase the cultural infrastructure of the city: a) amount spent on buildings/ refurbishing new & existing buildings of International significance	This is a new indicator which relates to specific projects - as such there is no baseline data.	Total 3 Year cumulative spend £38,460k	Year 1 Spend £10,519k	Total 2 Year cumulative Spend £37,530k	LEEDS CITY COUNCIL Arts Council English Heritage
		Partnership Agreed	b) number of physical infrastructure capital build projects of international significance that will increase and/or improve cultural provision	Not applicable	5 (cumulative)	2	3 (Cumulative)	LEEDS CITY COUNCIL Arts Council English Heritage Highways Agency
Enterprise and the Economy								
Increased entrepreneurship and innovation through effective support to achieve the full potential of people, business and the economy.	Increase innovation and entrepreneurial activity across the city.	Partnership Agreed	To support the establishment of 550 new businesses in deprived communities in Leeds by 2011	12,751 (2006)	13,301	12,934	13,117	LEEDS CITY COUNCIL Leeds Chamber VCFS bodies through VCF Strategy Group (Lead forum)
	Facilitate the	Partnership	Processing of major					LEEDS CITY COUNCIL

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre.	delivery of major developments in the city centre to enhance the economy and support local employment	Agreed	planning applications	63% (2007/08)	75%	65%	70%	Highways Agency West Yorkshire Fire and Rescue Service
		Partnership Agreed	Result of annual satisfaction survey relating to planning performance agreements.	2008/09 new data return – Baseline will be in place by March 2009	New indicator – targets and milestones to be determined by March 2009			LEEDS CITY COUNCIL Highways Agency West Yorkshire Metro
	Increase international communications , marketing and business support activities to promote the city and attract investment.	Partnership Agreed	a) Percentage of UK residents surveyed who regard Leeds as a 'great place to live'. b) Improve Leeds' image as a major centre for business.	2008/09 to be used as baseline year. (From Brahm Research Study)	New indicator – targets and milestones to be determined following calculation of baseline by March 2009.			LEEDS CITY COUNCIL
Learning								

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
An enhanced workforce that will meet future challenges through fulfilling individual and economic potential and investing in learning facilities.	Enhance the skill levels of the workforce to fulfil individual and economic potential	Government Agreed	NI 163 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher.	305,000 (71.0%)	Baseline + 9 percentage points	Baseline + 2 percentage points	Baseline + 5 percentage points	LEARNING AND SKILLS COUNCIL Leeds Chamber Leeds City Council
			NI 164 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher	218,000 (51.0%)	Baseline + 6 percentage points	Baseline + 2 percentage points	Baseline + 4 percentage points	Jobcentre Plus Education Leeds Leeds Colleges VCFS bodies through Leeds Voice Economy and Skills Forum
Improve learning outcomes for all 16 year olds, with a focus on narrowing the achievement gap.		Government Agreed	NI 78 Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths	13 Schools (2006/07 Academic Year)	0 Schools	2 Schools	1 School	LEEDS CITY COUNCIL Partners through Children Leeds Partnership Education Leeds Leeds Colleges VCFS bodies through Archway Connexions Forum
						Technical issue raised with audit commission, targets currently exclude Academies as per DCSF Guidance but clarification has been sought on CLG guidance which states academies should be included.		
		DCSF Statutory Targets	Key Stage 2 – to increase proportion achieving level 4+ in both English and maths	N/A	Please note DCSF targets are agreed on an annual basis with the Secretary of State for Children, Schools and Families.			EDUCATION LEEDS Leeds City Council

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
					77% (for 2008/09 academic year)			Partners through the Children Leeds Partnership
			Key Stage 1-2 – to improve proportion progressing 2 national curriculum levels in English.	N/A	85% (for 2008/09 academic year)			
			Key Stage 1-2 - to improve proportion progressing 2 national curriculum levels in Maths	N/A	87% (for 2008/09 academic year)			
			Key Stage 3 - to increase proportion achieving level 5+ in both English and maths	N/A	74% (for 2008/09 academic year)			
			Key Stage 3 – to increase proportion achieving level 5 in science	69% (2006/07 academic year)	77% (for 2008/09 academic year)			
			Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in English	N/A	34% (for 2008/09 academic year)			
			Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in	N/A	65% (for 2008/09 academic year)			

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
			Maths					
			Key Stage 4 – to increase proportion achieving 5 A*-C grades at GCSE and equiv including GCSE English and Maths	42.1% (2006/07 academic year)	51.6% (for 2008/09 academic year)			
			Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in English	N/A	62.7% (for 2008/09 academic year)			
			Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in Maths	N/A	32.6% (for 2008/09 academic year)			
			Attendance – to reduce persistent absentee pupils in secondary schools	N/A	7.7% (for 2008/09 academic year)			
	Improve learning outcomes and skill levels for 19	Government Agreed	NI 79: Achievement of Level 2 qualifications by the age of 19	65% 2006/07 Academic Year	75.2% (2009/10 Academic year)	68.6% (2007/08 Academic year)*	71.8% (2008/09 Academic year)*	LEEDS CITY COUNCIL Education Leads

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
	year olds.	Partnership Agreed	NI80: Achievement of Level 3 qualifications by the age of 19	41% (2006/07 Academic Year)	49% (2009/10 Academic year)	43% (2007/08 Academic year)	47% (2008/09 Academic year)	Learning and Skills Council Leeds Colleges VCFS bodies through Leeds Voice Connexions Forum
	Increase the proportion of vulnerable groups engaged in education, training or employment.	Government Agreed	NI 117: 16-18 year olds who are not in education, training or employment (NEET)*	10.0% (Average of Nov, Dec and Jan as per national reporting guidance)	6.8%	8.9%	7.8%	LEEDS CITY COUNCIL Partners through Children Leads Partnership Education Leads Leeds Colleges Learning and Skills Council VCFS bodies through Leeds Voice Economy and Skills forum Jobcentre Plus LEEDS CITY COUNCIL
		Partnership Agreed	NI 148 Care leavers in education, employment or training	71.3% (2006/07)	86.8%	76.6%	81.7%	Partners through the Children Leads Partnership Education Leads

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
								Learning and Skills Council Leeds Partnership Foundation Trust Leeds Colleges VCFS bodies through Leeds Voice Connexions Forum
		DCSF Statutory Targets	Children in care – to increase proportion achieving level 4+ in English at Key Stage 2	N/A	Please note DCSF targets are agreed on an annual basis with the Secretary of State for Children, Schools and Families. 56% (for 2008/09 academic year)			LEEDS CITY COUNCIL Education Leeds Partners through the Children Leeds Partnership
			Children in care – to increase proportion achieving level 4+ in maths at Key Stage 2	N/A	56% (for 2008/09 academic year)			
			Children in care – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and maths	N/A	17% (for 2008/09 academic year)			

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
	Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.	DCSF Statutory Targets	Early Years (EYFSP) – to narrow the achievement gap at age 5	38% (2006/07 academic year)	Please note DCSF targets are agreed on an annual basis with the Secretary of State for Children, Schools and Families. 30% (for 2008/09 academic year)			LEEDS CITY COUNCIL Partners through the Children Leeds Partnership
			Early Years (EYFSP) – to increase achievement for all children at age 5	47.1% (2006/07 academic year)	53% (for academic year 2008/09)			
			Attendance – to reduce persistent absentee pupils in primary schools	N/A	No statutory target set for 2008/09 (only set for secondary schools)			
Transport								
Increased accessibility and connectivity through investment in a high quality transport system and through influencing others and changing behaviours	Deliver and facilitate a range of transport proposals for an enhanced transport system, including cycling and walking.	Government Agreed	N1 167 Congestion - average journey time per mile during the morning peak	222 seconds (3 mins 42 secs) - 2005	3 mins 57 secs (237seconds)	3 mins 54 secs (234 seconds)	3 mins 56 secs (236 seconds)	LEEDS CITY COUNCIL West Yorkshire Metro Highways Agency
		Partnership Agreed	Cycle Trips to the City centre in the morning peak period (0730-0930).	728 (2007)	880 (2010)	780 (2008)	840 (2009)	LEEDS CITY COUNCIL Leeds Cycling Action Group VCFS bodies through Leeds Voice Environment Forum

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
	Improve the quality, use and accessibility of public transport services in Leeds.	Partnership Agreed	Local bus passenger journeys originating in the authority area	Baseline to be set by Summer 2008	Targets currently being developed and will be in place by Summer 2008			WEST YORKSHIRE METRO Leeds City Council
		Partnership Agreed	Percentage of non-car journeys into central Leeds in the morning peak period.	42.30% (2004)	45%	44.30%	44.70%	LEEDS CITY COUNCIL West Yorkshire Metro Highways Agency Leeds Partnership Foundation Trust

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
	Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.	Government Agreed	NI 169 Non-principal classified roads where maintenance should be considered	12% (2007/08)	9%	11%	10%	LEEDS CITY COUNCIL
	Improve road safety for all our users, especially motor cyclists and pedestrians.	Government Agreed	NI 47 People killed or seriously injured in road traffic accidents	364 (2005-07 3 year average)	-3.9% 341 (2008-2010)	0% 364 (2006-2008)	-2.5% 355 (2007-2009)	LEEDS CITY COUNCIL Partners through the Children Leeds Partnership Highways Agency West Yorkshire Fire and Rescue Services VCFS bodies through Leeds Voice Environment Forum

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
Environment								
Reduced ecological footprint through responding to environmental and climate change and influencing others. Cleaner, greener and more attractive city through effective environmental management and changed behaviours.	Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill.	Government Agreed	NI 192 Percentage of household waste sent for reuse, recycling and composting	27.05% (2007/08)	41.32%	30.26%	33.94%	LEEDS CITY COUNCIL Leeds Partnership Foundation Trust VCFS bodies through Leeds Voice Environment Forum
	Reduce emissions from public sector buildings, operations and service delivery, and encourage others to do so.	Government Agreed	NI 185 CO2 Reduction from Local Authority operations	Baseline to be set from 2008 Calendar year (1 January 2008 to 31 December 2008)	To be set when baseline has been calculated – January 2009.			LEEDS CITY COUNCIL West Yorkshire Fire and Rescue Service Leeds Partnership Foundation Trust VCFS bodies through Leeds Voice Environment Forum
	Undertake actions to improve our resilience to current and future climate change.	Government Agreed	NI 188 Planning to Adapt to Climate Change	Level 0 (2007/08)	Level 3	Level 1	Level 2	Leeds Colleges LEEDS CITY COUNCIL Environment Agency Highways Agency West Yorkshire Fire and Rescue Service Natural England

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
								West Yorkshire Metro Leeds Colleges VCFS bodies through Leeds Voice Environment Forum
	Address neighbourhood problem sites; improve cleanliness and access, to and quality of green spaces.	Government Agreed	NI195 Improved street and environmental cleanliness	2008/09 to be used as baseline year.	Targets for 2009/10 and 2010/11 to be set following calculation of baseline by April 2009.			LEEDS CITY COUNCIL West Yorkshire Fire and Rescue Service West Yorkshire Metro VCFS bodies through Leeds Voice Environment Forum
	Improve the quality and sustainability of the built and natural environment.	Partnership Agreed	Percentage of parks and countryside sites assessed internally that meet the Green Flag criteria	10.8% (2004/05)	23%	19%	21%	LEEDS CITY COUNCIL Natural England VCFS bodies through Leeds Voice Environment Forum

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
Health and Wellbeing								
Reduced health inequalities through the promotion of healthy life choices and improved access to services.	Reduce premature mortality in the most deprived areas.	Government Agreed	NI 120 All-age all cause mortality rate (target disaggregated to focus on narrowing the gap between most deprived 10% and the Leeds average)	499.2 per 100,000 (females) (2006)	616 per 100,000* (females living in 10% most deprived SOAs)	639 per 100,000* (females living in 10% most deprived SOAs)	628 per 100,000* (females living in 10% most deprived SOAs)	LEEDS PCT Leeds City Council
				605 per 100,000 (females) (1995-97 average)	NB. Citywide target: 472 per 100,000 (females)*	NB. Citywide target: 491 per 100,000 (females)*	NB. Citywide target: 481 per 100,000 (females)*	Leeds Partnership Foundation Trust Leeds Teaching Hospitals Trust
Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect.				742.4 per 100,000 (Males) (2006)	946 per 100,000* (Males living in 10% most deprived SOAs)	1002 per 100,000* (Males living in 10% most deprived SOAs)	974 per 100,000* (Males living in 10% most deprived SOAs)	Natural England (Active Lifestyles)
				942 per 100,000 (Males) (1995-97 average)	NB: Citywide target 679 per 100,000 *(males)	NB: Citywide target 715 per 100,000 *(males)	NB: Citywide target 697 per 100,000 *(males)	VCFS bodies through Leeds Voice Health Forum West Yorkshire Fire and Rescue Service Re'new
Enhanced safety and support for vulnerable people through preventative and protective		Partnership Agreed	NI 121 Mortality rate from circulatory diseases at ages under 75 (per 100,000 population)	145 per 100,000 population (3 year)	69.3 per 100,000 population	76.2 per 100,000 population	72.7 per 100,000 population	

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
action to minimise risks and maximise wellbeing.				average for 1995-1997)				
	Reduction in the number of people who smoke.	Partnership Agreed	NI 123 Stopping smoking - disaggregated to narrow the gap between 10% most deprived SOAs and rest of Leeds	30.66% (2004)	21.0% City	25.7% City	23.3% City	LEEDS PCT Leeds City Council Leeds Teaching Hospitals Trust Leeds Partnership Foundation Trust VCFS bodies through Leeds Voice Health Forum
	Reduce rate of increase in obesity and raise physical activity for all.	Government Agreed	NI 57 Children and Young People's Participation in high-quality PE and Sport	2008/09 new data return – Baseline will be in place by March 2009	27.1% in 10% most deprived SOAs	33.3% in 10% most deprived SOAs	30.2% in 10% most deprived SOAs	LEEDS CITY COUNCIL Partners through the Children Leeds Partnership Leeds PCT Sport England Education Leeds Youth Sport Trust Re'new

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
	Reduce teenage conception and improve sexual health.	Government Agreed	NI 112 Under 18 conception rate - disaggregated to focus on the 6 wards in the city with the highest rates of conception in the city	50.4 (1998) (Per 1000 conceptions)	Subject to outcome of national annual review.	45 rate per 1000 population*	42.7 rate per 1000 population*	LEEDS CITY COUNCIL Partners through the Children Leeds Partnership Leeds PCT Leeds Teaching Hospitals Trust Re'new Education Leeds VCFS bodies through Leeds Voice Health Forum
	Improve the assessment and care management of children, families and vulnerable adults.	Government Agreed	NI 132 Timeliness of social care assessment (all adults)	80.9% (Apr-Dec 2007)	90%	85%	88%	LEEDS CITY COUNCIL Leeds PCT Leeds Partnership Foundation Trust VCFS bodies through Leeds Voice Health Forum Leeds Teaching Hospitals Trust

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
		Partnership Agreed	NI 63 Stability of placements of looked after children: length of placement	70% (December 2007)	80%	72%	75%	LEEDS CITY COUNCIL Leeds PCT Partners through the Children Leeds Partnership
		Partnership Agreed	NI 66 Looked after children cases which were reviewed within required timescales	60.2% (April – Dec 2007)	90% reviewed within required timescales	70% reviewed within required timescales	80% reviewed within required timescales	LEEDS CITY COUNCIL Partners through the Children Leeds Partnership
		Partnership Agreed	NI 133 Timeliness of social care packages following assessment (all adults)	85 % (2007/08)	95%	90%	92%	LEEDS CITY COUNCIL Leeds PCT Leeds Partnership Foundation Trust VCFS bodies through Leeds Voice Health Forum Leeds Teaching Hospitals Trust
	Improved psychological, mental health, and learning disability services for those who need it.	Partnership Agreed	NI 58 Emotional and behavioural health of looked after children	2008/09 new data return – Baseline will be in place by March 2009	New indicator – targets and milestones to be determined by March 2009			LEEDS CITY COUNCIL Leeds PCT Partners through the Children Leeds Partnership

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
			VSC02 Proportion of people with depression and/or anxiety disorders who are offered psychological therapies.	2008/09 new data return – Baseline will be in place by March 2009	New indicator – targets and milestones to be determined by March 2009			LEEDS PCT Leeds City Council Leeds Partnership Foundation Trust Leeds Colleges
	Increase the number of vulnerable people helped to live at home.	Government Agreed	NI 141 Percentage of vulnerable people achieving independent living	59% (Q2 2007/08)	76%	66%	71%	LEEDS CITY COUNCIL Leeds PCT Leeds Partnerships Foundation Trust Re'new VCFS bodies through Leeds Voice Health Forum Leeds Colleges
		Government Agreed	NI 139 The extent to which older people receive the support they need to live independently at home	Place Survey - Awaiting further guidance. Baseline to be agreed by March 2009.	New indicator – targets and milestones to be determined by March 2009.			LEEDS CITY COUNCIL Leeds PCT Leeds Partnerships Foundation Trust VCFS bodies through Leeds Voice Older People's Forum

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
		Partnership Agreed	NI 136 People supported to live independently through social services (all adults)	2008/09 new data return – Baseline will be in place by March 2009	New indicator – targets and milestones to be determined by March 2009			LEEDS CITY COUNCIL West Yorkshire Fire and Rescue Service VCFS bodies through Leeds Voice Health Forum
	Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives.	Government Agreed	NI 130 Social care clients receiving Self Directed Support per 100,000 population	95.65 (rate per 100,000 population)	198.5 (rate per 100,000)	127.0 (rate per 100,000)	164.2 (rate per 100,000)	LEEDS CITY COUNCIL VCFS bodies through Leeds Learning Disability Forum
	Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk.	Partnership Agreed	Number of children looked after (expressed as a rate per 10,000 excluding unaccompanied asylum seekers	1281 (83.6)	906 (59.1 rate per 10,000)	1156 (75.4 rate per 10,000)	1031 (67.3 rate per 10,000)	LEEDS CITY COUNCIL Education Leeds Partners through Children Leeds Partnership VCFS bodies through Leeds Voice CYP Forum
		Partnership Agreed	Estimated number of staff employed by independent sector registered care services in the council area that have had some training on protection of adults whose circumstances make	2008/09 new data return – Baseline will be in place by	To be set for 2009/10 following calculation of baseline – March 2009.			LEEDS CITY COUNCIL Leeds Colleges

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
			them vulnerable that is either funded or commissioned by the CSSR	March 2009				
Thriving Places								
Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities. Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours. Increased economic activity through targeted support to reduce worklessness and poverty.	Increase the number of "decent homes".	Partnership Agreed	NI 158 Percentage non-decent council homes	33.1% (Nov 2007) Provisional baseline – targets may be revised based on final baseline.	9%	27%	18%	LEEDS CITY COUNCIL Housing Regeneration Bodies through Leeds Housing Partnership Re'new VCFS bodies through VCFS Strategy Group
	Increase the number of affordable homes.	Government Agreed	NI 154 Net additional homes provided	3327 (2006-07)	10200 Over 3 year period	At least 3400 after year 1	At least 6800 After year 2	LEEDS CITY COUNCIL Housing and Regeneration bodies through the Leeds Housing Partnership Re'new
		Government Agreed	NI 155 Number of affordable homes delivered (gross)	258 (2006/07)	1800 (Cumulative)	300	800 (Cumulative)	LEEDS CITY COUNCIL Housing and Regeneration

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
								bodies through the Leeds Housing Partnership Re'new
	Reduce the number of homeless people.	Partnership Agreed	LKI HAS4 The number of homeless acceptances made in the year.	1142 (2007/08)	1022	1100	1060	LEEDS CITY COUNCIL Housing Regeneration Bodies in the Leeds Housing Partnership West Yorkshire Police VCFS bodies through Leeds Voice Health Forum Leeds Colleges
	Reduce the number of people who are not able to adequately heat their homes.	Government Agreed	NI 187 Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating	4% 2007/08 (SAP<35) 44% 2007/08 (SAP>=65)	2.36%	3.46%	2.91%	LEEDS CITY COUNCIL Leeds PCT Housing Regeneration bodies in the Leeds Housing Partnership VCFS bodies through Leeds Voice Environment Forum

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
	Increase financial inclusion in deprived areas.	Partnership Agreed	Increase the number of new customers on low incomes accessing credit union services (savings, loans and current accounts).	6700 (Jan – Dec 2007)	7000	6700 (exceptional performance in 2007/08 so target for 2008/09 is to maintain this performance.)	6850	LEEDS CITY COUNCIL Leeds City Credit Union VCFS bodies through West Leeds Debt Forum
	Create safer environments by tackling crime	Government Agreed	NI16 Serious acquisitive crime rate	27.0 (rate per 1000 population)	7% reduction on baseline (25.2 rate per 1000 population)	2.3% reduction on baseline (26.4 rate per 1000 population)	4.7% reduction on baseline (25.8 rate per 1000 population)	WEST YORKSHIRE POLICE Leeds City Council West Yorkshire Police Authority
		Government Agreed	NI 20 Assault with injury crime rate	8.0 (rate per 1000 population)	8% reduction on baseline (7.4 rate per 1000 population)	4% reduction on baseline (7.7 rate per 1000 population)	6% reduction on baseline (7.5 rate per 1000 population)	West Yorkshire Probation Service VCFS bodies through Leeds Voice Community Safety Consortium
		Government Agreed	NI 24 Satisfaction with the way the police and local council dealt with anti-social behaviour	2008/09 new data return – Baseline will be in place by March 2009	New indicator – targets and milestones to be determined by March 2009			LEEDS CITY COUNCIL West Yorkshire Police

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
	Reduce offending by managing offending behaviour better	Government Agreed	NI 30 Re-offending rate of prolific and priority offenders	Baseline will be calculated by Summer 2008	Target to be agreed with GOYH during Refresh by April 2009.	15% reduction	Milestone to be agreed during Refresh.	SAFER LEEDS PARTNERSHIP West Yorkshire Probation Service West Yorkshire Police Leeds City Council Education Leeds Youth Offending Service Re'new Jobcentre Plus Learning and Skills Council VCFS bodies through Leeds Voice Community Safety Consortium Leeds Colleges
		Partnership Agreed	A complete count of the number of first time entrants into the youth justice system receiving a substantive outcome between 1 April and 31 March in the reporting	2076 (2004/05)	N/A LPSA 2 Target finishes March 2009	1877	N/A LPSA 2 Target finishes March 2009	YOUTH OFFENDING SERVICE West Yorkshire Police Leeds City Council

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
			year specified.					Re'new
			A complete count of offences committed by young people resulting in a substantive outcome during a bail or remand episode during the specified year.	622 (2005)	N/A LPSA 2 Target – finishes March 2009	573	N/A LPSA 2 Target – finishes March 2009	VCFS bodies through Youth Work Panel Leeds Colleges
	Improve lives by reducing the harm caused by substance misuse	Government Agreed	NI 40 Number of drug users recorded as being in effective treatment	2976 (2007/08)	7% Increase* (3201)	1% Increase (3006)	3% Increase (3067)	LEEDS CITY COUNCIL Leeds PCT Leeds Partnership Foundation Trust
	Reduce bullying and harassment.	Government Agreed	NI 69 Children who have experienced bullying (disaggregated to refer only to children who have experienced bullying at school)	33% (2007)	22.5%	30%	26.5%	LEEDS CITY COUNCIL Partners through the Children Leads Partnership Education Leads VCFS bodies through Leeds Voice CYP Forum

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
	Reduce worklessness across the city with a focus on deprived areas.	Government Agreed	NI 152 working age people on out of work benefits	11.3% (2007)	-1% by 2010/11	-0.3%	-0.6%	JOB CENTRE PLUS Leeds City Council Learning and Skills Council Yorkshire Forward
		Partnership Agreed	NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods	30.2% (2007)	28.2% by 2010/11	29.6%	29%	VCFS bodies through Leeds Voice Economy and Skills Forum
	Reduce the number of children in poverty	Partnership Agreed	Indicators, targets and measures to be determined from April 2009 following more focussed work locally and further government guidance					
	Develop extended services, using the sites across the city, to improve support to children, families and communities.	Partnership Agreed	NI 88 Percentage of schools providing access to extended services.	42% (2006/07 academic year)	100% (by Sept 2010)	74% (by Sept 2008)	90% (by Sept 2009)	LEEDS CITY COUNCIL Partners through the Children Leeds Partnership West Yorkshire Police Education Leeds VCFS bodies through Leeds Voice CYP Forum Leeds Colleges

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed <u>or</u> Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
Harmonious Communities								
More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services. Improved community cohesion and integration through meaningful involvement and valuing equality and diversity.	An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents.	Partnership Agreed	NI 110 Young people's participation in positive activities	To be set when TellUs Survey is completed by June 2008	To be set when TellUs Survey is completed by June 2008	To be set when TellUs Survey is completed by June 2008		LEEDS CITY COUNCIL Partners through the Children Leeds Partnership Arts Council West Yorkshire Fire and Rescue Service VCFS bodies through Leeds Voice CYP Forum Leeds Colleges
			NI 6 Participation in regular volunteering	2008/09 new data return – Baseline will be in place by March 2009	New indicator – targets and milestones to be determined by March 2009		LEEDS CITY COUNCIL VCFS Bodies through Voluntary Action Leeds Arts Council Museums, Libraries, Archives, Yorkshire Sport England	

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
								Leeds PCT Education Leeds
	An increase in the number of local people that are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery.	Government Agreed	NI 4 Percentage of people who feel they can influence decisions in their locality	Baseline to be set by 2008 Place Survey	Increase of 4.1% on baseline figure. (Measured by Place Survey in Autumn 2010)			LEEDS CITY COUNCIL West Yorkshire Police Authority West Yorkshire Police West Yorkshire Fire and Rescue Service Leeds PCT Leeds Partnership Foundation Trust VCFS bodies through Leeds Voice Community Empowerment Network
	Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services.	Partnership Agreed	NI 7 Environment for a thriving third sector	To be set by Office of the Third Sector Survey - Autumn 2008	Increase of 4.1 percentage points on baseline by 2010/11 (measured by second OTS survey in Autumn 2010)			LEEDS CITY COUNCIL VCFS bodies through VCFS Strategy Group Leeds PCT West Yorkshire Police

Leeds Strategic Plan Table of Targets

Strategic Outcome	Improvement Priority	Government Agreed or Partnership Agreed	Indicator	Baseline	LAA 3 Year Target 2010/11	Milestone 2008/09	Milestone 2009/10	LEAD/contributory partners
	An increased sense of belonging and pride in local neighbourhoods that help to build cohesive communities.	Government Agreed	NI 1 Percentage of people who believe people from different backgrounds get on well together in their local area	Baseline to be set by 2008 Place Survey	Increase of 4.1% on baseline figure. (Measured by Place Survey in Autumn 2010)			LEEDS CITY COUNCIL VCFS bodies through VCFS Strategy Group Leeds PCT West Yorkshire Police Natural England Leeds Colleges

This page is intentionally left blank

Leeds Strategic Plan

2008 -2011

DRAFT

We are grateful to the following organisations for their help in drawing up the Leeds Strategic Plan:

Arts Council

Education Leeds

English Heritage

Environment Agency

Highways Agency

Jobcentre Plus

Learning and Skills Council

Leeds Chamber of Commerce and Industry

Leeds Colleges

Leeds Partnership Foundation Trust

Leeds Primary Care Trust

Leeds Teaching Hospitals Trust

Leeds Voice

Museums Libraries Archives Yorkshire

Natural England

re'new

Sport England

Housing and Regeneration bodies in the Leeds Housing Partnership

West Yorkshire Fire and Rescue Service

West Yorkshire Metro

West Yorkshire Police

West Yorkshire Police Authority

West Yorkshire Probation Service

Partners have also contributed to this plan through the following partnerships:

Children Leeds

Leeds Culture

Leeds Economy

Environment Leeds

Harmonious Leeds

Healthy Leeds

Regenerating Leeds

Safer Leeds

Transport Leeds

Voluntary Community Faith Sector Strategy Group

Working in partnership through the Leeds Initiative

DRAFT

Table of Contents

Foreword

Section 1 – Making a Difference

Section 2 – Priorities by Theme

Culture

Enterprise and the Economy

Learning

Transport

Environment

Health and Well being

Thriving Places

Harmonious Communities

Section 3 – Making it Happen

Appendix – Table of Targets 2008 -2011

Glossary of Terms

About this publication – other languages, formats, where to find out more

Foreword

Welcome to the Leeds Strategic Plan. The Plan covers the period from 1 April 2008 to 31 March 2011. Inside, you will find the outcomes and priorities agreed with our partners to help deliver the aspirations for the city set out in the Vision for Leeds 2004 – 2020.

The Plan is a significant milestone in partnership working in Leeds as it is the first time that the council has agreed, with its partners, a single shared set of outcomes and priorities for the city. Together, too, we have identified the actions needed to deliver them. It builds on a strong and successful history of partnership working through the Leeds Initiative which, since 1990, has brought the council, business, public bodies, and voluntary, community and faith groups together for the benefit of the city.

The Leeds Strategic Plan also embraces the local area agreement for the city and shows how many of the priorities, identified by local people and agreed locally by the council and its partners, are shared with national government. However, whilst a number of the indicators and targets have been negotiated and agreed with government, it is the wishes of local people which have shaped the Plan's contents and will shape the future of the city.

We are rightly ambitious for Leeds and we are confident that we are well placed to deliver. The council has recently been awarded the highest four star rating for councils which puts Leeds among the highest performing authorities in the country. The council and Leeds Initiative have also recently been awarded a Beacon award for the strength and quality of partnership working in the city, recognising how Leeds has, over many years, built effective partnerships to address the many and varied challenges faced by the city.

This is a partnership plan and we know that it can only be delivered through the efforts of all of us working together and collectively bringing our resources to bear on the problems and the opportunities facing Leeds over the next three years. The council has also produced a Business Plan which sets out in greater detail the council's contribution to achieving the targets set out in this plan.

We look forward to working together to deliver the targets in this Plan. By focusing our energies and working together we will make Leeds a better place for everyone.

Councillor Richard Brett, Leader of the Liberal Democrat Group

Councillor Andrew Carter, Leader of the Conservative Group

Paul Rogerson, Chief Executive

SECTION 1
MAKING A DIFFERENCE

DRAFT

PROGRESS and CHALLENGES

Leeds is recognised as one of Britain's most successful cities. It has transformed itself over the last 20 years from a mainly industrial city into a broad based commercial centre, the most important financial and legal and business service centre outside London. Leeds is the largest city in the Yorkshire and Humber region and is the biggest retail and employment centre.

Leeds is a quality place to live, work and raise families and has attracted the largest absolute increase in population in the country, 4.8% since 2001. The current population of over 750,000 embraces a rich diversity of over 130 different nationalities.

Economic, cultural and environmental factors have made major contributions to Leeds being a successful place. Over the past decade Leeds has benefited from continued and significant economic growth. Between 1996 and 2006 the City has seen Gross Value Added, a measure of wealth creation, increase by 36% and 59,000 new jobs created. Recent investment in the city has been impressive with £3.2bn invested in commercial property development and a further £7.2bn under construction or planned. Investment in the planning service has assisted investors, developers and citizens in Leeds. The public sector has also invested significantly in new schools, health facilities and in new town and district centres.

Culturally, Leeds continues to invest in its magnificent and growing collection of concert halls, theatres, galleries, museums, parks and sporting venues. There is lively participation in community festivals across the city and Leeds offers the widest range of free events in the country.

Environmentally, Leeds is a green city with two-thirds of its area green belt land. Improving local neighbourhoods is also a strong priority and real improvements have been made. Cleanliness has been improved in 28 of the 31 most deprived neighbourhoods as a result of partner agencies working together with local residents. There has also been considerable investment to bring all our homes in Leeds up to the national 'Decent Homes' standard and by 2010 this will be met.

People in Leeds are generally living longer and more safely. Life expectancy for both men and women has grown by over a year over the last 10 years. Crime has fallen by approximately 30% since 2003/4, the second highest fall in crime in the country.

More children are doing well at school than ever before with results at GCSE showing strong and sustained improvement. These changes are being achieved by an approach that engages children and young people and puts schools and childrens centres at the heart of the community. It is being supported by large scale investment in new and refurbished schools and childrens centres. Leeds is also a major centre of learning for further and higher education, with two leading universities and a student population of over 124,000.

However, despite these positive trends, many challenges still remain and recent developments such as a rising population and traffic present fresh challenges.

Too many children and young people still leave school with few or no qualifications, particularly from low income families, those with special educational needs, some black and minority ethnic groups and looked after children.

Health inequalities continue to exist. Children born into the most deprived neighbourhoods can expect to live almost 12 years less than those in areas that enjoy the best health. The percentage of people over 60, currently 20% of the population, is forecast to grow raising issues of how older people's health, independence and contribution to the life of the community will be supported.

Some neighbourhoods and communities have not shared in the economic success enjoyed by much of the city. The numbers of people unable to work due to illness or injury remains a key issue. Many local people are excluded from job opportunities or developing their careers due to a mismatch between their skills and aspirations and the skills now required. Only 65% of the Leeds workforce has level 2 skills (equivalent to five A* to C GCSEs) against a national skills target of 90% by 2020.

A growing population and greater prosperity puts pressure on the housing market in Leeds. The impact of climate change can be clearly seen in Leeds and will be an increasingly important issue for the city. Parts of the city have been subject to flooding and are at high risk of further flooding in the future. There is an urgent need to reduce CO₂ and other greenhouse gas emissions to contribute to national and global targets. More people living and travelling to work in Leeds places greater strain on the transport system. Road traffic grew by 4.9% between 1996 and 2006 and further growth is predicted. Migration enriches our diversity but raises challenges for creating and sustaining a sense of belonging amongst all communities.

These are some of the key challenges facing the city and city region over the next three years and beyond. They are explained in fuller detail in section 2 of this plan accompanied by an explanation of where we need to focus our efforts to overcome these challenges.

OUR AMBITION

Leeds has an ambitious vision for the city and for the people who live, work and visit Leeds. This vision is captured in the Leeds' sustainable community strategy, the Vision for Leeds 2004 to 2020. This sets out our key ambitions of 'going up a league' both economically and in terms of quality of life and 'narrowing the gap' between the richer and poorer parts of the city.

The council and its partners all share the desire 'to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds'. Our ambitions for the next three years are to see:

- people happy, healthy, safe, successful and free from the effects of poverty;
- our young people equipped to contribute to their own and the city's future well being and prosperity;
- local people engaged in decisions about their neighbourhood and community and help shape local services;
- neighbourhoods that are inclusive, varied and vibrant offering housing options and quality facilities and free from harassment and crime;
- an environment that is clean, green, attractive and above all, sustainable; and
- a city-region that is prosperous, innovative and distinctive enabling individuals and businesses to achieve their economic potential.

REAL CHANGE

The Vision for Leeds 2004 to 2020 sets out eight themes that provide a broad framework for our actions. These are Culture, Enterprise and Economy, Learning, Transport, Environment, Health and Wellbeing, Thriving Places and Harmonious Communities.

This plan sets out the outcomes - the real changes we want to see in the lives of people in Leeds and the city by 2011 in each of the Vision themes. It is based on a robust analysis of the strengths and weaknesses of the city and identifies the key areas where we want to

focus our efforts to ensure we achieve results. These areas we describe as improvement priorities. Finally, it sets targets for what will be achieved and how we will measure progress over the three year journey.

VIEWS AND COMMITMENT

The experiences and views of a wide range of people in the city have been taken into account in identifying the outcomes and improvement priorities in this plan. 71% of the population of Leeds were involved in establishing the themes and priorities of the Vision for Leeds during 2003 and 2004. As well as the consultation findings from that exercise we have updated our understanding of what the people of Leeds want by gathering fresh evidence. We consulted councillors representing people of all communities in the city; we drew on the latest results of the Annual Citizen's Survey and we organised a series of focus groups representative of the gender, age, ethnic origin, disability and sexuality profile of the Leeds population.

We also consulted a wide range of city-wide networks and key partners who represent different interests in the city. These included black and ethnic minority communities, local businesses and voluntary sector networks and representatives and partners from education, health, community safety, culture, transport, economic and environmental sectors.

We have also looked at the latest information available on the changing social, economic, demographic and environmental conditions in Leeds and performance information against existing targets in areas such as education, crime, health, employment and the overall prosperity of the city. We have also considered the implications of national policies for Leeds where relevant, such as the 'Every Child Matters' agenda, promoting the health and wellbeing of adults and economic, transport and housing policy developments.

We have a shared and inclusive vision of the changes we want to see over the next three years and with our partners we are committed to turning our long term vision into reality. We know too that there is a great commitment from those living, working, investing, volunteering and participating in organisations and communities that will also make a huge contribution to achieving positive change in the city.

APPROACH

Many people have raised the importance of how we approach what we need to do over the next three years. Below, are key areas that have been highlighted and will inform the spirit of implementation.

- **Interconnectivity and partnership working**

Getting to the root of many challenges in the city will require an awareness of the interconnection between our different outcomes and improvement priorities. For example, consistently raising achievement levels of young people in some of the most deprived areas of Leeds involves raising the quality of life for families living in those communities; finding solutions to, and engaging people in, employment opportunities; housing security and environmental and health issues. Similarly, improving the quality of the urban environment to reduce air and noise pollution and create places where people can walk safely may require investment in public transport to reduce car use.

Listening, sharing and learning from each other will help us identify where our efforts are best concentrated to achieve the best results. We are proud of the degree of partnership working already established in Leeds. In many areas it is mature and embedded as an

approach to delivering services and has helped deliver impressive results. For example, fewer neighbourhoods in the city are now among the most deprived nationally according to a recent national measure of deprivation. However, it is important that we build on this strong foundation and explore new ways to work together to improve services and meet needs. A series of principles underpinning our approach to partnership working is outlined on page 30.

- **Equality, diversity, cohesion and integration**

We are committed to increasing equality for, and valuing the diversity of all communities in Leeds. We recognise that priorities and actions can affect some communities or groups who live and work in the city differently. The plan has been reviewed to ensure that the needs of all communities have been considered and we will continue to assess the impact of the targets and actions delivered through this plan over the next three years.

We also need to work intensively to make sure that the implementation of our improvement priorities supports and encourages a shared sense of belonging in all communities in the city and also recognises the valuable contribution of different individuals and groups to shaping the city's future. We believe that everyone, of whatever background, should have the same opportunities and access to services as anyone else and share a strong sense of every individual's rights and responsibilities as a citizen of Leeds.

- **Sustainability**

Finally, we need to ensure that what we do today does not compromise the ability of future generations to meet their own needs, in other words, that this plan promotes sustainable development. The plan has been reviewed in terms of its impact on sustainable development, namely whether it promotes living within environmental limits; ensures a strong, healthy and just society; helps to achieve a sustainable economy; uses sound technology responsibly; and promotes good governance. The sustainability criteria used in the review are the same as those being used to review the city's other plans.

MAKING IT WORK

The council's lead role in helping to shape the future of Leeds has been strengthened by recent legislation - the Local Government and Public Involvement in Health Act 2007. The government has asked councils to work with partners to agree jointly the ambitions for their area over the next three years. Partners have also been asked to co-operate with councils and other partners to agree and deliver targets that ensure the ambitions result in real change. This plan fulfils the statutory requirement for the Council and partners to work together to deliver a local area agreement.

Leeds Initiative, the city's overarching partnership body, is the forum for effective partnership working, collectively monitoring and reviewing progress on the delivery of the priorities in this Plan. All target-setting and consequent financial, commissioning or contractual commitments are put in place through Leeds City Council as the accountable body and principal partner and by partners through their own strategic plans and decision making arrangements. These arrangements will be subject to scrutiny by councillors and open to the public.

Leeds Initiative's thematic partnerships contribute to the development of the supporting strategies and plans for the Vision for Leeds and this Plan. Some of these strategies, like the Climate Change Strategy for example, provide an in-depth and longer term expression of some of the outcomes and priorities in this Plan. Others are more specific, thematic plans like the Children and Young People's Plan, Safer Leeds Partnership Plan and the Health

and Wellbeing Plan, that contain more detail of what will be delivered and by whom during the lifespan of this Plan. Key strategies and plans are signposted in each theme in Section 2.

Section 3 outlines how the plan will be delivered in greater detail. It shows how the Leeds Strategic Plan fits into the overall framework of city-wide planning. It also sets out the partnership principles that will guide how partners will work together over the duration of the plan. Accountability is further clarified with an explanation of how performance will be reviewed and managed. Finally, it explains the arrangements for reviewing and revising the Plan as a whole.

DRAFT

Section 2

Priorities by Theme

DRAFT

Culture

Strategic Outcomes

What we want to see by 2011:

- Increased participation in cultural opportunities through engaging with all our communities.
- Enhanced cultural opportunities through encouraging investment and development of high quality facilities of national and international significance.

Context

Through culture in all its different forms, people can find enjoyment, enrich their lives, fulfil their potential and keep active. The benefits of culture are linked to improved health, wellbeing and educational attainment. A broad-based and diverse approach to culture can both help to regenerate communities and contribute to the standing and profile of a city. We seek to provide the widest range of opportunities for local people and visitors to experience and participate in.

Consultation on the priorities for this plan showed that Leeds people value participation by all groups and communities in cultural events. In the 2007 Annual Residents Survey, over a quarter of residents said that activities for teenagers should be a priority for the council. Excellence, diversity and wider participation are also emphasised nationally and the run up to the 2012 London Olympics will focus attention particularly on participation in sport as well as broader cultural activities.

Leeds has a large and growing range of cultural events and facilities including, theatres, galleries, libraries and museums, sporting venues, parks and open spaces, an International Concert Season of more than 200 concerts per year, International Film Festivals and renowned opera and ballet companies. Leeds City Council also has a longstanding commitment to free events for local people such as Party and Opera in the Park and to community festivals such as Chapeltown Carnival.

Over the last three years, substantial investment in cultural facilities has resulted in the first phase of restoration of the Art Gallery and Central Library where we have seen an 85% increase in visitor figures, the opening of the Kirkstall Abbey visitor centre; refurbishment of the Grand Theatre, and the opening of an Aquatics Centre at the John Charles Centre for Sport. Further developments include the opening of Leeds' new museum in 2008, restoration of the City Varieties Music Hall; a major redevelopment of Garforth Library and two new leisure centres in Armley and Morley. Extensive consultation about parks and open spaces has resulted in an additional £4.5m of investment to improve community parks across the city.

However, there is still a great deal to be done to ensure that Leeds has the highest quality cultural facilities and activities that are accessible and inclusive of all its citizens. Some of Leeds' cultural facilities still do not match the quality of its events or fulfil their potential to put Leeds on the international stage. A sustainable future also needs to be found for some of Leeds' most exciting cultural events for them to thrive and grow.

We need to do more to increase people's access to cultural opportunities. We are working to double visitor figures for Leeds' museums and galleries and finding ways to better include all sections of the community and consult people about what they want.

Leeds is working particularly hard to ensure that young people can enjoy the cultural opportunities on offer. The Breeze Card is an increasingly useful channel for children and young people to access cultural activities and facilities. Over 167,000 Breeze card holders participate in 100 holiday sports programmes while a further 15,500 attend Breeze on Tour activities across Leeds. We need to further develop ways of better coordinating opportunities for young people to engage in creative activity outside school, to ensure that no young people are left behind.

Our priorities listed below will enhance Leeds' cultural life to reflect its status as a vibrant cosmopolitan city and enable everyone to participate in and enjoy what the city has to offer.

Improvement Priorities

By 2011 we want to:

- Enable more people to become involved in sport and culture by providing better quality and wider ranging activities and facilities.
- Facilitate the delivery of major cultural schemes of international significance.

Supporting Strategies:

- Library Plan
- Renaissance in the Regions (Museums Strategy)
- Parks and Greenspace Strategy*
- Taking the Lead: A strategy for sport and active recreation in Leeds 2006 to 2012
- Physical Activity Strategy*
- Children and Young People's Plan 2006-09

*In development

Enterprise and the Economy

Strategic Outcomes

What we want to see by 2011:

- Increased entrepreneurship and innovation through effective support to achieve the full potential of people, business and the economy.
- Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre.

Context

Underpinning the resurgence of Leeds as a city is the renaissance of its economy. Between 1996 and 2006 the city has seen Gross Value Added increase by 36% and 59,000 new jobs, more than any city outside London. Recent investment in the city has been phenomenal with £3.2bn invested in commercial property development and a further £7.2bn under construction or in the pipeline. Major new developments such as the £800m Eastgate and Harewood Quarter, £300m Trinity Quarter, the regeneration of the Aire Valley and the completion of the East Leeds Link road (which will unlock 400 hectares of prime development land and a potential 30,000 jobs over the next 10-15 years) will build on the recent history of success.

However, we are not complacent about Leeds' future economic performance and significant challenges remain. Leeds has produced fewer new start up businesses than other cities and far fewer new businesses are set up in the poorest parts of the city. Similarly, consultation for this plan showed that spreading enterprise to the more deprived parts of the city and equipping the workforce with the skills to participate in the economy were key priorities. The business community also emphasised the need to make the most of private sector investment and enhance the city's reputation as a centre for knowledge and innovation.

The City Council has a pivotal role in guiding the city's renaissance and providing a supportive framework for investment and development including investing in the public realm – such as creating new public spaces like Millennium Square and redeveloping City Square. The council and its partners are supporting economic development and regeneration in neighbourhoods and local communities across the city through programmes such as the Town and District Centre Programme and Local Enterprise Growth Initiative (LEGI) which is specifically aimed at developing enterprise, creating new jobs and boosting prosperity in the city's most disadvantaged areas.

Leeds is also an engine of growth for the City Region and the region as a whole. In 2006, a Leeds City Region Development Plan was launched to accelerate the creation of new jobs in the area, particularly by enhancing transport links and the skills of the local workforce. A multi area agreement between Leeds, its neighbouring local authorities and government will help deliver the ambitious goals set out in the City Region Development Plan.

However, if Leeds is to achieve all it can for its residents and the wider region it must establish itself on the international stage and attract businesses and investment from further afield. We are now developing a new Economic Development Strategy which will build on

the current core aims and reflect emerging trends like globalisation and the potential impact of climate change.

Our priorities listed below support the city's continued prosperity and help establish it as a leading European city which offers a high standard of living to everyone by narrowing the gap between the most disadvantaged people and communities and the rest of the city.

Improvement Priorities

What we want to deliver by 2011:

- Increase innovation and entrepreneurial activity across the city.
- Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment.
- Increase international communications, marketing and business support activities to promote the city and attract investment.

Supporting Strategies:

Leeds Economic Development Strategy*

Informed by:

- City Region Development Plan
- Regional Economic Strategy 2006-2015
- Leeds Renaissance Framework
- Regional Spatial Strategy to 2016 (Published December 2004)
- Local Development Framework, core strategy and other policies

*in development

Learning

Strategic Outcomes

What we want to see by 2011:

- An enhanced workforce that will meet future challenges through fulfilling individual and economic potential and investing in learning facilities.

Context

Learning is central to achieving our aspirations for the city. A skilled and well-trained workforce is vital for the future prosperity of Leeds and for everyone to share in that success. Learning and educational success also improves the health and wellbeing of individuals and communities and supports a culturally vibrant city. The foundations for this are laid in our schools but, increasingly, training to update and acquire new skills will be a lifelong activity for us all.

Leeds' schools and early year's providers have made great progress in recent years, strengthened by massive investment in award-winning new buildings and IT systems for schools and children's centres. Early year's provision is a strength of the city and the most recent results show strong improvements. Primary schools are good and results are in line with performance nationally and in similar areas. Secondary schools have also improved strongly recently, particularly those schools in the most challenging circumstances. Results for 14 year olds are now in line with national averages and similar authorities. Outcomes at GCSE have seen strong and sustained improvement and results are now in line with similar areas, and are close to the national average.

However, significant challenges remain. Too many children and young people are persistently absent from school, progress in secondary schools is still below the national average and the gap in achievement for vulnerable children and young people, especially looked after children and young people, those from low income families, those with special educational needs and some black and minority ethnic groups is still too high.

Fewer young people continue in learning or employment after the age of 16 in Leeds than in similar areas or nationally. Vulnerable young people are more likely to not be engaged in any form of learning, training or work. Schools, colleges and other partners must continue to work together to provide more choice and better routes and pathways to learning so that all young people are engaged, successful and ready for adult life.

Around a fifth of the Leeds workforce were recorded as having no skills in 2005 and more will have to be done if the workforce in Leeds is to meet ambitious national targets for a more skilled workforce. By 2020 the aim is for 90% of the workforce nationally to have level 2 skills or higher (equivalent to five A*-C GCSEs). The current figure for Leeds is around 65%.

Consultation on the priorities for this plan showed strong support for raising the level of participation among our children and young people in education and training and improving the results achieved by children and young people. The business community also emphasised the importance of the city's universities and colleges. The improvement priorities below reflect these views.

Improvement Priorities

By 2011 we want to:

- Enhance the skill level of the workforce to fulfil individual and economic potential.
- Improve learning outcomes for all 16 year olds, with a focus on narrowing the achievement gap.
- Improve learning outcomes and skill levels for 19 year olds.
- Increase the proportion of vulnerable groups engaged in education, training or employment.
- Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.

Supporting Strategies/Plans:

Children and Young People's Plan 2006-2009

People Centred Places*

Informed by:

- Leeds 14-19 Strategy 2006-2010
- Education Leeds Strategic Plan 2004 – 2007
- Higher Education and Further Education corporate plans

*in development

Transport

Strategic Outcomes

What we want to see by 2011:

- Increased accessibility and connectivity through investment in a high quality transport system and through influencing others and changing behaviours.

Context

Whether a journey is in a car, on a bus or train, on two wheels, or on foot and whether it is to get to work, school or to the shops, quality of life is undoubtedly enhanced by being able to move around more easily. Similarly, moving people and goods within Leeds and beyond is key to the city being a good place to do business. Accessible, affordable, and convenient transport will make a big contribution to the city being a place where people want to live and work. Our aspirations are to deliver this goal and ensure that future growth is not constrained by transport difficulties so it is critical that land use planning and transport are linked.

Leeds has good transport links - the M1, M621 and A1 (M) provide good road links to other parts of the country; Leeds' railway station has the highest number of passengers of any station outside London with 90,000 passengers using the station every day and it has recently undergone refurbishment to meet growing demand. Leeds also has an extensive bus network with about 90 million passenger journeys every year. Innovations like guided bus routes along converted central reservations have improved journey reliability and punctuality.

Transport is however, a major concern for local people. Consultation to identify priorities for this plan found that improving the quality, accessibility and use of public transport was a priority for all groups as was improving access to job opportunities. The business community emphasised the need to improve international links and connectivity for the benefit of both local businesses and people. In 2007 residents said that road and pavement repairs were the most important issue in their local area and should also be a top priority for the council.

As more people live in and travel to work in Leeds greater strain will be imposed on the transport system. Road traffic grew by 4.9% between 1996 and 2006 and further growth is predicted. In 2001 around 108,000 people commuted into Leeds daily for work and that number is estimated to have grown significantly in recent years; in 2006 the total number of trips into the city averaged about 122,500 a day. More investment to boost the capacity of the transport system, particularly for buses and trains will be needed to meet rising demand within the city and the surrounding area.

A proposal to upgrade the city's buses and develop a high grade transit system is under development which could deliver a fast and convenient alternative to the car for many journeys, as well as reducing congestion and pollution. With our neighbouring local authorities and Metro, we are working to improve rail and bus links within and around Leeds. We have established an ambitious 25 year Transport Vision to ensure that these improvements benefit the wider City Region rather than just Leeds. We are also investing heavily in highways maintenance to significantly improve the road network; we have made an extra £82m available to complete hundreds of schemes across the city by 2012 which will significantly improve the condition of our streets.

The priorities below address these issues and also show how investing in our roads, buses and trains will make Leeds a safer city for all travellers.

Improvement Priorities

What we want to deliver by 2011:

- Deliver and facilitate a range of transport proposals for an enhanced transport system, including cycling and walking.
- Improve the quality, capacity, use and accessibility of public transport services in Leeds.
- Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements.
- Improve road safety for all our users, especially motor cyclists, pedal cyclists and pedestrians.

Supporting Strategies/Plans:

West Yorkshire Local Transport Plan 2006-2011

Informed by:

- 25 year Leeds city-region Transport Vision
- Highways Asset Management Plan
- Traffic Management Action Plans*
- Regional Transport Strategy as part of Regional Spatial Strategy

* in development

Environment

Strategic Outcomes

What we want to see by 2011:

- Reduced ecological footprint through responding to environmental and climate change and influencing others.
- Cleaner, greener and more attractive city through effective environmental management and changed behaviours.

Context

We are fully committed to being at the leading edge of responding to climate change. Fortunately, Leeds is well placed to meet this challenge. Together with local partners, the council has developed a Climate Change Strategy to mitigate the impact of climate change on the city. Leeds City Council also monitors its own direct impact on the environment through the rigorous Eco Management and Audit Scheme (EMAS).

Local residents feel the environment is important. In 2007, 14% of local residents surveyed said that a clean neighbourhood (without litter or graffiti) was one of the five things most in need of improvement in their area. A third of residents said that rubbish and litter lying around was a local problem and over a quarter said that vandalism and graffiti were also local problems. Linked issues like the state of pavements and roads and access to parks and green space were also cited as issues of concern. Maintaining the quality of the built environment and ensuring that new developments create spaces to inspire and bring people together is key to creating sustainable communities and neighbourhoods. A well maintained environment contributes to other important aspects of wellbeing like accessibility and opportunities for leisure and relaxation. We are proud that two-thirds of Leeds' area is green space and a number of our parks have already achieved Green Flag status. Extensive consultation about parks and open spaces has resulted in an additional £4.5m of investment to improve community parks.

Waste and recycling is also important locally. Doorstep recycling collection and local recycling facilities have been used by virtually all local residents and there are generally high levels of satisfaction with the facilities provided in Leeds. However, Leeds' performance in terms of recycling and particularly waste going to landfill is average in comparison with other authorities and further progress will be needed to meet the ambitious targets we have set for recycling.

The environment is a key priority locally, nationally and globally. The UK is on track to reduce its CO₂ and other greenhouse gas emissions by 12.5 per cent (using 1990 levels as a baseline) as part of its commitment under the Kyoto Protocol. This has been achieved through greater energy efficiency; promoting renewable sources of energy; and reducing the amount of pollution emitted from all energy sources. The current Climate Change Bill proposes a statutory framework for reducing greenhouse gas emissions and will set 'carbon budgets' to drive reductions in CO₂ emissions by households, businesses, local authorities and other public bodies.

We all have an obligation to change our behaviour to mitigate the effects of climate change. The council, for example, is already reducing its impact on the environment by switching the majority of its electricity to 'green electricity', establishing schemes within its buildings to involve staff in managing environmental impacts, and delivering and advising on energy efficiency in both privately owned and Housing Association homes. Through planning regulations, developers and partners are being encouraged to improve design quality and reduce the environmental impact of their activities. For example, developers in Holbeck Urban Village have produced a sustainability report to support planning applications which covers energy efficiency, waste management and CO₂ emissions.

The impact of climate change can be clearly seen in Leeds and will be an increasingly critical issue for the city. Parts of the city were flooded, both in June 2007 and January 2008, and, consequently, we are working with our partners to secure an effective flood defence system.

The priorities below set out where we will concentrate our efforts over the next three years to improve the city's environment.

Improvement Priorities

By 2011 we want to:

- Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill.
- Reduce emissions from public sector buildings, operations and service delivery, and encourage others to do so.
- Undertake actions to improve our resilience to current and future climate change.
- Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces.
- Improve the quality and sustainability of the built and natural environment.

Supporting Strategies/Plans:

- Local Development Framework
 - Regional Spatial Strategy 2004 to 2016
 - Climate Change Strategy*
 - Integrated Waste Strategy 2006 - 2025
 - Leeds Strategic Flood risk assessment
 - West Yorkshire Local Transport Plan
 - Energy and Water Management Plan
 - Parks and Greenspace Strategy
- *in development

Health and Wellbeing

Strategic Outcomes

What we want to see by 2011:

- Reduced health inequalities through the promotion of healthy life choices and improved access to services.
- Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect.
- Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and maximise wellbeing.

Context

People in Leeds are growing healthier and living longer. At birth men can expect to live for 76.2 years compared to 74.6 years in 1997. Life expectancy at birth for women has increased from 80.1 years to 81.2 in the same period.

However, this increase is not evenly spread across the city. The gap between richer and poorer areas of Leeds can be counted in extra years of life and is not narrowing. Children born today in the city's most disadvantaged neighbourhoods can expect to die almost twelve years earlier than those in areas of Leeds which enjoy the best health.

Health is influenced by many different factors and other priorities in this plan like encouraging more people to participate in sport and be physically active or reducing accidents on our roads will contribute to a healthier city. Our lifestyles and choices around issues like smoking, drinking, diet, exercise or sexual behaviour have an impact not just on our health as individuals but also on the health needs of Leeds as a whole.

Rising life expectancy and the growing number of older people will increase the need for additional services or support to maximise the capacity of elderly or vulnerable people to continue living independently. Schemes such as Keeping House have assisted over 2,000 older and disabled people in Leeds to find practical support and help in the home. Adult care services in Leeds have recently been commended for improving the quality of life of vulnerable adults and helping them to get better access to services. By giving direct payments to more people we are working to give more choice to people so that they can choose for themselves the services they want. The numbers of people projected to be in receipt of direct payment should double over the next three years, so that by 2011 over 1100 will benefit.' Direct payments, individual budgets and improved access to mainstream services, such as training for a job or enjoying local community and recreational facilities will help achieve our priority to give greater independence to older and vulnerable people.

To meet the challenge of reducing health inequalities in Leeds, the council, working with our key partners in the health service, will work to increase the number who quit smoking, increase the rate of physical activity across all age groups, tackle drug and alcohol misuse and co-ordinate action to reduce the number of teenage conceptions.

Leeds is rising to the challenge to promote active lifestyles for people of all ages. In 2007, there were over four million visits to Leeds City Council leisure centres and 36,470 visits to 'Active Life' classes, for people aged over 50, across the city.

Our priorities below detail how we will work to reduce health inequalities and improve the physical, mental and social wellbeing of everyone in Leeds challenges over the next three years.

Improvement Priorities

By 2011 we want to:

- Reduce premature mortality in the most deprived areas.
- Reduce the number of people who smoke.
- Reduce rate of increase in obesity and raise physical activity for all.
- Reduce teenage conception and improve sexual health.
- Improve assessment and care management for children, families and vulnerable adults.
- Improve psychological mental health and learning disabilities services for all who need it.
- Increase the number of vulnerable people helped to live at home.
- Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives.
- Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk.

Supporting Strategies/Plans:

Health and Wellbeing Plan*

Children and Young People's Plan 2006-9

Informed by:

- Leeds Tobacco Control Strategy 2006-2010
- Food Matters: a food strategy for Leeds 2006-2010
- Leeds Childhood Obesity Strategy 2006-2016
- Leeds Alcohol Strategy 2007-2010
- Older Better Strategy 2006-2011
- Leeds Emotional Health Strategy 2008/11
- Leeds Mental Health Strategy 2006-2011
- Supporting People Strategy 2005-2010
- Physical Activity Strategy*
- West Yorkshire Local Transport Plan

*in development

Thriving Places

Strategic Outcomes

What we want to see by 2011:

- Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities.
- Reduced crime through prevention, detection, offender management, victim support and changed behaviours.
- Increased economic activity through targeted support to reduce worklessness and poverty.

Context

The priorities in this theme are key concerns for local people. Low crime, low levels of anti-social behaviour and affordable, decent housing are the three most important things for making somewhere a good place to live according to Leeds residents in 2007. Tackling crime and anti-social behaviour were also cited as two of the top five priorities for the council to tackle.

Stakeholders consulted on priorities for this plan echoed the views of residents: crime, housing and reducing worklessness were chosen as the top priorities. Councillors in particular saw this theme as vital for 'narrowing the gap' in the city between areas with low crime, good housing and high employment and more deprived parts of Leeds.

Working in partnership with West Yorkshire Police through the Safer Leeds Partnership to reduce crime, anti-social behaviour and the fear of crime in those neighbourhoods with the highest crime levels has proved successful with crime falling by thirty per cent over the last three years, the second highest fall in crime in the country. However, there is more to do to reduce crime further by targeting persistent offenders and addressing anti-social behaviour and the problems that arise from alcohol and drug misuse.

The council has made significant progress in improving council housing to ensure that by 2010 it will meet the national 'Decent Homes' standard. Work with private sector landlords has resulted in over 2,300 empty homes being brought back into use in the last year and we have provided grants and advice to enable lower income households to heat their homes as cheaply and efficiently as possible. However, many households are finding it increasingly difficult to buy or rent a home in the city and higher fuel bills mean that an increasing number of residents find it difficult to heat their homes.

The Council will work with its partners to deliver more new housing at a level that is affordable to buy and rent to ensure that we can meet the housing needs for all residents and not just those on high incomes. Work is underway to improve existing homes and build new homes through our existing PFI scheme in Swarcliffe with further work planned for Little London and Beeston Hill. The East and South East Leeds Project (EASEL) will deliver over 5,000 new homes, along with community facilities and businesses over the next 15-20 years, helping to create strong and sustainable communities in those areas.

There are neighbourhoods where too many people do not have a job, households are dependent on benefits and children grow up in poverty. Many residents do not have a bank

account or cannot borrow or save money at reasonable rates. The Council will work with its partners to support residents to obtain the right skills to secure work and progress in existing and new jobs. We will extend our award winning programmes to give households greater control over their money and access to trustworthy and reliable savings and credit so that families can be financially secure.

The priorities below build on these successful programmes to create the conditions for thriving neighbourhoods over the next three years.

Improvement Priorities

By 2011 we want to:

- Increase the number of “decent homes”.
- Increase the number of affordable homes.
- Reduce the number of homeless people.
- Reduce the number of people who are not able to adequately heat their homes.
- Increase financial inclusion in deprived areas.
- Create safer environments by tackling crime
- Improve lives by reducing the harm caused by substance misuse
- Reduce offending by managing offending behaviour better
- Reduced bullying and harassment.
- Reduce worklessness across the city with a focus on deprived areas.
- Reduce the number of children in poverty.
- Develop extended services, using sites across the city, to improve support to children, families and communities.

Supporting Strategies/Plans:

Leeds Housing Strategy 2005/06 – 2009/10

Regional Spatial Strategy 2004 - 2016

Local Development Framework

Children and Young People’s Plan 2006-9

Safer Leeds Partnership Plan 2008 -11

Informed by:

- Leeds Affordable Warmth Strategy 2007-2016
- Leeds Domestic Violence Strategy 2004-2007
- Leeds Alcohol Strategy 2007-2010

Harmonious Communities

Strategic Outcomes

What we want to see by 2011:

- More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services.
- Improved community cohesion and integration through meaningful involvement and valuing equality and diversity

Context

Local pride, a sense of belonging and neighbourliness are key ingredients for the sorts of places people want to live in. Leeds residents report high levels of belonging and satisfaction with where they live. In the 2007 Annual Residents Survey three quarters of respondents said they feel they belong to their neighbourhood and nearly half (46%) said they feel that local people work together to improve their neighbourhood. Two thirds of residents said that people of different backgrounds got on well together and three fifths of residents said that people respected ethnic difference where they lived. Overall 81% were satisfied with their neighbourhood as a place to live.

However, not all parts of the city share this sense of belonging and neighbourliness in equal measures. Residents in the south of the city were less likely to say they belonged to their neighbourhood or that people worked together to improve their neighbourhood. Young people were less likely than older people to say that people of different backgrounds got on well together where they lived or that people respected ethnic differences where they lived. Although a third of residents said they were satisfied with the way they could influence public services in their area, over a third said they would like more say in making decisions that affected their local area.

In parts of the city the council has put in place Neighbourhood Managers to encourage local people to speak out and work with those delivering services to make the changes needed in their neighbourhood. Results show that people in these areas feel that they can make themselves heard and that they are listened to. Satisfaction with the way that problems like litter, graffiti or anti-social behaviour are dealt with has risen. Other services like the Police have also put in place neighbourhood teams so that they are closer to the local community they serve.

There are numerous groups and organisations in the city, known collectively as the voluntary, community and faith sector, that support a wide range of activity and services needed in local communities. These organisations provide opportunities for local people to volunteer their time and skills to help others in their community and foster good relationships. Groups such as these are often community led and supported by grant funding and are vulnerable to changes in the way public services are delivered and grant funding is provided. The council is committed to working in partnership with this sector to ensure that it can continue to offer locally based services and opportunities for local citizens to take an active part in community life.

A growing and increasingly diverse population creates new challenges as well as opportunities for creating strong cohesive communities. Integrating new migrants from Eastern Europe as well as long established communities will enrich the city over time but

perceptions of disadvantage or unfairness need to be addressed immediately. Fostering more ways for people to engage in and shape the life of their communities will be a vital part of the process of creating strong, sustainable and harmonious communities.

The priorities and targets below will measure progress towards these goals over the next three years.

Improvement Priorities

By 2011 we want to:

- Increase the number of local people engaged in activities to meet community needs and improve the quality of life for local residents.
- Increase the number of local people that are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery.
- Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services.
- Increase the sense of belonging and pride in local neighbourhoods that help to build cohesive communities.

Supporting Strategies/Plans:

Cohesion and Integration priorities and delivery plan
2008 – 2011

Children and Young People's Plan 2006-9

SECTION 3
MAKING IT HAPPEN

DRAFT

STREAMLINING THE CITY'S PLANNING FRAMEWORK

The Leeds Strategic Plan sets out the outcomes that Leeds City Council and its partners have agreed to achieve over the next three years to help achieve the longer term objectives contained in the Vision for Leeds 2004 to 2020. The Leeds Strategic Plan is effectively the delivery plan for the long term Vision for Leeds.

We have used the legal requirement to develop a new Local Area Agreement (LAA) for Leeds as an opportunity to make the planning process in the city simpler. The Leeds Strategic Plan replaces two plans, the Council's Corporate Plan, which contained the Council's priorities for the City (and itself as an organisation) and the Leeds Regeneration Plan which focused on 'narrowing the gap' between the poorest and wealthiest parts of Leeds.

Leeds City Council and its partners have also revised the structural arrangements of the Leeds Initiative to ensure that the partnership is fit for purpose to deliver the ambitions laid out in our Vision for Leeds and our outcomes and priorities in the Leeds Strategic Plan.

The council has produced its own Business Plan which will describe how the council will organise itself to deliver what it has agreed to do in the Leeds Strategic Plan. Other partners will also have their own business and action plans to deliver what is agreed in this plan and integrate their other goals.

In addition, individual service plans provide information on the specific tasks, actions and resources required to achieve the high level priorities and targets set out in the Leeds Strategic Plan and the Council Business Plan. They are developed annually at service level and are monitored throughout the year. These plans provide the link through to team and individual plans.

City wide plans will be translated into action at an area level and for particular services. Area delivery plans (ADPs) will provide the local interpretation of the Leeds Strategic Plan reflecting and shaping the partnership activities for each area. The Area Delivery Plans are developed by each of the ten area committees. These committees are led by councillors representing local citizens, embedding democratic accountability into partnership activities at an area level. Local councillors have extensive knowledge of local conditions and can articulate priorities from different perspectives.

On a different scale, it is increasingly an accepted fact that the Leeds economy works on a wider scale than the administrative boundaries of the city, and the success of Leeds also brings greater prosperity to neighbouring towns and cities. Therefore, to complement the targets in the Leeds Strategic Plan we have also agreed a Multi Area Agreement (MAA) for Leeds and its neighbouring authorities.

We have also taken into account other local, subregional and regional plans in drawing up this Plan, including the Local Development Framework, Regional Spatial Strategy, Regional Economic Strategy, City Region Development Plan and the West Yorkshire Local Transport Plan

EFFECTIVE DELIVERY THROUGH PARTNERSHIP WORKING

Leeds has a good record of partnership working. Since 1990 Leeds Initiative has brought together public agencies, private businesses and voluntary, community and faith groups to

develop a shared vision of a successful, prosperous and inclusive Leeds. Leeds Initiative has also developed a 'Compact for Leeds' to support the work of the city's voluntary, community and faith groups. This recognises the role and value of community activity, encourages the effective use of resources and promotes equal partnerships through good communication, consultation and sharing of information. Many different bodies will come together through partnerships like Children Leeds or the Integrated Strategic Commissioning Board (ICSB) for Children's Services to help deliver targets across several of the themes in this plan.

Building on these foundations Leeds City Council and its partners have adopted a set of partnership principles to make sure that our joint efforts really do achieve our common ambition:

to bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds

through:

- focusing on the partners' common purpose and community needs;
- having clear responsibilities and arrangements for accountability;
- good conduct and behaviour, treating all partners and stakeholders equally, fairly and respectfully;
- informed, transparent decision-making and managing risk;
- developing skills and capacity individually and as a partnership to deliver the outcomes and priorities in this plan; and
- engaging stakeholders in drawing up our outcomes, priorities and targets and keeping people informed on how well we are delivering.

The challenge for the Leeds Strategic Plan is to apply these principles to deliver real improvements for local people. This requires new ways of partnership working in Leeds, sharing information and pooling resources among partners where this brings benefits through greater effectiveness and efficiency. The new statutory duty for partners to cooperate in the delivery of targets in this Plan sets the context for us to deepen our partnership working. Closer partnerships may be the right solution in many cases and the Council and its partners will explore the potential of extending joint service delivery and joint commissioning to deliver services more efficiently and effectively.

MEASURING AND MANAGING PERFORMANCE

Delivering on our targets is essential if we are to achieve our ambitions for Leeds and its residents. This will be a collective endeavour for all the partners to this agreement. Senior council officers will have lead accountability for each of themes, improvement priorities and targets in the Leeds Strategic Plan and will work with similar senior officers in partner organisations. Every partner will have regard to the targets in the Plan when drawing up their own budgets and business plans. Partners will commit to leading or contributing to the achievement of specific targets in the Plan and will then be held to account for doing the things needed to meet those targets.

We have developed reliable measures for each target and have put in place robust processes for regularly reporting performance. These processes will measure progress against each target as well as the Plan's impact on wider objectives like equality, community cohesion and sustainability. For some targets, measures will be broken down by their impact on particular areas of the city and on the basis of gender, ethnic origin, age, disability, religion or belief and sexual orientation.

The council is ultimately accountable for working with its partners to draw up and deliver the Plan. The Executive Board (of senior councillors) will receive regular reports on performance and recommend actions and changes to plans where performance is not on target. The council's Scrutiny Boards will also receive regular performance reports and have an opportunity to discuss issues of concern, call-in council officers and partners to account for their work to deliver targets in the plan and make recommendations to the council and its partners to improve performance.

The Leeds Strategic Plan is a partnership plan and the council will, through the Leeds Initiative, agree its contents and engage with partners to monitor and manage the performance of the plan. The Leeds Strategy Group will bring together the council and its partners to monitor performance against the targets in the plan, allocate resources, develop new ways of delivering more effectively for Leeds and regularly review the contents of the plan.

Other thematic groups in the Leeds Initiative will also be kept informed of progress in relevant areas and contribute to the delivery of the Leeds Strategic Plan through developing more in-depth strategies and action plans. Local business representatives and representatives from voluntary, community and faith groups are involved alongside public sector partners in the work of these groups.

The ten area committees across the city will also be reviewing progress towards achieving targets identified at an area level. They will be particularly vigilant in assessing improvements at a neighbourhood, as well as an area, level. The achievement of these targets will make a fundamental contribution to achieving the overall city wide targets and outcomes.

Local people will receive regular updates on performance through stories in About Leeds, the Council newspaper, on the Council and Leeds Initiative websites and elsewhere. For example, progress will be reported to the Leeds Youth Council. Everyone will have opportunities to give their views on how well the Leeds Strategic Plan is being delivered.

Thirty two targets in this plan have been negotiated and agreed with Government Office and reflect shared priorities with national government. Progress against these targets must be reported annually to the government who must agree to any changes to these targets.

REVIEWING AND REVISING THE LEEDS STRATEGIC PLAN

Leeds' priorities will inevitably change over time and the priorities and targets in the Leeds Strategic Plan will be regularly reviewed and updated to ensure this plan is still relevant and addresses the city's real needs.

The council and its partners will collect and use information on social, economic and environmental conditions and trends, including performance data against the targets in this plan, to change priorities and set new targets as necessary. Already, the council and the PCT are working jointly to assess current and future health needs in Leeds through a Joint Strategic Needs Assessment. The findings from this assessment will inform future health priorities in this plan.

Public opinion, gained through regular resident surveys will also feed into the setting of priorities and targets in future versions of this plan. The views of council Scrutiny Boards, Area Committees and other partners and stakeholders will also be taken into account before the council and its partners agree any changes to the contents of the Plan.

The Audit Commission will assess on an annual basis conditions and prospects for the city through a new Comprehensive Area Assessment process. Achievement of the targets in the Leeds Strategic Plan will form part of the Audit Commission's annual assessment of how well Leeds is improving. Further, more specific reviews on particular issues can be required where the Comprehensive Area Assessment suggests there is a risk of underperformance. Where the Audit Commission feels that performance in Leeds is unsatisfactory it will recommend new priorities for the Leeds Strategic Plan and the council and its partners will negotiate with the Government whether a target should be set to address that issue. Government Office will monitor performance and initiate discussions where performance is not on track and can intervene where performance is significantly below what is expected.

KEEPING THIS PLAN AT THE CUTTING EDGE

At every stage the council and its partners will inform, consult and involve local people, representatives of geographical communities and communities of interest, partners and stakeholders in the city and beyond where appropriate, and draw on expert analysis to ensure that the priorities and targets in the plan have been rigorously challenged, are truly robust and help to achieve our ambitions for Leeds.

DRAFT

Glossary

25 Year City Region Transport Vision – is the long term targeted investment programme in our transport infrastructure, complemented by measures to manage the level of demand at peak travel times.

Affordable homes –are homes provided at below market prices and include social rented housing, low cost housing for purchase and shared equity schemes where the cost of buying a house is shared by the homeowner and the government.

Annual Citizens Survey –is a survey of Leeds residents to measure how local people view the quality of council services and the major priorities for their neighbourhood.

Beacon – is a national award scheme to recognise and disseminate best practice across local government. In 2008 Leeds City Council and Leeds Initiative were awarded a beacon for the quality of its Local Area Agreement and partnership working through the Leeds Initiative.

Breeze Card – offers children and young people in Leeds discounted entry to leisure centres, museums and galleries and a range of other activities and offers.

City Region – comprises the 11 local authorities of Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, North Yorkshire Selby, Wakefield, and York, which work together to promote common economic interests.

Comprehensive Area Assessment (CAA) – will be introduced from 2009 and will provide the first holistic independent assessment of the prospects for local areas and the quality of life for people living there. It will put the experience of citizens, people who use services and local taxpayers at the centre of the new local assessment framework. It will recognise the importance of effective local partnership working, the enhanced role of Sustainable Community Strategies and Local Area Agreements and the importance of councils in leading and shaping the communities they serve.

Childrens Centres – 49 Childrens Centres across the city provide almost 3000 childcare and early years places. Key elements of these centres include providing support for parents who wish to enter training or who require help gaining employment, and providing access to community health services, including antenatal and child health services.

Compact for Leeds – launched by the Leeds Initiative in September 2003, is a voluntary agreement between Leeds Initiative partners and the voluntary, community and faith sector to promote the contribution that voluntary, community and faith groups make to the life of the city.

Department for Children, Schools and Families (DCSF) – is the government department which deals with the education and well being of children, young people and families.

Decent Homes – are homes that meet the government's national decent homes standard Leeds aims to ensure that all its social housing meets this standard by 2010.

Direct Payments – are cash payments made to individuals who have been assessed as needing services, thus giving them more choice and control over their lives.

Early Years Foundation Stage Profile (EYFSP) – is a comprehensive framework which sets the standards for learning, development and care of children from birth to 5.

Eco Management Audit Standard (EMAS) – is an internationally recognised scheme to measure the environmental impact of an organisation’s activities.

Every Child Matters (ECM) – is a national programme to ensure that every child is given the best possible start in life.

Executive Board – is the principal decision making body of the council and is made up of around 10 councillors.

Extended Services – refers to schools and children’s centres which provide high quality childcare from 8 am to 6 pm with a menu of activities available for children and young people, support and advice for parents and easy access to a number of support services such as healthcare.

Fuel poverty – a household is in fuel poverty if it needs to spend more than 10% of its income on keeping warm.

General Certificate of Secondary Education (GCSE) – the main educational qualification taken by children in schools in England at the end of compulsory secondary education, normally around the age of 16.

Green Flag Award – is the national standard for parks and green spaces in England and Wales.

Gross Value Added (GVA) – measures the contribution to the economy of each individual producer, industry or sector in the United Kingdom.

Joint Strategic Needs Assessment (JSNA) – is a process to assess the current and future needs of local people which will inform the priorities and targets in future versions of the Leeds Strategic Plan. The JSNA will begin by mapping health and social care priorities for the city.

Key Stage 2 – covers teaching for children between the ages of 7 to 11. At the end of this stage children are assessed to see if they have made the progress expected at that stage.

Key Stage 3 – covers teaching for children between the ages of 11-14. At the end of this stage children are assessed to see if they have made the progress expected at that stage.

Leeds Strategy Group – brings together the city council, other public sector bodies in Leeds together with representatives from the business and voluntary, community and faith sectors to monitor the performance and review the contents of the Leeds Strategic Plan.

Local Area Agreement (LAA) – sets out the priorities for a three year period for a local area agreed between central government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level.

Local Enterprise and Growth Initiative (LEGI) – over £20 million will be invested in poorer parts of the city to boost the number of businesses between 2006 – 2010.

Level 2 Skills – are equivalent to a A*-C grade GCSE and are the minimum necessary for many types of employment.

Level 3 Skills – are equivalent to an Advanced Level qualification. The proportion of jobs requiring Level 3 qualifications is anticipated to rise.

Multi Area Agreement (MAA) – is an agreement between the local authorities in the City Region and central government to deliver improvements in areas such as transport, skills and the economy across a number of neighbouring local authorities.

Not in Education, Employment or Training (NEET) – a young person between the ages of 16-18 who is not in education, employment or training.

Private Finance Initiative (PFI) – is a form of public private partnership (PPP), where the public sector purchases capital items from the private sector, who finance as well as construct the asset and then receives a stream of payments for a fixed period from the public sector purchaser.

Scrutiny Board – Scrutiny boards examine the decisions, policies and overall performance of the council, making recommendations for improvement where necessary.

Super Output Areas (SOAs) – are a way of measuring and comparing social and economic conditions in small geographic areas consistently and reliably.

Self Directed Support – like direct payments, means giving people who need extra care and support control over the budget from which this is purchased thus giving them greater choice over what care they receive.

Third sector – refers to not for profit organisations and includes voluntary, community and faith groups, and social enterprises.

DRAFT

About this Plan

For enquiries about the Leeds Strategic Plan or to obtain further copies please:

Email: leedsstrategicplan@leeds.gov.uk

Or Telephone: 0113 224 3462

Or visit our website www.leeds.gov.uk/leedsstrategicplan or www.leedsinitiative.org/leedsstrategicplan

Or write to:

Leeds Strategic Plan
Planning, Policy and Improvement
2nd Floor East
Civic Hall
Leeds LS1 1UR

Visit the Leeds City Council website www.leeds.gov.uk or the Leeds Initiative website www.leedsinitiative.org to find out more about other plans, policies and partnerships referred to in this plan.

If you do not speak English and need help in understanding this document, please phone:

0113 224 3462 and state the name of your language. We will then put you on hold while we contact an interpreter. We can assist with any language and there is no charge for interpretation.

Urdu:

اگر آپ انگریزی نہیں بولتے ہیں اور اس دستاویز کو سمجھنے کیلئے آپ کو مدد کی ضرورت ہے تو براہ مہربانی نیچے دیئے گئے نمبر پر ٹیلی فون کریں اور اپنی زبان کا نام بتائیں۔ اس کے بعد ہم آپ سے انتظار کرنے کا کہہ کر آپ کیلئے کسی ترجمان سے رابطہ کریں گے۔

Cantonese:

如你不懂說英語而需要協助以明白本文件，請致電下列電話號碼並說明你的母語。我們將會請你稍候以聯絡口譯員。

Bengali:

যদি আপনি ইংরেজীতে কথা বলতে না পারেন এবং এই দলিলটি বুঝতে পারার জন্য সাহায্যের দরকার হয়, তাহলে দয়া করে নিচের নম্বরে ফোন করে আপনার ভাষাটির নাম বলুন। আমরা তখন আপনাকে লাইনে থাকতে বলে কোন দোভাষীর (ইন্টারপ্রিটার) সাথে যোগাযোগ করব।

Punjabi:

ਜੇਕਰ ਤੁਸੀਂ ਇੰਗਲਿਸ਼ ਨਹੀਂ ਬੋਲਦੇ ਅਤੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਸਮਝਣ ਲਈ ਸਹਾਇਤਾ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਹੇਠਾਂ ਵਾਲੇ ਨੰਬਰ ਤੇ ਟੈਲੀਫੋਨ ਕਰੋ ਅਤੇ ਆਪਣੀ ਜ਼ਬਾਨ ਦਾ ਨਾਂ ਦੱਸੋ। ਵੇਰ ਅਸੀਂ ਤੁਹਾਨੂੰ ਇੰਤਜ਼ਾਰ ਕਰਨ ਲਈ ਕਹਾਂਗੇ ਤਾਂ ਜੋ ਅਸੀਂ ਕਿਸੇ ਇੰਟਰਪਰੈਟਰ (ਦੁਭਾਸ਼ੀ) ਨਾਲ ਸੰਪਰਕ ਕਰ ਸਕੀਏ।

Polish:

Jeżeli nie mówią Państwo po angielsku i potrzebują pomocy w zrozumieniu tego dokumentu, prosimy zadzwonić pod poniższy numer telefonu. Po podaniu nazwy swojego ojczystego języka prosimy poczekać – w tym czasie będziemy kontaktować się z tłumaczem.

Czech

Jestliže nemluvíte anglicky a potřebujete, aby vám někdo pomohl vysvětlit tento dokument, prosím zavolejte na níže uvedené číslo a uveďte svůj jazyk. Potom vás požádáme, abyste nepokládal(-a) telefon a mezitím zkontaktujeme tlumočnicka.

DRAFT

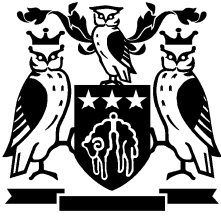
This publication can also be made available in Braille, large print, on computer disc and audio cassette.
Please call: 0113 224 3462



2008-2009
*Local Strategic
Partnerships and
Local Area Agreements*

DRAFT

This page is intentionally left blank



Originator: Amy Kelly

Tel: 0113 39 50261

Report of the Assistant Chief Executive (Corporate Governance)

Council

Date: 2nd July 2008

Subject: Standards Committee Annual Report 2007/08

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

1. The purpose of this report is to make the Council aware of the Standards Committee Annual Report 2007/08. The appearance of this report reflects the Standards Committee's concern to enhance awareness of its role and activities. This report provides an outline of the content of the report, which is attached at Appendix 1.
2. Members of the Council are asked to note the Standards Committee Annual Report 2007/08 at Appendix 1.

1.0 Purpose Of This Report

- 1.1 To make the Council aware of the Standards Committee Annual Report 2007/08. The report is attached at Appendix 1.

2.0 Background Information

- 2.1 It has been proposed that an annual report be submitted to the Council to outline the achievements of the previous year and plans for the year 2008/09. The appearance of this report reflects the Standards Committee's concern to enhance awareness of its role and activities. The final draft of the report was approved by the Standards Committee at its meeting on 14th April 2008.
- 2.2 At this meeting, it was also agreed that the annual report would be presented to the Council at the earliest opportunity.

3.0 Main Issues

- 3.1 The following section of the report summarises the content of the Standards Committee annual report.

3.2 The Work of the Committee 2007-2008

The section about the work of the Committee in this municipal year is split up into five issue areas which reflect the Committee's terms of reference. The content of these sections is summarised below.

3.3 Promoting, monitoring and reviewing the codes of conduct

- Members Code of Conduct 2007
- Reviewing the Codes and Protocols
- Ethical Audit 2006
- Ethical Audit 2007
- Monitoring compliance with the Code of Conduct
- Register of Interests and Gifts and Hospitality
- Officer Code of Conduct
- Raising the profile of the Committee

3.4 Providing guidance and training

- Induction for City Councillors
- Training on the Members' Code of Conduct 2007
- E-learning Modules
- Parish Council Training
- Governance Matters

3.5 Relationship with Parish and Town Councils

- Annual Audit
- Training on the new Code of Conduct
- Parish and Town Council Induction Pack

- 3.6 Corporate Governance issues
- Comprehensive Performance Assessment
 - Corporate Governance Statement
 - Corporate Governance and Audit Committee
- 3.7 Working with other agencies
- Consultation and Research
 - Standards Board for England
 - Adjudication Panel for England
 - Association of Independent Members of Standards Committees in England (AIMSce)

3.8 Issues for 2008-2009

The potential work of the Committee for the next municipal year is summarised at the end of the report. These issues are outlined below:

- Changes in the role of the Standards Board
- Implementation of the Ethical Audit Action Plan
- Raising the profile of the Standards Committee
- Learning and Development Programme for officers

4.0 Implications For Council Policy And Governance

- 4.1 There are no implications for Council policy.
- 4.2 By producing a report which details its work throughout the year, and the principal decisions it has taken, the Standards Committee is promoting transparency in its actions.
- 4.3 The annual report is also a method by which Members and officers can be informed of the Standards Committee's role and its inputs and outputs. This is an objective of the corporate governance communication plan which seeks to cascade regular information to Members and officers. The annual report will therefore have a fundamental contribution to the corporate governance arrangements of the Council.

5.0 Legal And Resource Implications

- 5.1 There are no legal or resource implications.

6.0 Conclusions

- 6.1 The publication of this annual report will support the Council's governance arrangements by promoting transparency in the Standards Committee's actions and help fulfill the corporate governance communication plan.

7.0 Recommendations

- 7.1 Members of the Council are asked to note the Standards Committee Annual Report 2007/08 as set out in Appendix 1.

1.0 Purpose Of This Report

1.1

2.0 Background Information

2.1

3.0 Main Issues

3.1

4.0 Implications For Council Policy And Governance

4.1

5.0 Legal And Resource Implications

5.1

6.0 Conclusions

6.1

7.0 Recommendations

7.1

This page is intentionally left blank

Standards Committee

Annual Report 2007 – 2008



Introduction

The Local Government Act 2000 requires councils to set up a standards committee. Standards committees have a proactive role in creating an ethical framework which governs the relationship between high standards of conduct and transparency and openness in decision making.

This is the Committee's third Annual Report and it presents a summary of the Leeds City Council Standards Committee's work during 2007/2008. This report supports the Corporate Governance arrangements of the Council by promoting good conduct and cascading information.

Foreword from the Chair

I am pleased to provide the foreword to this third Annual Report of the Leeds Standards Committee. Readers will gain a good insight to our work during municipal year 2007/08.

We have accomplished a good deal during the year and the section on "Issues for 2008-09" indicates the important new responsibilities that will fall to the committee in the coming year. The Standards Committee welcomes comments or questions arising from this Annual Report.

M. Wilkerson

Members of the Committee

The Standards Committee is composed of three independent members, five City Councillors, and two Parish Councillors.

Independent Members

The purpose of independent members is to help increase public confidence in ethical standards and provide a clear signal that the Standards Committee is fair. Independent members also bring a wider perspective to the Standards Committee from outside experiences. Independent members are not Members or officers of the Council, and are not actively engaged in local party political activity. They are appointed by the Full Council for terms of four years, and can serve two terms overall. This is to prevent them losing their independence from the authority.

Mike Wilkinson

has been an independent member and Chair of the Committee since 2002. Until 2001 he was a University Secretary and Clerk to the Board at Leeds Metropolitan University. He is a magistrate on the Leeds Bench and also acts as an Independent Assessor to the Student Loans Company. He is a Director of UNIPOL Student Homes. His final term of office runs until the Annual Meeting in 2010.



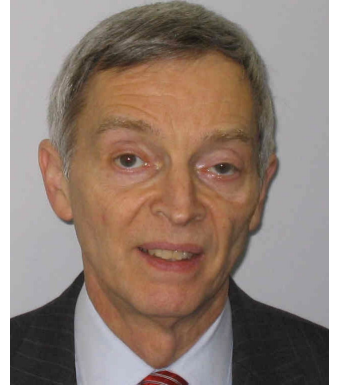
Rosemary Greaves

joined the Standards Committee in 2004 as a reserve independent member. Rosemary previously worked for BT as a Business Manager specialising in business development and strategy which includes developing significant new business propositions or identifying potential acquisition requirements. Rosemary became a full independent member in 2007 and her current term of office runs until the Annual Meeting in 2011.



Philip Turnpenny

joined the Standards Committee in April 2008 as a full independent member. Philip is currently a Director of Human Resources at Moores Furniture Group in Wetherby. Philip is also a Magistrate sitting in both the Adult and Family Proceedings Courts in Bradford and a governor at Tadcaster Grammar School as well as the Chairman of their Finance Committee. Philip's current term of office runs until the Annual Meeting in 2012.



Cheryl Grant

joined the Standards Committee in 2003 as a reserve independent member, and became a full member in 2004. Cheryl resigned from the Standards Committee in October 2007.

Leeds City Councillors

The Councillors on the Standards Committee are representatives of all five political groups within the Council. The Standards Committee is not politically balanced, this is because the standards committee should be above party politics and its members need to have the respect of the whole authority, regardless of their political party.

Councillor Les Carter

is a member of the Conservative Group and has been a Leeds City Councillor since 1974. He represents the Adel and Wharfedale ward on Leeds City Council and is also an Executive Board Member with responsibility for Neighbourhoods and Housing. Councillor Carter's areas of responsibility include housing policy and strategy, community safety, regeneration, homelessness and environmental health.



Councillor Elizabeth Nash

is a member of the Labour Group and has been a Leeds City Councillor from 1973 to 1988, and 1989 to present. She was also a member of the Leeds County Borough Council from 1972 to 1974. She represents the City and Hunslet ward on Leeds City Council, has been a member of the Committee since 2003, and is also a member of the City Centre Plans Panel.



Councillor Graham Kirkland

is a member of the Liberal Democrat Group and represents the Otley and Yeadon ward on Leeds City Council. He has been a Councillor for a total of 41 years, and was Lord Mayor from 1998-1999. Councillor Kirkland is also a member of the Health and Adult Social Care Scrutiny Board, the Culture and Leisure Scrutiny Board and is the Chair of the Personnel and Training Committee of West Yorkshire Fire and Rescue Authority.



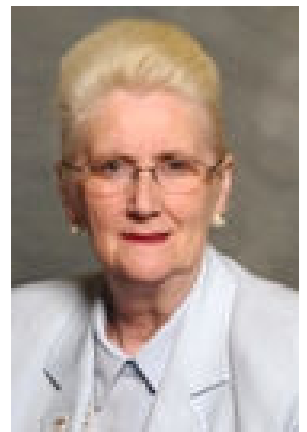
Councillor David Blackburn

is the Leader of the Green Group and represents the Farnley and Wortley ward on Leeds City Council. Councillor Blackburn is also a member of the Corporate Governance and Audit Committee, Development Plans Panel and the City Centre Plans Panel.



Councillor Judith Elliott

is a member of the Morley Borough Independent Group and represents the Morley South ward on Leeds City Council. Councillor Elliott is also a member of the Children's Services Scrutiny Board and a member of Morley Town Council.



Parish Councillors

The role of the Parish Councillors on the Standards Committee is to make sure that the parish and town councils in Leeds are represented throughout discussions. At least one of the Parish Councillors must sit on the Standards Committee at all times when parish matters are being discussed. As the Standards Committee also has responsibility for the Parish and Town Councillors in the Leeds area, the Parish Councillors on the Standards Committee demonstrate that parish issues are going to be dealt with fairly. They also bring an additional independent perspective to the Committee as they are not able to be members of Leeds City Council.

Councillor Mrs Pat Walker

is a member of Pool-in-Wharfedale Parish Council which she was elected to for the first time 6 years ago. She is lead member on conservation matters. Previously a Harrogate District Councillor, she has been involved in politics at local, national and European levels. A business manager in Leeds and Harrogate for 25 years, she is now an active member of the Ruskin Society and is presently a Foundation Governor of Prince Henry's Grammar School, Otley. Councillor Walker's current term of office runs until the Annual Meeting in 2009.



Councillor John C Priestley

joined the Committee in 2005 as a reserve parish member. He is a retired (litigation) solicitor and was a senior partner of Booth & Co. Leeds. He retired in 2002 and is now the Chairman of East Keswick Parish Council and a member of the Wetherby and District Crime Prevention Committee. He is also a Trustee of the W.W. Spooner Charitable Trust. Councillor Priestley's current term of office runs until the Annual Meeting in 2011.



Introduction to the Standards Committee

The general functions of the Standards Committee are:

- ▶ Promoting and maintaining high standards of conduct by Members and co-opted members; and
- ▶ Assisting Members and co-opted members to observe the Code of Conduct.

The terms of reference for the Committee are:

- ▶ Promoting, monitoring and reviewing the rules controlling the behaviour of Councillors and Officers (Code of Conduct);
- ▶ To consider any complaints made about the behaviour of Councillors and decide whether their behaviour has broken the rules described above. If the Councillor is found to have broken the rules, the Committee decide what punishment to impose;
- ▶ To make suggestions to and work with other agencies about standards issues and the different codes of conduct. This involves taking part in research projects and consultation exercises, as well as making suggestions for improvement and best practice to the Standards Board for England;
- ▶ To provide advice and guidance to Members and officers and to make arrangements for training them on standards issues;
- ▶ To advise the Council about changes which need to be made to the code of conduct for Officers and to promote, monitor and review this code.

To carry out the above functions the Committee works closely with the Parish and Town Councils in the Leeds area and with the authority's Monitoring Officer. You can find out more about them on pages 21 and 22 of this report.

The Work of the Committee 2007 – 2008

Promoting, monitoring and reviewing the Codes of Conduct

The Standards Committee exists to promote and maintain high standards of conduct within the Council, and has considered several important standards issues over the past year. The Committee has also sought to promote awareness of its existence and its functions amongst other Members of the Council.

► **Members Code of Conduct 2007** - The Standards Committee met on 1st May 2007 to recommend to Full Council that they adopt the new Members' Code of Conduct as published by the government. The Standards Committee also agreed a model version of the Code of Conduct for Parish and Town Councils to adopt, and considered the training which should be offered to all Members on the Code. The Standards Committee has also consulted Leeds City Council Members regarding any additions they wish to make to the Code of Conduct, although no necessary additions have been identified.

► **Reviewing the Codes and Protocols** - The Standards Committee has responsibility for several codes and protocols in the Constitution. To ensure that these are operating effectively, are being complied with, and are fit for purpose the Standards Committee has added regular reports regarding these codes and protocols to its work programme. The Standards Committee has reviewed:

- the Protocol on Member/officer Relations;
- the Code of Practice for the determination of planning matters;
- the Code of Practice for the determination of licensing matters; and
- has received an annual report from the Monitoring Officer reviewing compliance with the Monitoring Officer Protocol.

In particular further guidance has been added to the Protocol on Member/officer Relations on the issue of bullying and the extent of

Members' involvement in commercial transactions. After consideration and consultation on all these documents, the Standards Committee believes that they are fit for purpose. The Committee will also be extensively reviewing its own Procedure Rules and the Media Protocol once the new regulations for local filtering are implemented.

- ▶ **Ethical Audit 2006** – Further to the ethical audit aimed at elected members and senior officers with management responsibilities carried out in conjunction with the Audit Commission in 2006, the Standards Committee approved an action plan to address the shortfalls identified in the results on 12th July 2007. Since then the Standards Committee has monitored the Council's progress towards the actions identified very closely. The Committee has received individual reports on those pieces of work which fall within their terms of reference, and has received six monthly progress reports on the other actions. It is anticipated that the success of these actions will be measured through another Ethical Audit carried out in 2008.

- ▶ **Ethical Audit 2007** - The Standards Committee has been involved in launching and monitoring another local ethical audit this year, which tested the level of ethical awareness in the authority amongst those officers not covered by the 2006 audit. Although the audit covered all elements of the ethical framework, a large proportion of the questions related to awareness and understanding of the requirements of the Code of Conduct, as well as the contents of the protocol on Member/officer relations. The Committee will be using these results to inform future training and guidance on these issues. The proposed actions to address these results will be added to the existing Ethical Audit action plan to promote a more holistic approach.

- ▶ **Monitoring compliance with the Code of Conduct** - In order to monitor compliance with the Members' Code of Conduct the Standards Committee receives six monthly reports on the number and types of complaints that have been referred to the Standards Board regarding

Leeds City Council Members and Parish and Town Councillors in the Leeds area. The report also identifies any trends in the information so that the Committee can seek to address these matters through guidance and training.

The table below shows the number of complaints which have been made about Councillors in Leeds during this municipal year, and the number which have been referred for further investigation. The Committee did not identify any widespread problems or trends in the complaints before them.

Authority	Number of Complaints	Number referred for further investigation
Leeds City Council	21	3 ¹
Parish and Town Councils	9	1

- ▶ **Register of Interests and Gifts and Hospitality** - The Standards Committee seeks to reassure itself that the Members' register of interests is being reviewed and updated by Members on a regular basis and that the new rules surrounding the registration of gifts and hospitality are being observed. The Committee receives annual reports to this effect, the last report on this subject having been considered on 10th October 2007. The Committee were satisfied that the review arrangements in place are fit for purpose. The Committee also reviewed the register of gifts and hospitality from 2002 to May 2007 during this year, and noted any trends in this information. A report on this subject was received by the Committee on 10th October 2007, which noted no adverse trends.
- ▶ **Officer Code of Conduct** - The Standards Committee has monitored compliance with the officer code of conduct, particularly the requirement to register interests and offers of gifts and hospitality, through regular reports from Human Resources. The Standards

¹ Two of these investigations have since been completed. Both investigations resulted in no breach of the Members' Code of Conduct being found and no further action being taken.

Committee has monitored compliance with the officer code of conduct, particularly the requirement to register interests and offers of gifts and hospitality, through reports from the Chief Officer (Human Resources). The Committee has received several updates on the steps that have been taken so far to embed the existing arrangements for officers to make declarations of interests and declarations of offers of gifts and hospitality. The Committee has also suggested that an amended version of the register of interests (with the third party information removed) for certain senior officers should be a public document, and have written to the Department for Communities and Local Government to request that they consider this as an option when drafting the new national code of conduct for officers. This will be an area the Standards Committee will continue to support the Council in addressing.

- ▶ **Raising the profile of the Committee** – In order to raise the profile of the Standards Committee and the profile of the ethical framework, the Chair of the Standards Committee attends regular meetings with the Leader of the Council. The Chair is a co-opted member of the Corporate Governance and Audit Committee and also attends full Council meetings when he is able to. Other members of the Committee have also attended Parish and Town Council training sessions during this year. In addition the Standards Committee has reviewed and amended its communications plan, and will seek to implement some of the actions identified in the new municipal year.

All members were recently asked to provide suggestions to the Head of Governance Services on how their roles could be developed and their profiles raised. The following suggestions have been received:

- Regular attendance by independent members at meetings of Full Council (on a rotational basis).
- Meetings between members of the Committee and representatives from the most significant Council's partnerships to discuss the

importance of ethical good governance and share information on each others' current arrangements.

- Periodic meetings between the Chair of the Committee and the Council's Chief Executive.
- A short session during a Corporate Leadership Team meeting for the independent members of the Committee.
- An annual 'open forum' meeting of the Standards Committee where officers or public could attend and raise issues.
- An annual meeting between the Chairs of the Corporate Governance and Audit Committee and the Standards Committee with relevant officers to consider the overall good governance practice and identify areas for improvement.
- Interviews with and profiles of various members of the Standards Committee in Governance Matters and other (possibly external) media.
- A session on the Standards Committee at a meeting of the Joint Consultative Committee (where the trade unions and Council officers are represented).
- Visits to meetings of Parish and Town Councils in Leeds, and to meetings of Area Committees.
- An annual meeting between the Chair of the Standards Committee and the Leaders of the opposition groups.

These suggestions will be considered and possibly implemented during the 2008/09 municipal year.

Providing Guidance and Training

The Standards Committee has a special responsibility for ensuring that Members are trained in matters relating to the code of conduct and arranging for appropriate training to be provided. During this year, the Standards Committee has both reviewed and recommended training for City Councillors and Parish and Town Councillors.

- ▶ **Induction for City Councillors** – The Standards Committee has supported the induction training programme for new Members; all new Members received the required training on the Code of Conduct and had completed their Acceptance of the Code of Conduct and Register of Interests forms.
- ▶ **Training on the Members’ Code of Conduct 2007** – Following the Council’s adoption of the new Members’ Code of Conduct on 24th May 2007, the Standards Committee supported an extensive programme of training for all Members and certain officers of Leeds City Council. A total of 91 Councillors attended training sessions or briefings between May and October 2007, the remaining eight receiving the training materials by post. All those officers working in Governance Services and Legal Services with responsibility for advising Members on Code of Conduct issues have also been provided with training and guidance.
- ▶ **E-learning Modules** - The Standards Committee has also sought to make training on the Code of Conduct and local codes and protocols more accessible and convenient for Members by supporting the creation of an updated version of the e-learning module “Cracking the Code”. Part 1 covers the general obligations of the Code and Part 2 covers the requirement to declare and register interests. The updated module was launched prior to the Full Council meeting on 16th January 2008. This initiative has been well received by Leeds’ Members.
- ▶ **Parish Council Training** – The Standards Committee has sought to improve the training offered to Parish and Town Councils in the Leeds

area. The Standards Committee keeps the training available and received by Parishes under review through regular reports on the work programme. In response to requests by Parish Clerks that training could be carried out in group sessions, five grouped sessions were offered on the new Code of Conduct in June and July 2007. Some of these were also attended by representatives from the Standards Committee. The Committee is continually seeking to improve the services it offers to Parish and Town Councils, and build on its relationship with the Parishes (see the next section for details).

- ▶ **Governance Matters** - The Standards Committee also features heavily in the regular bulletin 'Governance Matters' which is distributed to all Members of the Council, Directors, Chief Officers and all officers within Legal, Licensing and Registration, Procurement and Democratic Services. This bulletin contains a 'spotlight on' section which provides advice on specific standards or governance issues, front page news and feedback from the Council's governance committees. There have been sixteen issues so far, they are published on a bi-monthly basis and are available to download from the Council's website².

2

http://www.leeds.gov.uk/Council_and_democracy/Councillors_democracy_and_elections/Council_documents/Governance_Matters_Newsletter.aspx

Relationship with Parish and Town Councils

The Standards Committee has sought to develop its relationship with the Parish and Town Councils in the Leeds area during this municipal year.

- ▶ **Annual Audit** - The Standards Committee has asked each Parish Clerk to complete a questionnaire this year, which asked questions about their register of interests, how interests are declared and recorded and what training the Parish Councillors had received on the new Code of Conduct. The results of the audit showed that some Parishes would like further training on the Code of Conduct from Leeds City Council and that more guidance may be needed on personal and prejudicial interests. The Committee will address these issues with the provision of further training sessions and additional guidance to Clerks.
- ▶ **Training on the new Code of Conduct** – The Standards Committee arranged for eight training sessions to take place for Parish and Town Councillors since the new Code was introduced. There were also two separate sessions organised for Parish Clerks to explain to them the practical implications of the new Code of Conduct, for example how to advertise its adoption. Overall 111 Parish and Town Councillors have received training from Leeds City Council, and 19 Clerks from 21 Parishes, with the prospect of further local training sessions being organised as a result of the Annual Audit. Through the work carried out on the Annual Audit it is also clear that some Parishes have taken advantage of training from other sources, including the Yorkshire Local Councils Association.
- ▶ **Parish and Town Council Conference** – Representatives from the Parish and Town Council Liaison Forum and officers of Leeds City Council organised the first Parish and Town Council Conference in Leeds this year. This took place on 10th April 2008 at Civic Hall. Members of the Standards Committee attended the conference in order to introduce themselves, explain the role of the Standards Committee,

and to assist officers with briefing delegates on the Members' Code of Conduct.

- ▶ **Parish and Town Council Induction Pack** – In order to assist Parishes with preparing for the election period, all Clerks were provided with information packs which included model forms and guidance on the Code of Conduct, such as how to complete a register of interests form. This assisted Parishes with complying with the relevant deadlines, and will be revised and reissued in May 2008 to those Parishes having elections.

Corporate Governance Issues

The Standards Committee contributes to the corporate governance of the Council in the following areas:

- ▶ **Comprehensive Performance Assessment** – The Committee has considered how the Council has performed against the criteria in relation to ethical standards and the Use of Resources Key Lines of Enquiry, and any improvements which could be made to the ethical framework.
- ▶ **Corporate Governance Statement** – The Standards Committee and its work regarding the conduct of Members and officers feature in the Council’s Corporate Governance Statement. In particular the Committee’s monitoring of complaints about Members and compliance with the codes of conduct.
- ▶ **Corporate Governance and Audit Committee** – The Standards Committee has further developed its relationship with the Corporate Governance and Audit Committee during this municipal year. The Chair of the Standards Committee remains a co-opted member of the Corporate Governance and Audit Committee, and the minutes of each Committee are received by the other. The Corporate Governance and Audit Committee also receives a report on the Standards Committee’s work every six months.

Working with Other Agencies

During the year, the Standards Committee has taken part in research and policy development on a national scale through various consultation exercises. The Independent Members of the Standards Committee are involved in the Standards Committee Independent Members' Regional Forum of Yorkshire and Humberside.

- ▶ **Consultation and Research** – Members of the Standards Committee have responded to the consultation paper published by Communities and Local Government on the new Orders and Regulations relating to the conduct of Local Authority Members. The Committee provided their own comments and collated comments from several senior officers, to form a Council response. The Orders and Regulations will be published in May 2008.

The Standards Committee has also taken part in a research project on local filtering during this municipal year. Several Standards Committee Members took part in this exercise where ten real cases were provided to the Committee to consider. Their answers were then analysed by the Standards Board to assist them with preparing for the new arrangements, in particular what could be done to ensure some level of consistency in the decisions made by individual standards committees. The Standards Committee has also considered the results of previous research projects commissioned by the Standards Board for England which they have been involved in, such as the study on the effectiveness of the Standards Board for England.

- ▶ **Standards Board for England** - The Chair of the Standards Committee has attended the Sixth Annual Assembly of Standards Committees held by the Standards Board for England on 15th and 16th October 2007, which provided opportunity for training and guidance and also feedback to the Standards Board on their work. In addition, the Chair of the Standards Committee was a member of the steering

committee for this year's conference, and was a speaker on the issue of independence. This presentation, called the 'State of Independence', was one of the most successful at the Annual Assembly, receiving 98% 'good' or 'very good' feedback from delegates. The Chair has also been asked to be a member of the steering group for the seventh annual assembly to be held on 13th and 14th October 2008. The Standards Committee is kept up to date on national conduct issues by receiving regular Standards Board Bulletins through the agenda and issues of the Town and Parish Standard. The Standards Committee also received and considered the Standards Board's Annual Report at their meeting in October 2007.

▶ **Adjudication Panel for England** – The Standards Committee is able to monitor the way in which the Code of Conduct is being interpreted and how sanctions are applied at a national level through the regular reports it receives on Adjudication Panel for England cases. The Committee also considered the Adjudication Panel's third annual report at their meeting in October 2007.

▶ **Association of Independent Members of Standards Committees in England (AIMSce)** - The Chair of the Standards Committee is a Director of AIMSce. The Association provides support and guidance to independent members in carrying out their statutory responsibilities, and also acts as a forum for exchanging views and ideas with other organisations and stakeholders.

Issues for 2008 – 2009

The Standards Committee will have many important issues to address in the coming the year, including the following:

- ▶ **Changes in the role of the Standards Board** – From 8th May 2008 all complaints about the behaviour of Members of Leeds City Council or Parish and Town Councillors in Leeds will be received by Leeds City Council rather than the Standards Board. These will then be assessed by a sub-committee of the Standards Committee to decide whether any further action is necessary. The Committee will also be able to carry out reviews of these decisions through a separate sub-committee, and will have more powers of sanction available to it when conducting hearings.

The Standards Board will monitor the Standards Committee's progress by receiving regular reports on the number of complaints and the outcomes of those complaints, as well as other information such as how much training has been provided by the Committee.

- ▶ **Implementation of the Ethical Audit Action Plan** – The action plan formulated by the Standards Committee during this municipal year will continue to be implemented and monitored by the Standards Committee throughout the new municipal year. The action plan will also be updated to incorporate any actions arising from the results of the Ethical Audit 2007.
- ▶ **Raising the profile of the Standards Committee** – The Committee will continue to explore ways of raising their profile within the Council. The various suggestions made by Members of the Committee will be discussed and possibly implemented during this municipal year.
- ▶ **Learning and Development Programme for Officers** – The Committee will continue to monitor the progress of the Learning and Development Programme currently being implemented by the Chief Officer (Human Resources). The Committee will seek to ensure that

the training provided raises awareness of the codes and protocols that apply to officers to assist in embedding the ethical framework within the Council, and will continue to receive regular progress reports on this issue.

Useful Links

If you would like to find out more about standards issues and the work of the Committee, as well as keep up to date with national issues, you may find the following links useful:

- ▶ **The Standards Board for England** (for guidance on standards issues, standards committees and outcomes of recent cases)
www.standardsboard.gov.uk
- ▶ **The Adjudication Panel for England** – www.adjudicationpanel.co.uk
- ▶ **The Audit Commission** – www.audit-commission.gov.uk
- ▶ **Department for Communities and Local Government** –
<http://www.communities.gov.uk/corporate/>
- ▶ **Leeds City Council** – www.leeds.gov.uk
- ▶ **National Association of Local Councils** – www.nalc.co.uk
- ▶ **Yorkshire Local Council Association** -
www.visionwebsites.co.uk/Contents/Text/Index.asp?SiteId=490&SiteExtra=13134021&TopNavId=459&NavSideId=5536
- ▶ **Chartered Institute of Public Finance and Accountancy** –
www.ipf.co.uk
- ▶ **Association of Independent Members of Standards Committees in England** – www.aimsce.org.uk

Parish Councils

The Standards Committee has a special responsibility to the Parish and Town Councils in Leeds. The Standards Committee is responsible for ensuring high standards of conduct are met within the parishes and that every Member is aware of their responsibilities under the code of conduct.

The Parish and Town Councils in the Authority's area are:

Aberford & District	Drighlington	Otley
Allerton Bywater	East Keswick	Pool-in-Wharfedale
Arthington	Gildersome	Pudsey
Austhorpe	Great and Little Preston	Scarcroft
Bardsey Cum Rigton	Harewood	Shadwell
Barwick in Elmet & Scholes	Horsforth	Swillington
Boston Spa	Kippax	Thorner
Bramham cum Oglethorpe	Ledsham	Thorp Arch
Bramhope and Carlton	Ledston with Ledston Luck	Walton
Clifford	Micklefield	Wetherby
Collingham with Linton	Morley	Wothersome (Parish Meeting)

The Monitoring Officer

In Leeds City Council, the role of the Monitoring Officer rests with the Assistant Chief Executive (Corporate Governance). The Monitoring officer has a key role in promoting and maintaining standards of conduct.

As well as acting as legal advisor to the Standards Committee, the Monitoring Officer carries out the following functions:

- ▶ reporting on contraventions or likely contraventions of any enactment or rule of law;
- ▶ reporting on any maladministration or injustice where the Ombudsman has carried out an investigation;
- ▶ establishing and maintaining registers of Members' interests and gifts and hospitality;
- ▶ maintaining, reviewing and monitoring the Constitution;
- ▶ supporting the Standards Committee;
- ▶ receiving reports from Ethical Standards Officers and decisions of case tribunals;
- ▶ conducting investigations into misconduct;
- ▶ performing ethical framework functions in relation to Parish Councils;
- ▶ acting as the proper officer for access to information;
- ▶ advising whether executive decisions are within the budget and policy framework; and
- ▶ advising on vires issues, maladministration, financial impropriety, probity, and budget and policy issues to all Members.



Report of the Assistant Chief Executive (Corporate Governance)

Full Council

Date: 2nd July 2008

Subject: Corporate Governance and Audit Committee Annual Report

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose Of This Report

1.1 This report presents to Full Council the first annual report from the Corporate Governance and Audit Committee. The report is attached at appendix one.

2.0 Main Issues

2.1 Members are requested to receive the report and note the impact the Committee has had in relation to the governance arrangements of the Council.

3.0 Implications For Council Policy And Governance

3.1 Preparing an annual report and presenting this to the Full Council is consistent with best practice guidance in relation to Audit Committees and therefore strengthens the Council's position in respect of any external assessments of the Council's governance arrangements.

3.2 By producing an annual report that focuses on the impact of the Committee's work the Committee has been able to ensure that the work it undertakes during the year is relevant and effective.

4.0 Legal And Resource Implications

4.1 There are no legal or resource implications.

5.0 Recommendations

5.1 Full Council is recommended to receive the Annual Report of the Corporate Governance and Audit Committee.

This page is intentionally left blank

Corporate Governance and Audit Committee

Annual Report 2007 – 2008



Foreword from the Chair

I am pleased to present the first annual report of the Corporate Governance and Audit Committee. It records real progress in achieving the degree of independence, vigilance and thoroughness demanded by modern standards of corporate governance throughout the public sector. It also indicates the breadth of the Committee's work in pursuit of the goal that every aspect of the Council's work should be compliant with those standards and transparent to its stakeholders. Most importantly, the report demonstrates the impact of the Committee's work, and the extent to which it has been concerned with laying firm foundations for future governance.

In a recent meeting with Audit Committee Chairs from the UK's other core cities, I was pleased to note that Leeds City Council is performing well in our adoption of best practice; inevitably however, there is progress still to be made in a number of areas. These include the strengthening of governance relationships with the Council's partner organisations, given the increasing importance of inter-agency working.

I record my thanks to the members of the Committee, to Council officers for their challenging support, to KPMG (the Council's external auditors) for their rigorous professionalism, and to the Local Government Ombudsman for helping us discharge our obligations to all the citizens of Leeds. I would like in particular to express my appreciation of the work of Councillor Elizabeth Minkin, who is retiring from the Council after 20 years of distinguished service.

Cllr John Bale

Introduction

Background

The Corporate Governance and Audit Committee was established in March 2005. The Committee replaced the Council Business Committee taking on their functions and some additional functions relating to internal audit, compliance with statutory and other guidance and internal control. It held its inaugural meeting on 19th April 2005.

Corporate Governance is a phrase used to describe how organisations direct and control what they do. For local authorities this also includes how a council relates to the communities that it serves. Good corporate governance requires local authorities to carry out their functions with integrity and in a way that is accountable, transparent, effective and inclusive. The Council's Code of Corporate Governance provides more information regarding corporate governance at Leeds.

Membership

In accordance with best practice guidance produced by the Chartered Institute for Public Finance and Accountancy (CIPFA) the Committee reviewed its membership in April 2006 to ensure appropriate independence from the Executive Board. The members of the Committee for 2007-2008 are set out below:

Councillor John Bale (Chair)

Councillor David Blackburn

Councillor Colin Campbell

Councillor Geoffrey Driver

Councillor Robert Gettings

Councillor Elizabeth Minkin

Mike Wilkinson, the Independent Chair of the Standards Committee is a non-voting co-opted member of the Committee.

Terms of Reference

In summary the Committee is responsible for the Council's arrangements relating to:

- external audit;
- internal audit;
- risk management;
- the internal control environment (corporate governance arrangements);
- compliance with statutory and other guidance;
- considering and making proposals for amendments to the Council's Constitution;
- approving the Accounts; and
- approving the Annual Governance Statement.

The full terms of reference are attached at appendix one.

The Annual Report

Effective audit committees help raise the profile of internal control, risk management and financial reporting issues. They enhance public trust and confidence in the governance of the Council. As such, the Corporate Governance and Audit Committee has resolved to produce an annual report for presentation to full Council for two reasons:

- to demonstrate the impact of its work over the last year; and
- to raise awareness of corporate governance across the Council.

The Work of the Committee 2007 – 2008

The following section provides a summary of the work that the Committee has undertaken over the last year, including the impact that work has had on the effectiveness of the Council's overall corporate governance arrangements. It is divided up according to the different elements of the Committee's terms of reference.

External Audit

External audit is an essential part of the process of ensuring public money is spent accountably. The Council's external auditors are KPMG. Their work is guided by an annual audit plan which details the work they will complete over the coming year. The plan is based on any areas of risk to the Council that are identified in the corporate risk register and on in-input from Members and officers. During 2007-08 the auditors produced a number of reports, which were received by the Committee and published on the Council's website.

► East and South East Leeds (EASEL) Regeneration Project – Risk Review

In November 2007 the Committee received a report regarding a risk review of the Joint Venture Company being established between Leeds City Council and Bellway plc to deliver an ambitious, housing led initiative targeting some of the most deprived wards in the City. The report considered the risks associated with the operation of the Joint Venture Company to assist the Council in avoiding the problems encountered by other organisations setting up similar arrangements. The KPMG report also considered what might be a suitable approach to performance management.

The Committee resolved that the governance arrangements for EASEL must ensure a clear separation between the role of Leeds City Council

officers appointed to the EASEL board and those officers responsible for monitoring performance on behalf of the council. The Committee also stressed the need to find a balance between robust controls and a flexibility that will enable the Council to pursue its priorities in later years.

In April 2008, the Committee received a further report providing them with the opportunity to comment on the draft governance arrangements for EASEL. The Committee resolved to recommend to the Executive Board that, in signing the management agreement for the EASEL project, they seek greater clarity from officers regarding which decisions will no longer be subject to the Council's constitutional arrangements, and what alternative arrangements will be in place to ensure that decisions are taken in an informed, transparent way which is open to the scrutiny of the public and Members.

Impact

By receiving these reports the Committee was able to directly influence the arrangements established for the EASEL project with a particular focus on governance issues, especially decision-making.

► **Children and Young People's Agenda: Partnership Working**

Also in November 2007 the Committee received a report on the 'Children and Young People's Agenda: Partnership Working'. The purpose of the audit was to provide the Council with an assessment of whether the arrangements are performing effectively and to identify any key issues for improvement.

The Committee commented on the complex nature of the Children's Trust arrangements in Leeds and welcomed the opportunity to develop their understanding. The Committee sought assurance that the arrangements operate effectively at a local level and, as such,

requested that officers prepare a report back on the operation of local arrangements.

The report the Committee received in March provided a description of the developing arrangements at a local level. The Committee commented on the complexity of the arrangements and asked a number of questions of officers regarding how responsibility for individual services is established at the local level. The Committee will monitor this issue during 2008-09 and have requested that officers report back on a number of specific issues in September 2008, as set out below:

- how and to whom responsibility for delivering children's services has been delegated, with specific reference to the Council's functions;
- details regarding the commissioning arrangements that have been established and what accountability arrangements are in place where services are commissioned; and
- how the various elements of the children's services governance arrangements (e.g. clusters, area management boards, wedge partnerships) are able to influence decision-making.

► **The Annual External Audit Plan**

The Committee is further developing its role in this area by having greater involvement in the development of the external audit plan for the next municipal year.

The Committee received a report in March 2008 regarding the audit plan for 2008-09. They particularly supported KPMG's proposal to include Health Inequalities and Scrutiny as areas for review. They also requested that the auditors consider including a review of the current children's services arrangements.

Impact

This process has helped to strengthen governance at Leeds by ensuring that the valuable work of the auditors is focussed, not only where there are perceived risks, but in areas felt to be significant by elected Members.

► **Other Reports**

Other reports received by the Committee this year were:

Report	Committee Resolution
Waste Management Review	The Committee resolved to receive update reports as this project develops so they can maintain an overview of the effectiveness of the governance arrangements. The Committee also stressed the importance of keeping Members informed of the key decisions made in relation to the waste solution.
Identification of Non-Priorities and Distribution of Resources	The Committee resolved to note the content of the report, they also requested that officers prepare a report for a future meeting applying the Council's project management methodology to a case-study.
Building Capacity Review	The Committee noted this report.
E-Government Benefits	The Committee noted this report.

Internal Audit

Internal audit is an independent function established by the Council to objectively examine, evaluate and report on the adequacy of the corporate governance arrangements. Reports issued by internal audit provide a key source of assurance to the Committee that the governance arrangements in place are functioning correctly. The Committee is also responsible for monitoring the performance of internal audit.

At their meeting on the 29th June 2007 the Committee received the annual internal audit report looking back at work completed and issues identified in the previous municipal year. The Committee raised two issues that were of particular interest: the governance in place when providing grants to voluntary organisations and the internal audit arrangements of the Arms Length Management Organisations (ALMOs).

At their meeting of the 14th January 2008 the Committee received the half-year update report which again raised concerns regarding the internal audit arrangements for one of the ALMOs. The Committee expressed their concern at the failure of the ALMO to implement internal audit, which was identified as a risk to the Council. They requested an urgent report back from relevant officers regarding this matter.

Impact

The Committee's involvement in this matter ensured the risks to the Council were fully understood and has, through regular reports and monitoring, ensured that appropriate action was taken.

Risk Management

Risk management is defined as the effective management of threats and opportunities in order to enhance the delivery of Council services. Good risk management practices enable the Council to make better decisions, and enhance its ability to achieve its objectives. The Committee receives both an annual report and regular update reports from the Chief Officer (Audit and Risk) regarding key risk and business continuity management developments across the Council and its strategic partners.

► Annual Report

At their meeting on the 29th June 2007 the Committee received the annual report on risk management arrangements for 2006-07. The report focussed on the following key issues:

- the management and oversight of the Council's corporate risk register;
- developing departmental risk registers;
- risk management within projects;
- business continuity planning, particularly in relation to influenza and ICT; and
- training.

The Committee noted the work that had been undertaken by the risk management unit over the previous year. They also expressed a wish to develop their own knowledge and understanding of risk management in order to ensure that they are able to make an effective contribution to the development of risk management at Leeds. A separate briefing session on risk management was delivered to the Committee on 27th September 2007.

► The Corporate Risk Register

The Committee received the second of its regular update reports at its meeting on the 28th November. This provided an update on all the areas covered in the annual report, and informed the Committee of the results

of a benchmarking exercise comparing Leeds City Council's approach to risk management, and in particular to the corporate risk register, to that of the other Core Cities.¹ Further to the results of that exercise the Committee requested that further consideration be given to the publication of the Leeds corporate risk register, taking into account the principle that information should be available and accessible to the public to ensure transparent governance.

Impact

The Council is currently preparing a risk register which could be made accessible to the public when it is received and formally considered by the Council early in the new municipal year.

The final update report of the year was received by the Committee at their meeting on the 23rd April. Members were particularly interested in the fact that two critical services had not yet completed business continuity plans. Members were informed that while one of the services had made significant progress in preparing a plan the other remained a concern. The Committee requested that the issue be immediately brought to the attention of the appropriate Executive Member and that they continue to be updated on the matter.

Corporate Governance / Internal Control

In addition to the specific role the Committee has in relation to audit and risk management it has a broad responsibility for reviewing the adequacy of the Council's wider corporate governance arrangements. It receives a number of regular and ad hoc reports which provide assurance that the Council's arrangements are operating effectively, these are summarised below.

¹ The Core Cities are Birmingham, Bristol, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield.

► Local Government Ombudsman

At their meeting on the 27th September 2007 the Committee received the Local Government Ombudsman's letter for 2007-06. The Ombudsman for the region, Anne Seex, attended the meeting in order to present the letter and respond to any questions. The Ombudsman's letter provided a key assurance to the Committee that, in general, there are robust and effective mechanisms in place for dealing with complaints. Members also identified key areas for improvement raised in the letter, in particular, the need to ensure that good quality information is provided to the Ombudsman when the Council is first notified of a complaint. The Committee requested that officers in customer services keep them updated of actions taken to improve the quality of responses sent to the Ombudsman.

Impact

The Committee received an update report from the Chief Officer (Customer Services) at their meeting of the 6th February. This report informed the Committee of the new procedures established, on the Committee's urging, to ensure good quality responses to the Ombudsman.

In both September and February the Chief Officer (Customer Services) also provided the Committee with a commentary and analysis of complaints received during the preceding 5 month period. This enabled the Committee to identify any trends in complaints which might indicate a breakdown in governance controls. No significant trends were identified, however this is a valuable way in which the Committee receives assurance that the Council's governance arrangements are operating effectively.

► Partnerships Governance Arrangements

At their meeting on the 29th June 2007 the Committee received a detailed report updating them on work undertaken by officers throughout 2006-07, at the Committee's request, to respond to the Audit Commission report 'Governing Partnerships – Bridging the Accountability Gap'. The report had identified the governance of partnerships as an area for improvement for many local authorities.

The report presented to the Committee a proposed definition of the Council's significant partnerships and a governance framework which the Committee resolved all partnerships must comply with. The Committee requested a report back in November providing an assurance that the Council's significant partnerships had been identified and governance arrangements established for them.

IMPACT

In November the Committee received a report presenting a list of significant partnerships to the Committee and summarising the governance arrangements in place for them. Completing this list enabled the Council to ensure that it met the Audit Commission's requirement that all significant partnerships are identified and have governance arrangements in place.

The Committee continue to maintain a keen interest in the toolkit which is being developed to support officers in ensuring that robust governance arrangements are in place for all the Council's significant partnerships.

► Delivering Successful Change (Project Governance)

Like the governance of partnerships, the governance of projects, has been a key focus of the Committee's work during 2007-08. 'Delivering Successful Change' (DSC) is the corporate project which is developing a consistent approach to project and programme management for implementation across the Council.

The Committee received the first update report of 2007-08 at their meeting on the 29th June 2007. This report informed the Committee that the Executive Board had:

- approved the Corporate Project Management Framework as mandatory for all Council projects; and
- approved the 'Policy on the Governance of Council Business Change Programmes and Projects' setting out the principles under which the Council's business change programmes and projects will be undertaken.

The Committee received a further update report at their meeting on the 14th January 2008. The Committee was particularly interested in how far the DSC methodology had been implemented across the Council. It was their view that for DSC to be a fully effective governance tool there needs to be evidence that it is being used consistently. The Committee was informed by officers that a proposed Corporate Portfolio and Programme Management function will in future be able to provide assurance regarding implementation. Members were also assured that the use of the DSC methodology should now be compulsory for any new projects.

Members also sought assurance that the methodology includes a requirement to keep relevant Elected Members apprised of the development and implementation of projects. They were informed that

the stakeholder communication plan, which is part of the methodology, should ensure this.

IMPACT

The Committee's view that the DSC methodology must make adequate provision for Member involvement has led to officers redrafting key elements of the methodology to ensure this.

► **Governance information on the Leeds City Council website**

In June 2007 the Committee received the Council's annual Corporate Governance Statement. During their consideration of that item the Committee expressed a particular concern regarding the accessibility of information relating to decision making on the Council's website. The Committee felt that providing this information on the website is an important way in which the Council ensures that decision-making is inclusive and transparent. They requested, therefore, that the Assistant Chief Executive (Planning, Policy and Improvement) improve the accessibility of this information and report back to them regarding his actions.

Impact

At their meeting on the 28th November the Committee received a report on this matter. The report set out a number of improvements that had been made to the website in order to address the Committee's concerns. These included:

- the addition, on the front page of www.leeds.gov.uk of a 'My Council' section which features the major elements of the Council and Democracy section of the website – including an A-Z of Councillors, Council meetings, scrutiny boards and elections and voting;
- the introduction of additional entry points to the information contained on and published through the Democratic Services Information System (DSIS) – this includes Committee meeting agendas and minutes, the Forward Plan and delegated decision notification forms; and
- amendments to the Council and Democracy section of the website to provide descriptive links to the information published through DSIS.

The Committee was pleased with the improvements made but took the opportunity to express the view that the internet could be used as a more effective tool for community engagement. The Committee will receive a report on this matter in the new municipal year.

► Review of Polling Districts, Places and Stations

Under their terms of reference the Committee has the authority to consider and determine any Council function delegated to a Director that the Director decides to refer to them. Under this element of their terms of reference, and with reference to their overall responsibility for the adequacy of the Council's governance arrangements, the Committee

undertook a substantial piece of work to review the Council's current polling arrangements and approve proposals for a new scheme.

In order to give this matter thorough consideration, taking into account all the views received as part of the consultation exercise, the Committee received reports at their meetings on the 28th November 2007, 6th February 2008 and 12th March 2008.

Impact

At the March meeting the Committee agreed a final proposed scheme of polling – for implementation in time for the 2008 elections.

The Committee also resolved that the polling scheme should be looked at again, prior to the next elections, to ensure that the issue of equality of access for electors is addressed.

► **Code of Corporate Governance**

At their meeting on the 19th March 2008 the Committee received a report presenting a revised Code of Corporate Governance for Leeds City Council. The Code is a public statement of the Council's commitment to Corporate Governance which sets out how the Council will meet that commitment.

The Council first published a Code of Corporate Governance in June 2003. Since then the Council has regularly reviewed and updated the Code based on any new guidance. The Code was last updated in July 2005 to reflect the six principles identified in *The Good Governance Standard for Public Services*. In late 2007, following consultation, CIPFA/ SOLACE published *Delivering Good Governance in Local Government – the Framework*. The Framework is based on the six principles originally set out in *The Good Governance Standard*, which have been adapted for local authority purposes. The document is intended as best practice guidance for developing and maintaining a local code of corporate governance. The

revised Code that the Committee received in March reflected this new guidance.

Overall the Committee was happy with the proposed amendments to the Code, although they requested that one of the principles be amended to better reflect the Council's commitment to *encourage* local people to be involved in decision making. They also requested that officers further investigate the possibility of developing additional codes and protocols to govern the relationship between the Members and officers.

IMPACT

The Council now has in place an improved Code which reflects the most recent best practice guidance but which also takes into account the local position in Leeds and the views of Elected Members.

Constitution

One of the Committee's key functions is to consider proposals for amendments to the Council's Constitution and either:

- approve the amendment (where this is within their authority); or
- make recommendations to full Council for amendments.

During 2007-08 the Committee made the following amendments / recommendations:

- to amend Article 4 of the Constitution, which sets out the Councils Budget and Policy Framework, so as to reflect the Council's new corporate planning framework – the amendments removed the Corporate Plan from the Article and added the Leeds Strategic Plan and the Leeds Business Plan;
- to amend the Protocol for the Coordination of External Audit and Inspection Reports so that reports need only be received by the Executive Board on referral from the Corporate Governance and Audit Committee, reducing the duplication of work;
- that the Local Choice Functions (which are set out in Part 3 of the Constitution) to allocate functions under the Local Government and Public Involvement in Health Act, which relate to the local area agreement, be allocated to the Executive; and
- that Council Procedure Rule 26 to be amended to provide for substitute arrangements for the Corporate Governance and Audit Committee.

In January 2008 the Committee was asked, by the Leader of Council, to establish a working group, comprising the elected Members on the Committee, to develop proposals for Constitutional change addressing issues raised by Members in a diagnostic exercise undertaken by the Deputy Chief Executive.

The working group met twice, on the 6th February and the 19th March, and particularly looked at:

-
- the content of Article 4, the Council's budget and policy framework, which sets out the Council's decision making framework;
 - the process by which policies in the budget and policy framework are developed, consulted on and approved;
 - the Council's arrangements for scrutiny; and
 - the definition of the Council's most significant decisions.

IMPACT

The Committee made a number of recommendations for amendment to the Constitution when were approved by the Full Council at the annual meeting in May 2008.

Statement of Accounts

One of the Committee's most important statutory roles is to approve the Council's Statement of Accounts. All Members of the Committee received a briefing session on the structure and content of the Accounts at the beginning of the municipal year to support them in carrying out this function.

The Statement of Accounts show how the Council has used public money and demonstrate that the Council has been responsible. The accounts for 2006-07 were received by the Committee at their meeting on 29th June 2007. After being informed by the Chief Officer (Financial Management) of a number of minor changes that had been made since the Committee received the accounts they were approved.

Once the Committee had approved the accounts they were made available to the public to enable electors to inspect them, ask any questions or challenge them. They were also then passed to the Council's external auditors for examination.

At their meeting on the 27th September 2007 the Committee received a report from the external auditors regarding the quality of the accounts. The auditors reported that no material errors had been identified and commented on the smooth running of the audit.

The Committee were updated on new international financial reporting standards which will come into effect in 2009-10 at their meeting on the 23rd April 2008 – to ensure that they remain up to date. A refresher training course on the accounts will be offered at the beginning of the next municipal year.

Corporate Governance Statement

Each year the Council produces a Corporate Governance Statement which is a public statement regarding the adequacy of the Council's corporate governance arrangements. It sets out the arrangements that have been in place for the previous year and also details what actions the Council will take over the forthcoming year to further strengthen its governance.

As the Statement forms part of the accounts it is always received at the same meeting – therefore, the 2007 Statement was approved at the Committee's meeting on the 29th June 2007.

At the same meeting the Committee received a number of annual update reports to support the information contained in the Statement. These included:

- the Standards Committee annual report;
- an annual report on Member development;
- a report on the Council Plan and the Council's performance management framework;
- the annual report on risk management; and
- the annual internal audit report.

The Committee also received a report at their meeting on the 14th January 2008 regarding progress against the Corporate Governance Statement Action Plan – which is based on the areas for improvement identified in the Corporate Governance Statement. Receiving this update provided an opportunity for the Committee to challenge officers on the completion of actions. The Committee was particularly interested in the implementation of business continuity plans within Directorates and asked to be updated in the next risk management update report. For details of their consideration of this item see the section on risk management.

Work Programme for 2008 – 2009

At their meeting on the 23rd April 2008 the Committee agreed a draft work programme for 2008-09.

The work programme is developed with reference to:

- any regular items that the Committee receives, for example the Statement of Accounts, and update reports on risk management, internal audit, ombudsman complaints and project governance;
- any requests for reports that the Committee has made over the previous year, for example on the development of the Council's website to improve community engagement; and
- any emerging areas of local or national interest, for example the Committee will receive reports in 2008-09 on information governance – in particular data security.

The work programme for 2008-2009 is attached at appendix two – other items will be added to this as issues emerge over the course of the year.

Further Information

The following information can be accessed on the Council's website – www.leeds.gov.uk:

- past agendas and minutes for the Corporate Governance and Audit Committee;
- the Council's Code of Corporate Governance, Corporate Governance Statement and Statement of Accounts;
- external audit reports;
- Governance Matters – the bi-monthly newsletter produced by Governance Services; and
- the Council's Constitution.

If you have any specific questions you can also contact the Corporate Governance team by e-mail, cxd.corporategovernance@leeds.gov.uk or by phone on 0113 395 1632.

Corporate Governance and Audit Committee

The Corporate Governance and Audit Committee is authorised to discharge the following functions²:

1. to consider and determine Council (non-executive) functions³ delegated to a Director⁴ where the Director has decided not to exercise the delegated authority and has referred the matter to the Committee.
2. to consider the Council's arrangements relating to accounts including:
 - (a) the approval of the statement of accounts and any material amendment of the accounts recommended by the auditors;
 - (b) the approval of the Statement on Internal Control; and
 - (c) with the exception of any matter, which may result in the accounts being qualified, responding to the Council's auditors in respect of any matter where it is not considered appropriate to make the amendments recommended by the auditors.
3. to consider the Council's arrangements relating to external audit requirements including:
 - (a) agreement and review of the nature and scope of the annual audit plan,
 - (b) the receipt of external audit reports so as to:
 - (i) inform the operation of Council's current or future audit arrangements; and
 - (ii) provide a basis for gaining the necessary assurance regarding governance prior to the approval of the Council's accounts.
4. to review the adequacy of policies and practices to ensure compliance with statutory and other guidance
5. to review the adequacy of the Council's Corporate Governance arrangements (including matters such as internal control and risk management)

² Functions" for these purposes shall be construed in a broad and inclusive fashion and shall include the doing of anything which is calculated to facilitate or is conducive or incidental to the discharge of any of the specified functions.

³ These functions, which include those local choice functions, which have been determined as non executive functions, are detailed in Sections 1 and 2 of Part 3 of the Constitution.

⁴ Director" includes those Officers specified in Sections 1 and 2 of Part 3 of the Constitution.

-
6. to consider the Council's arrangements relating to internal audit requirements including:
 - (a) considering the Annual Internal Audit Report
 - (b) monitoring the performance of internal audit

 7. to consider proposals to amend the Constitution and make recommendations to full Council⁵

⁵ As outlined in Article 15 of the Constitution

APPENDIX TWO

Corporate Governance and Audit Committee Work Programme 2008-2009

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
Meeting Date: 18th June 2008		
Annual Internal Audit Report	To receive a report detailing the work of the internal audit section during 2006/7 and the key findings from the audits that have been undertaken.	Chief Officer (Audit and Risk) Tim Pouncey
Annual Report on Risk Management	To receive and consider a report detailing the progress of the Council in achieving the targets in the Corporate Governance Statement to embed risk management.	Chief Officer (Audit and Risk) Tim Pouncey
Annual Report on Project and Programme Assurance	To receive the annual report on the effectiveness of the Council's arrangements for project and programme assurance.	Chief Officer (Audit and Risk) Tim Pouncey
Annual Report of the Standards Committee	To receive a report regarding the annual report of the Standards Committee.	Head of Governance Services Andy Hodson
Annual report on Member Training	To receive a report updating Members on Member training.	Head of Scrutiny and Member Development Peter Marrington

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
Annual Audit and Inspection Letter (Audit Commission)	To receive the Annual Audit and Inspection Letter from the Audit Commission	Chief Officer (Audit and Risk) Tim Pouncey <i>Audit Commission Relationship Manager</i> Head of Policy, Performance and Improvement. Steve Clough
Update Report on complaints to the Ombudsman	To receive the quarterly performance report in relation to complaints to the Local Government Ombudsman.	Corporate Customer Relations Manager Wendy Bowes
June 25th 2008		
Corporate Governance Statement	To receive and approve the Council's Corporate Governance Statement for 2007/	Head of Governance Services Andy Hodson
Statement of Accounts	To receive the Council's accounts.	Chief Officer (Financial Management) Doug Meeson
September 30th 2008		
Audited Statement of Accounts	To receive a report detailing any issues with the audited accounts.	Chief Officer (Financial Management) Doug Meeson

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
Local Government Ombudsman's Annual Letter	To receive the annual letter from the Local Government Ombudsman.	Corporate Customer Relations Manager Wendy Bowes
Annual Report on Corporate Complaints	To receive a report summarising and identifying any trends in relation to all corporate complaints received in 2007-08.	Corporate Customer Relations Manager Wendy Bowes
Children's Services	To receive a report of the Director of Children's Services responding to the Committee's resolution at their meeting on the 19 th March 2008 – to detail accountabilities at a local level.	Director of Children's Services Rosemary Archer
Developing the community engagement portal	To receive a report regarding on-going work to develop the internet for community engagement.	Assistant Chief Executive (Policy, Planning and Improvement) James Rogers
Council Planning Applications	Further to Standards Cttee resolution of the 5 th December to receive a report on the process by which the Council makes planning applications and by which these are decided. The Cttee is to consider this process and whether it provides assurance that the Council deals with these planning applications in the same manner as with others.	Chief Officer (Planning) Phil Crabtree Caroline Allen
CAA Use of Resources – self – assessment	To receive a report detailing the results of the self – assessment exercised carried out by officers in relation to the proposed CAA use of resources key lines of enquiry for 2008 / 09	Chief Officer (Financial Management) Doug Meeson

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
Data Security	To receive a report on actions taken by the Council to ensure data security.	Head of Information and Knowledge Management Lee Hemsworth
Leeds Community Foundation	To receive a report providing information regarding the Council's relationship with the Foundation and the governance of the Foundation itself.	Head of Governance Services Andy Hodson
November 26th 2008		
Half Year Internal Audit Report 2007/08	To receive a report detailing the work of the internal audit section to date.	Head of Internal Audit Neil Hunter
Update Report on Risk Management	To receive a report updating Members on the Council's risk management arrangements	Chief Officer (Audit and Risk) Tim Pouncey
Corporate Governance Statement Action Plan	To receive a report detailing progress made against actions in the Corporate Governance Statement Action Plan	Head of Governance Services Andy Hodson
January 21st 2009		
Standards Committee Update Report	To receive a report summarising the activities of the Standards Committee over the last 6 months	Head of Governance Services Andy Hodson

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
Update Report on complaints to the Ombudsman	To receive the regular performance report in relation to complaints to the Local Government Ombudsman.	Corporate Customer Relations Manager Wendy Bowes
March 18th 2009		
Update Report on Risk Management	To receive a report updating Members on the Council's risk management arrangements	Chief Officer (Audit and Risk) Tim Pouncey
April 29th 2009		
Annual Review of the Constitution	To receive a report regarding proposed amendments to the Constitution as a result of the annual review.	Head of Governance Services Andy Hodson
Update Report on complaints to the Ombudsman	To receive the regular performance report in relation to complaints to the Local Government Ombudsman.	Corporate Customer Relations Manager Wendy Bowes
Unscheduled Items / Items for 2008-2009		
Project Prioritisation	To receive a report demonstrating the application of project prioritisation.	Assistant Chief Executive (Planning, Policy and Improvement) James Rogers

ITEM	DESCRIPTION	RESPONSIBLE OFFICER
Report on the governance arrangements in ALMOs and other arms length management organisations.	To receive a report regarding the management / governance arrangements in place to manage the Council's relationship with the ALMOs and other arms length management organisations.	TBC
Update reports on the waste solution programme	To receive regular update reports regarding the governance arrangements in place for the waste solution programme.	Recycling and Waste Manager Pippa Milne